



2005

Hamilton County

Budget

Board of County Commissioners

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President

Pat DeWine
Vice President

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Commissioner

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Interim County Administrator

HOW TO USE THIS BOOK

The county budget is a financial plan of expenditures for the coming year and the means of financing them during the year. The annual budget provides historical, current, and future comparisons of revenues and expenditures.

ORGANIZATION

The budget is organized as follows:

- **Transmittal Letter:** A transmittal letter is submitted by the county administrator to the Board of County Commissioners (BOCC) at a regular meeting. The county administrator's letter summarizes the recommendations to the board and the effect these recommendations will have on operations. For 2005, the letter is a summary of several transmittals to the BOCC during the budget process. The original documents are included in the appendix.

- **County Profile:** This section contains the background and demographics of the county, an organizational chart for Hamilton County, and a listing of elected officials.

- **Budget Guidelines:** This section includes county policies associated with the budget. Also included is the **five-year plan**, a planning document prepared prior to the budget season. The five-year plan focuses on the general fund, projects current year spending, and looks at future years' projected spending. The document indicates if there may be a potential shortfall in the future of the general fund. The current and future years' amounts are derived after consultation with departments using their best estimates.

- **Budget Summaries:** The budget summaries detail the major aspects of the budget and the effects of the additions/reductions on county operations. Major revenue sources and assumptions used during budget development are addressed. Financial summary schedules are provided with comparisons of historical, current and future year figures. A summary of all positions within the county and projected fund balances are also included.

Functional Organization: The budget is organized functionally. Each functional section is defined and the inter-relationships between areas mentioned.

- **Program Detail by Function:** The core of Hamilton County's budget book includes detailed programs for each department arranged within the appropriate function. Program sheets contain the program name, whether the program is mandated, and

the funding source(s). A brief description is provided as well as prior/current year accomplishments. The program sheet also contains revenue and expenditure information and FTE (full time equivalent) counts for the program. **PLEASE NOTE:** Programs are not separated by fund but are presented as a complete program regardless of funding source.

Some program sheets are accompanied by a **tax levy sheet**. These sheets contain amounts derived from a particular property tax levy, the spending plans as presented prior to voter approval of the levy, and actual amounts for purposes of comparison to the levy plan.

Each program also has **objectives** that highlight selected goals for the budget year. Detailed information called "**indicators**" is also provided. These indicators outline the demand for services in the program, the workload to be accomplished with recommended staffing levels, and the amount of time/resources it takes to accomplish each unit. In addition, effectiveness/outcome indicators have been developed to measure the objectives of the program. Analysis is provided outlining the conclusions made from the indicators presented. The analysis section also notes any financial changes in each program and is used by the budget analyst during the budget process.

- **Grants:** A complete listing of grants awarded to the county is presented. Funding derived from grants is included in functional programs. (Program information for grants is included in the previous section.)

- **Capital Improvement Plans (CIP):** The budget includes the county's CIP and that of the Metropolitan Sewer District. These are planning documents and are not appropriated (but may be funded by other means e.g., debt) within the budget.

- **Debt:** This section contains complete information regarding the county's indebtedness.

- **Glossary/Acronyms/Index:** A glossary is provided to help the reader with complex accounting terms and terms unique to Hamilton County. An index is also provided.

- **Appendix:** The Appendix includes all original 2005 budget transmittal documents.

Hamilton County Vision

To serve the residents of Hamilton County by providing the best and most responsive county government in America.



Hamilton County Mission

To reach out to Hamilton County residents to provide efficient service of the highest quality, encourage resident participation in service development and to deliver county services equitably.



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for distinguished presentation to Hamilton County, Ohio for its annual budget document in the fiscal year beginning January 1, 2004, the 12th consecutive year the county has received the honor.

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

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

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Regional Recognition

In 2004, *Sporting News* ranked Cincinnati the No.1 college basketball city.



Hamilton County

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Citizens of Hamilton County:

In 2005, Hamilton County faces a year of challenge and change. The budget process provides us the unique ability to bring community issues into focus and make decisions to address these issues and seize opportunities for the community.

It is encouraging to reflect on some of our community accomplishments. During 2004, new milestones were reached in the ongoing transformation of the community's riverfront with the opening of the National Underground Railroad Freedom Center, the western plaza of Great American Ball Park and the Cincinnati Reds' Hall of Fame. In April, another important event—symbolic of the continued cooperation between the City of Cincinnati and Hamilton County—occurred when ground was broken for the expansion and renovation of the downtown convention center.

Hamilton County continues to be recognized by national and international organizations such as the International City/County Management Association, Government Finance Officers Association, the National Association of Counties, the National Association of County Information Officers, and the Performance Institute for excellence in professional management and innovative programs that address community needs. While we are rightfully proud of these accomplishments, we will not rest on them and know that the organization must continue to progress in order to serve citizens effectively and efficiently.

The 2005 budget before you today was passed on March 23, 2005. A temporary budget was legislated in December 2004 to allow a newly elected county commissioner to participate in the 2005 budget process when he took office in January 2005. This letter addresses the key issues contained in separate transmittal documents authored under two county administrators between November 2004 and March 2005. (The original transmittal letters are included in the appendix to this budget book.)

In an era of cutbacks, the budget we present maintains service levels, is financially prudent, and attempts to provide capacity to meet emerging community challenges. The general fund budget of \$249.2 million is a \$9.1 million, or 3.5% decrease, from the adopted 2004 general fund budget of \$258.3 million. The 2005 budget marks the second consecutive year in which the general fund budget will be less than the prior year's budget.

The total budget is structurally balanced and maintains existing service levels. The total budget is \$2.37 billion, \$72 million (3.1%) more than the 2004 adopted budget. Included in this number are \$1.2 billion of entitlements (mostly Medicaid-related), which are not appropriated and account for an increase of \$89.7 million compared to 2004. Without entitlement growth, the all funds budget is down \$17.7 million.

Highlights of the 2005 Budget

The following are highlights of the 2005 budget:

- The budget is structurally balanced, with ongoing general fund revenues meeting ongoing general fund expenditures.
- Essential service levels remain unchanged.
- The budget includes a new voter-approved levy for the Cincinnati Museum Center, as well as replacement levies for Mental Retardation and Development Disabilities (MRDD) and Health and Hospitalization services at Drake Center and drug treatment services.
- Board action again will lessen the total taxes collected for special levies by approximately \$1 million in 2005 through a transfer from the general fund to the special levies, accounting for the estimated interest earnings attributable to levy funds.
- The county continues to provide a property tax rollback to owner-occupied residential property owners. The 2005 rollback is calculated at \$19.8 million and has been provided since 1997, following voters' approval of a 0.5% sales tax for the construction of sports facilities and associated riverfront development.
- There are no staff layoffs. The general fund budget includes a net increase of 2.9 full time equivalent (FTE) positions from the current year budget. Across all funds, the budget includes a net reduction of 10 FTEs. The budget includes a general wage increase of 2% effective April 1, 2005. Consistent with the pay for performance compensation system, a 1% supplemental salary adjustment is also included for all County departments. The budget includes wage increases necessary to meet various collective bargaining agreements.
- In order to provide needed capacity for wage increases and other initiatives, the 2005 budget includes an across-the-board reduction in the "other expenditures" category (supplies, materials, contracts, etc.) of \$1.85 million for all general fund operations. This represents a 3% decrease compared to the November 2004 recommended budget within the other expenditure category. The reduction has been applied equally to all line items within this category. Departments have discretion as to how they wish to manage within the overall appropriation in the other expenditure category. Participation in the leveraged purchasing program should result in reduced impact in these areas, as we believe the County will achieve increased savings through this program.

- Specific areas targeted for budget reductions after the November recommendation include:
 - Ohio State Extension funding. The original recommended budget included \$367,000 for these non-mandated services. Given our strained financial condition not only for 2005 but also for the foreseeable future, a reduction of \$100,000 was included. The Board decision-making process included significant public input regarding the Extension program, resulting in a county-supported program focused on 4-H and horticultural/master gardening programs.
 - Consistent with Board direction, travel budgets for elected officials were reduced by 75%. The Board's travel budget has been reduced from \$12,000 to \$500 for 2005. This provided a reduction of \$92,500 in the revised budget.
 - Consistent with the adopted budget goals, the Board of County Commissioner's computer support function was reduced by \$50,000.

- The general fund reserves are projected to be \$29.6 million at year-end 2004, including the unrestricted component of the Budget Stabilization fund (\$7.5 million). For 2005, general fund reserves are projected to reach \$34.8 million, or 14.2% of the ongoing general fund budget expenditure level of \$245 million. This increase in general fund reserves is another step toward the Board's goal of a 20% reserve by the end of 2006.

- Notwithstanding a continued loss of state funding, the Department of Job and Family Services (JFS) continues to serve families and children in need. Through continued efforts to control costs and maximize state and federal revenues, JFS also maintained a structurally balanced budget.

General Fund Overview and Issues

The general fund faces significant challenges as we continue to see stagnant or declining ongoing revenue in many areas. On the expenditure side, departments, for the most part, continue to live within the budget. However, as we have held the line on budget growth there has been less under spending within the general fund budget. In previous years, this under spending has provided a source for funding for non-recurring expenditures and for building our reserve balance to meet Board goals. Going forward, it appears we can no longer expect to have a significant amount of unspent fund balance to assist in balancing our budget and meeting our reserve goals. As a result, future budgets will be more difficult to balance. The budget includes difficult choices to bring the overall budget into line with this new reality.

Revenues

General fund revenues for 2005 are budgeted at \$252.3 million, an increase of \$15.2 million (6.4%) compared to estimated 2004 revenues of \$237.1 million. In terms of ongoing revenue, \$245.4 million is projected compared to \$241.8 million of ongoing revenue in the 2004 year budget, a 1.5% increase. Overall, general fund revenue has grown by only 5.3% from 2001 through the 2005 budget. This growth has not kept pace with inflation (Midwest urban CPI) during this same period of 8.5%. Similarly, total general fund expenditures have grown less than inflation, at 4.7% (\$237.9 million in 2001 to \$249.2 million in the 2005 budget).

Sales Tax. For 2005, sales tax, the single largest general fund revenue, accounts for approximately 25.8% of revenue. General fund sales tax is projected to be \$65.1 million, a growth of 2.6% over the 2004 estimate. In 2004, sales tax revenue was one of the few bright spots within the general fund, experiencing a growth of 5.2% compared to 2003. Some of sales tax growth in 2004, however, is attributable to unique circumstances including:

- 1) The application of local sales tax to telephone expenditures beginning in April 2004. The Ohio Department of Revenue had previously estimated that the impact of this change would be a 1.5% increase in 2004 or a 12-month impact of 2%.
- 2) In June 2004, Hamilton County experienced a large sales tax receipt from the state. Much of this increase (approximately \$1 million) was due to the reconciliation of sales tax from various large payors that operate in multiple counties. State officials have indicated that approximately \$500,000 (or 0.8% of the 2004 sales tax increase) is attributable to 2003 sales tax activity.

Removing these items to provide a comparison of similar tax bases between 2004 and 2003 reveals approximately 2.5% of real growth during 2004. In budgeting for sales tax in 2005, we have used a 2.35% general growth assumption plus the addition of the telephone tax that was not included during the first quarter of 2004, which is an additional 0.5% of growth, for a total projected growth of 2.85% in 2005.

Property Tax. In 2005, the general fund property tax revenue remains stable and is projected to be \$34.4 million, 13.6% of total revenue. Hamilton County has maintained the same general fund “inside” millage rate (2.26 mills) since 1932. As a result of an accounting change by the County Auditor, the 2005 budget includes the cost of tax settlement fees. In the past, these fees were deducted from revenues. The result will be increased revenue reported from property tax sources in all funds along with corresponding expenses for the settlement fees. This will have the effect of inflating budgets that include property taxes compared to prior years.

State Local Government Fund Revenue. State Local Government Fund revenue, a revenue sharing mechanism comprised of sales and use tax, state personal income tax, the public utilities excise tax and corporate franchise tax, is distributed to each county and then allocated among the county, cities, villages, townships, and library districts within the county. In Hamilton County, funding is based on a state-authorized alternate method of distribution. Based on current information, Local Government Fund revenue is projected to be flat at \$25.2 million, or 10% of general fund ongoing revenue.

In recent years, the state legislature has taken actions that both freeze growth and cap local government funding. As a result, counties have not realized any benefit from these sources due to increased economic activity. While this “freeze” is scheduled to be removed as of August 2005, there continues to be concern that the state may take action to reduce or eliminate this important revenue sharing with local governments. Clearly, the loss of this significant revenue source (10% of our general fund) would negatively impact public services in Hamilton County and in local governments across the state.

Interest Earnings. Due to low interest rates and a reduced amount available for investment, interest earnings have been dramatically lower in recent years. Interest earnings for 2005 are projected to be \$14.5 million, a slight decrease compared to the 2004 budget. Since 2001, interest earnings revenue has declined 50%, an annual loss of \$12 million to the general fund. The net amount of interest earnings to the general fund is further decreased in 2005 by a transfer of \$957,000 to the Children's Services levy. This transfer represents the estimated amount of interest earned by the various special levies.

Recorder's Fees. Another side of low interest rates is a significant rise in income in the Recorder's Office, resulting from real estate transactions such as home sales and refinancings. Revenue from Recorder's fees is now beginning to decline as the number of mortgage refinancings has slowed. The Recorder and her team are to be complimented for taking on a significant increase in workload over the past few years with minimal increase in administrative costs. Projections for 2005 are \$6.5 million, or 2.6% of the general fund. This is a decrease of approximately \$3.1 million from the peak in 2003.

Public Defender Reimbursement. While state law "requires" state funding of 50% of public defender costs, the 2005 budget was built on the assumption that the state would only reimburse at 30% of county spending. If the state provided the full amount of reimbursement (50%), consistent with statute, we would receive approximately \$5.7 million – an annual difference of \$1.9 million.

Court Fines and Forfeiture Revenue. While there has been some increase in activity in 2004, court fines and forfeiture revenue continued to lag compared to historic levels. These revenue shortfalls, which have occurred over the past three years, are primarily reflected in the Clerk of Courts' municipal criminal and traffic court operations. After a review of various cost components many of which have not been adjusted in 7-10 years, the courts agreed to increases fines at a rate that generates a projected \$1.3 million in additional revenue during 2005.

Reinstitution of PRC Services Contracts. The Prevention/Retention/Contingency (PRC) program is designed to help families residing in Hamilton County overcome immediate barriers to achieving or maintaining self-sufficiency, with the objective of lessening the need for ongoing public assistance. PRC is funded through a component of the state and county's administration of federal temporary assistance to needy families (TANF) funding. The Board has adopted a PRC plan, which includes services in probation, juvenile court, public defender, and pre-trial services. These areas of the general fund had provided service and received PRC reimbursement in 2000 and 2001. Ohio Department of Job and Family Services have reviewed the county's PRC program including these contracts. Since that time, however, funding has not been available to support these efforts. Recently, the state has changed its funding approach (elimination of the consolidated allocation), which led to funding again being available within the PRC area. The 2005 budget includes a total of \$2.675 million of PRC reimbursement, \$1.425 million of which is considered ongoing funding. This funding will need to be closely monitored during 2005 to insure that programs and contracts are fully implemented. As with any state funding, we will also need to be mindful of the potential of changes in available funds.

General Fund Expenditures

The total general fund expenditures of \$249.2 million in the 2005 budget are \$9.1 million less than the adopted 2004 budget. For the second consecutive year, we have constructed a budget that is below the previous year's budget. Ongoing expenditures (total budget less one-time expenditures) for 2005 are projected to be \$244.6 million, a 1.2 % increase compared to 2004. The cost of employee wages and benefits continues to be the largest expenditure category, accounting for approximately 69% of expenditures. Other significant expenditure categories include supplies and materials, contractual services, and debt service. The following are highlights within general fund expenditures:

Administrative Services. The 2005 budget eliminates the \$1.5 million base contingency within the general fund. There continue to be items in contingency that are earmarked for specific purposes. If emergencies arise, or new programs/spending are desired during the year, reserves will need to be drawn down.

The budget includes the addition of a purchasing position. This staff addition is consistent with recommendations from a 2004 management review identifying potential cost savings through enhanced centralized purchasing across the county organization. The new position will increase capacity within purchasing to serve more county customers.

Board of Elections. The Board of Elections will be required to convert to touch screen system by the November elections in 2005. This conversion will result in additional costs for the portion of the system not covered by the state, as well as changes in practices. Some of the changes will result in additional costs, including higher quality standards for printed absentee ballots, technicians for Election Day, and polling place costs due to additional services required for computer operation. The budget includes these increased costs.

Building Inspections. The 2005 budget includes \$150,000 for "development facilitation." The Department of Building Inspections has identified opportunities to enhance customer service. These funds could be used for various initiatives such as an "ombudsman" position to help guide customers, especially small businesses, through the development process or further advancements in our continuing efforts to bring the building permit process online.

Coroner. Two additional positions are included in the Coroner's office, firearms examiners and DNA analyst. These positions are needed to meet rising service demands and will cost approximately \$55,000 total for a half year in 2005 (\$110,000 full year). In addition, the Coroner has requested additional funds for existing Senior Pathologist positions. The Coroner's office has worked with County Personnel to conduct a market study that justifies total salary adjustments for four positions of approximately \$50,000. To offset these additional costs, the Coroner has revised the lab fee schedule and is exploring new services that will generate additional revenue. We are projecting approximately \$74,000 in additional general fund revenue.

County Facilities. A new cost engineer position is included in County Facilities consistent with the recommendation of a 2004 management review. The position will develop cost estimates and proposals for operating and capital projects, tasks currently performed by a contracted architectural firm. The position will be closely monitored to assure savings in its first year, and is anticipated to generate further savings in subsequent years. The budget includes a reduction in outside architectural services equivalent to the cost of this new position.

Economic Development Funding. The budget includes funding of ongoing economic initiatives through the Hamilton County Development Company (HCDC) and, beginning in 2005, \$250,000 of annual general fund contribution to the convention center expansion project. Funding for 2005 only is provided for the Port Authority (\$285,000), the Partnership for Greater Cincinnati (\$250,000), and the Northern Cincinnati Convention and Visitors Bureau (\$250,000 from the general fund with an additional \$250,000 pass-through from hotel/motel tax revenue provided to the Greater Cincinnati Convention and Visitors Bureau).

The budget includes \$1.025 million for one-time Commissioner initiatives, a reduction from the \$2 million in one-time expense in the 2004 budget. These initiatives include health care and managed competition commissions (\$175,000); customer service, website, and performance measurement improvements (\$400,000); building permit processing improvements (\$300,000); and economic development initiatives (\$150,000).

Prosecutor's Office. The budget maintains funding for the victim/witness of crime program instituted in 2004 between the Board, Prosecutor's office, City of Cincinnati, and the Cincinnati Police Division. This pilot program is designed to provide additional security to victims and witnesses of crime who have been threatened or intimidated in an attempt to stop the victim or witness from testifying in the criminal trial.

Probation. For the 2005 budget the County has moved four probation officer positions back into the general fund from the probation services fund. These positions had been in the general fund in previous years. The cost of these four positions is approximately \$240,000. In addition, a total of \$1.5 million of probation services funds will be transferred to the general fund as revenue.

Public Defender. Public Defender costs have risen dramatically in recent years. From 2002 through 2004, total Public Defender expenditures have grown from \$9.86 million to \$11.3 million, a growth of 14.6%. During each of these years, the budget was amended to add between \$500,000 to \$800,000 to meet rising costs, largely attributed to the growth of assigned counsel costs. This overall growth is more than two times the rate of inflation (Midwest urban CPI) of 5.7% for the 2002-2004 period. In addition, compared to other urban Ohio counties, Hamilton County appears to be the most expensive public defender operation in the state. Without change, we should expect these costs to continue to mount with the Board forced to add another \$500,000 or more of funding to the 2005 budget.

The Public Defender Commission is to be complimented for undergoing a management review during 2004. This study, which has not been put into final form, makes several recommendations and estimates that between \$300,000 and \$500,000 of savings could be realized through better management practices. Along with the finding of the management review, it is clear that a business plan is needed to install better expenditure controls while still providing the defense to which indigent citizens are entitled. Exploring various methods of service delivery, including seeking proposals from local firms for the provision of services, should be explored. There is a clear need for both Public Defender Commission and the Board of County Commissioners to discuss these issues.

General Fund Position and Wage Adjustments. The 2005 general fund supports 3,064.5 FTEs, a net increase of three FTEs compared to the 2004 budget. New FTEs include a procurement specialist in county purchasing and a firearms examiner and DNA analyst in the coroner's office. The budget includes a general wage increase of 2% effective April 1, 2005. Consistent with the pay for performance compensation system, a 1% supplemental salary adjustment is also included for all County departments. The budget includes wage increases necessary to meet various collective bargaining agreements. Contingency funding is provided for union negotiations for the corrections supervisor's contract, which expires in 2005.

The budget includes a 4% turnover rate that was applied to all general fund departments, with the exception of those departments with fewer than 20 positions. No turnover rate was applied to those departments. A lower turnover rate (2%) is applied to 24-hour operations. While this is an increase from the 3.5% used in the 2004 budget, actual turnover is consistent with this assumption. The three-year average is 4.24%.

The initial departmental requests for general fund expenditures of \$283.5 million exceeded estimated resources by \$54.2 million. All of the county staff, both elected and appointed, worked long and hard in cooperation with this office to evaluate revenue projections, to make necessary expenditure cuts, and to put in place controls that resulted in the presentation of a balanced budget.

Restricted Funds and Other Issues

Communications Center. The Hamilton County Communications Center was established in 1949 as a partnership between county government and suburban jurisdictions using the center. The original funding basis for the center was the county paying for the capital costs and all the users, including the county, paying their proportional share of the operating costs based on usage.

The county commitment to pay the capital costs has placed considerable burden on the general fund. In 2003, the county-funded, state-of-the-art 800 MHz radio system was brought on line. This \$20.5 million project included both the system "backbone" and purchase by the county of the majority of radios used by suburban jurisdictions. The 2005 budget anticipates county payment of \$1 million of system operating costs from system users such as the Sheriff, Clerk of Courts, Dog Warden, Metropolitan Sewer District, and Adult Probation.

Since 2001, the Board has acted to maintain the rate for system users at \$14 per detail (emergency dispatch event). As a result of this rate freeze, an additional general fund subsidy of communication center operations has occurred. The 2005 budget maintains the \$14 per detail rate, which results in a \$1.4 million general fund subsidy to Communication Center operations.

If inflation had been applied to the detail rate since 2001, the rate would be \$15.29 per detail and would reduce the general fund subsidy by over \$420,000. If inflation for only 2004 were applied to the detail rate, the rate would be \$14.29 per detail, a \$100,000 reduction to the general fund subsidy.

Dog and Kennel Fund. The dog and kennel fund requires a general fund subsidy in 2005 of approximately \$300,000. During the year, strategies will be discussed that should result in the elimination of general fund dollars being needed by this fund. Among these strategies could be an adjustment of the rate that must be adopted by the fall of each year. Also, the county could explore initiatives that increase the ease of obtaining a dog license such as Internet sales, retail sales at large pet retailers, or returning the operation of the licensing function to the Society for the Prevention of Cruelty to Animals (SPCA).

Job and Family Services (JFS). Ongoing revenues for JFS exceed ongoing expenditures for the 2005 budget. There are many unknowns, however, for the 2005 JFS budget. While the budget is built on the best data available at this time, the state is still in the process of refining a new funding mechanism for all counties.

During 2002 and 2003, JFS demonstrated significant progress in controlling the growth in spending. Expenditures associated with children in care (managed care) grew at levels of 30.5% and 24.5% during 2000 and 2001, respectively. During 2002 and 2003, JFS implemented various control initiatives that resulted in annual decreases of 8%. In 2004, managed care functions were brought back in-house and have successfully resulted in savings of approximately 10%. In 2005, we anticipate that costs will remain flat, as applying a rate increase for service providers will offset additional savings.

Funding for Every Child Succeeds (\$900,000) and Friends of the Children (\$640,000) is included in the 2005 budget. We will attempt to get the state to fund these initiatives directly with TANF dollars and to allocate them directly to these entities. Otherwise, we will have to put out a request for proposals as ODJFS has recently advised, through our audit process, that we must follow the code of federal regulations that requires us to bid social service contracts in excess of \$100,000. This is a change in practice, as the Ohio Department of Job and Family Services (ODJFS) currently advises counties, through its Administrative Procedure Manual, that social services contracts are exempt from bidding.

Metropolitan Sewer District (MSD). As a part of last year's budget process, the Board adopted a three-year rate plan for MSD. Under this plan, rate increases of 8.6% and 7.9% are to be implemented in 2005 and 2006 respectively. Taking into account the Board's budget goals, the 2005 rate increase of 8.4% for the full year would have been proposed. This 8.4% increase included

approximately 5.9% attributed to consent decree related costs and debt service. This leaves 2.5% attributable to growth in operating costs and maintenance of existing infrastructure. Due to the delay in adoption of the MSD rate increase, an additional 3.6% was added to the rate to generate the same revenue that the 8.4% increase (effective January 1, 2005) would have generated. This resulted in a 12% rate increase effective March 31, 2005.

The majority of the rate increases is driven by the district's capital program required under the consent decree entered into with the U.S. Environmental Protection Agency (USEPA) in 2003. MSD has maintained the rate commitment made last year despite dramatic increases in utility costs, \$1.4 million over the 2004 budget for gas and electric. Also, sewer repairs and inspection of existing lines rose by more than \$700,000 compared to the 2004 budget.

Revised rates planned for future years are 4% for 2006 (previously proposed at 7.9%) and 8.6% for 2007 (previously proposed 13.1%). The rate schedule will be reviewed annually, as a part of the budget process, and can be adjusted each year as conditions merit. This multiyear approach will help provide rate stability to the community and MSD. The administration will bring to the Board options and recommendations for the oversight and management of the consent decree capital program.

Storm Water Utility. Under the leadership of the County Engineer, Hamilton County has moved to create a storm water utility serving 44 of the county's 49 jurisdictions. The utility was formed to assist communities in reaching USEPA mandates related to storm water quality issues. Individual communities are able to select several of the services they desire, as well as the method of payment for the services. At this time, 42 of the 44 participating jurisdictions have selected services and a method of payment.

Stadium-Riverfront funding. While the stadium-riverfront financing plan has benefited from a stronger sales tax year and the recent insurance payment related to design issues, the stadium-riverfront (sales tax) fund continues to face challenges. These challenges include projected deficits as early as 2006 and continued uncertainty regarding state capital funding for the completed riverfront projects. We are continuing to explore opportunities to move forward with The Banks project, a mixed-used development on the riverfront between Great American Ball Park and Paul Brown Stadium.

Review of Special Purpose Levies

The 2005 budget includes voter-approved replacement levies for the Mental Retardation and Developmental Disabilities (MRDD) and Drake levies as well as the a new voter-approved levy for the Cincinnati Museum Center. The budget also includes the Board-directed application of levy-earned interest revenue to the special levies (\$957,000), resulting in a reduction of the Children's Services levy (.04 mills).

At this point, there are no levies (new or renewal) for consideration in 2005. The Board members have created a Healthcare Commission to review the county's role in the funding and provision of various types of healthcare. The work of this commission will likely include reviews of the multiple

county levies providing care to citizens and could affect the structure of future levies.

Children's Services Levy. The Job and Family Services Children's Services tax levy expenditures will decrease as closeout bills for Magellan have been retired and cost savings resulting from bringing those activities in-house are being realized. The budget also reflects savings in childcare as a result of screening consumers for Title XX day care funds prior to the use of levy funds. Additionally, the budget reflects a loss of \$8 million of state pass-through childcare funding. The Children's Services levy funds a large number of county mandates. Should this levy fail, a significant burden would fall on the general fund to replace this funding.

Cincinnati Museum Center Levy. In March 2004, voters approved a new five-year 0.20 mill levy for maintenance, operation and repair of the Cincinnati Union Terminal Building, occupied by the Cincinnati Museum Center. The new levy is anticipated to generate approximately \$3.5 million annually over the five-year term. A contract for the use of these funds has been developed and will be brought before the Board for consideration.

Community Mental Health Service Levy. The 2005 anticipated expenditures for the Mental Health Board levy are approximately \$900,000 more than the levy plan to compensate for reduced state funding and increases in Medicaid agency budgets. The resulting shortfall will be addressed through the use of existing fund balance within the levy.

Mental Retardation and Developmental Disabilities Levy. The levy for the Board of Mental Retardation and Developmental Disabilities (MRDD) expired at the end of 2004. On November 2, 2004, voters approved a new (replacement) 3.62 mills MRDD levy. The new levy will generate approximately \$68 million annually over the next five years, expiring in 2009. A contract for the use of these funds has been developed and will be brought before the Board for consideration.

Health and Hospitalization Levy: University and Children's Hospital. The 2005 property tax levy revenue estimate is less than the originally planned 2005 revenue. According to the County Auditor's office, this is primarily due to less tangible personal property tax receipts anticipated in 2005. Expenses for inmate healthcare exceed the levy plan due to an increased number of inmates and increased costs for the Correctional Medical Services (CMS) contract. The costs for the Children with Medical Handicaps Program are also increasing consistent with state code requirements. As a result of less estimated revenue and increases in the mandated programs for inmate healthcare and the Children with Medical Handicaps Program, 2005 funding for the other recipients of the Health and Hospitalization Levy was reduced. The budget anticipates the use of levy fund balance by the end of 2005. Further reductions in levy-funded programs may be necessary in order to balance in 2006, the final year of this levy.

Health and Hospitalization Tax Levy: Drake Hospital. On November 2, 2004, voters passed a 0.84 mill replacement levy. The new levy will generate approximately \$16 million annually over the next five years, expiring in 2009. The Board must still determine the annual distribution of the funds between Drake Center, Inc. and other county entities, specifically the drug treatment operations.

Senior Services Levy. Expenditures for the Senior Services tax levy are approximately \$1.9 million more than the levy plan for the Council on Aging contract in order to eliminate the waiting list in 2005. This \$1.9 million increase is consistent with the information presented by the Council on Aging to the Board in August 2004. The Council on Aging received an additional \$1 million in 2004 to eliminate their waiting list and to serve approximately 6,800 clients. The additional funds in 2005 will allow the Council to serve approximately 7,500 clients or 1,500 clients more in 2005 than in the original levy plan. Current projections for the balance of the levy plan for 2006 and 2007, however, indicate that revenues may not be able to continue to support this increased level of service. Given the current trends, it appears that the county will not be able to maintain its “no waiting list” policy for senior services clients without some subsidy from another source or taking this levy to the voters early for increased funding.

Restricted Fund Positions Summary. Restricted funds support 3,249.5 FTEs, a net decrease of 13 FTEs from the 2004 budget.

Review of Local Economic Conditions

Another component to the development of our 2005 operating budget is a review of the economic conditions facing the community. According to the Partnership for Greater Cincinnati's *2005 Economic Outlook*, issued in October, our local economy will continue to track the national economy fairly closely. The national economic slowdown and recovery is also seen in the local economy. Local employment, however, seems to be trending slightly better than the national average. This is a good sign and is a cause for cautious optimism. The report projects regional economic growth of 3.8% for both 2004 and 2005 with regional unemployment remaining slightly below 5%.

Review of Budget Goals

Following this letter is a review of the 2004 Budget Goals and a presentation of the 2005 Budget Goals. The budget summaries section of this document also provides an overview of the significant changes in the 2005 budget.

Capital Improvement Plan

The Capital Improvement Plan (CIP) is transmitted along with the budget document. The Metropolitan Sewer District's portion of the county CIP is also included. The non-MSD portion of the CIP includes 17 projects in three different categories: approved, recommended, and potential. The Board appropriates funds for capital projects on a project-by-project basis, thus no appropriation is included in this budget.

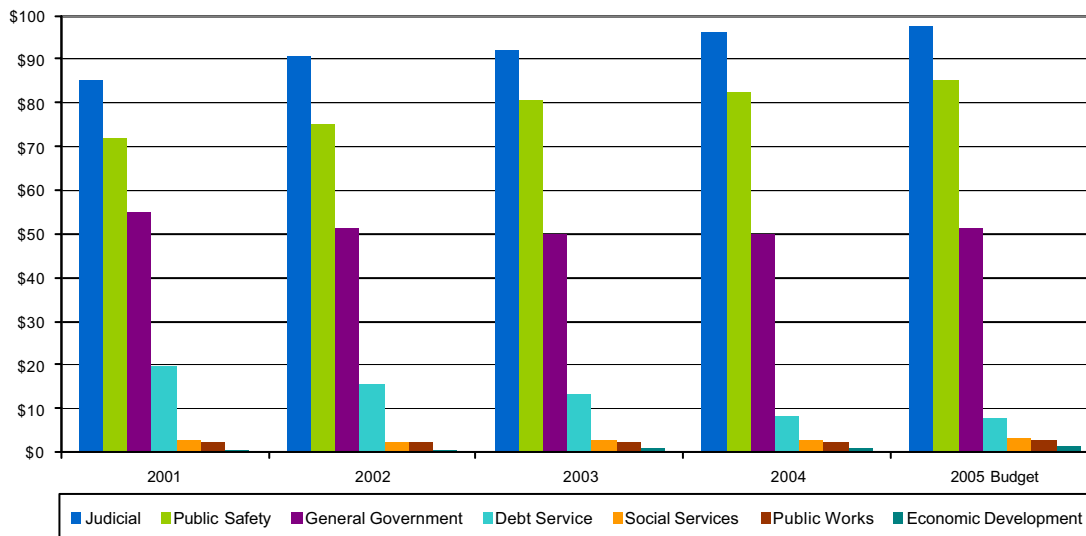
Five-Year Plan

The budget document includes a five-year general fund spending and revenue plan for the 2005-2009 period. This planning document, developed in conjunction with departments, provides an overview of existing and future service needs matched against revenue projections. It includes an inflationary assumption of 2.3%.

Cost control

Given the county's difficult financial outlook, cost control will be more important than ever. When examining the county general fund spending by category over the past five years, the two largest components, judicial and public safety, have grown steadily. Together these two categories account for 73% of the general fund budget. If the county is to bring general fund spending in line with the reality of more limited resources, the Board will need to engage other elected leaders such as judges to examine methods to control costs. One approach would be a staffing and docket management study of the courts.

General Fund Expenditures
by Function, 2001-2005 Budget



Revenue Options

In preparing the 2005 budget, various options were explored to bring additional resources into the general fund. The following is a list of some of the ongoing options the Board might consider.

- **Real Estate Assessment Fund.** A 2003 state budget bill (H.B. 95) expanded the allowable uses of the Real Estate Assessment (REA) fund. In 2004, the County Auditor agreed to shift additional costs for the operations of the Board of Revision from the general fund into the REA fund. Other costs, estimated at \$400,000 per year associated with the tax map and the geographical information system could be applied to the REA fund. Budget Office estimates show that the REA fund with a balance of over \$20 million at the end of 2004. Funding these related activities out of the REA fund could provide some relief to the general fund, while not inappropriately burdening the REA. The Board and County Auditor would need to agree to the application of REA funds to these uses.
- **Auto Title Fund.** During the development of the convention center expansion plan in 2003, approximately \$2.1 million was identified within the Auto Title fund. These funds are still available and could be used for one-time expenditures. The Board could work with the Clerk

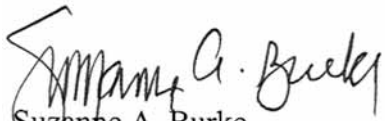
of Courts to access these funds. The projected fund balance in the Auto Title fund is now over \$3 million.

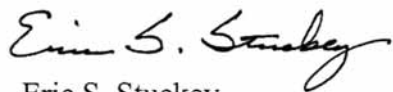
- **Communication Center cost sharing.** The 2005 budget includes a \$1.4 million subsidy of Communication Center operations. Commissioners could reduce or eliminate this subsidy by asking other system users to carry a more proportionate share of operating costs.
- **Further analyze all fees to see that they are current.** While fee review is always part of the budget process, additional review of all fees could identify fees that have not been adjusted over several years and, as a result, may no longer correlate with the cost of the services provided. For example, the dog license fees have not been adjusted since 2001. Without fee adjustment or other initiative to increase revenue, a general fund subsidy of \$300,000 will be required to keep the Dog and Kennel fund positive.
- **Real Estate Transfer Tax.** The local permissive real estate transfer tax could be increased from 2.0 mills to 3.0 mills, the full amount permitted under state law. An additional 1.0 mill of real estate transfer tax is estimated to produce \$4.5 million per year.
- **Other special funds.** In addition to the REA fund described above, elected officials, such as the Sheriff, Prosecutor, Treasurer and various courts, have special funds that could help fund activities currently paid by the general fund. In the case of certain funds controlled by the Sheriff and the Prosecutor, the Board does not have appropriation authority. The use of these funds would need to be explored jointly by the Board and the elected official.

Conclusion

We are proud to present this budget document to you. Many staff throughout the county contributed countless hours toward the completion of the budget. Their commitment to public service is evident through the hard work they put into the budget process and into the services they provide to citizens every day. We also wish to extend our special appreciation to the budget office staff: Lisa Anderson, Chris Berger, John P. Bruggen, Jim Cundiff, Lori Hallal, Jack Herbert, Paula Knecht, Al Landis, Karen McFarland, Lois Reynolds, and Rob Wagner. Their dedication and expertise made this budget document possible. A special thanks to the Commissioners and other elected officials for their leadership, stewardship, and support through which Hamilton County will meet future challenges.

Sincerely,


Suzanne A. Burke
Interim County Administrator


Eric S. Stuckey
Assistant County Administrator -
Administrative Services

Review of 2004 Budget Goals

We were successful in achieving all of the budget goals established for the 2004 operating budget as detailed below. We have also attempted to identify any areas where the 2005 budget is significantly different from the 2004 budget.

- 1. The 2004 budget shall be submitted to the Board of County Commissioners in November to allow sufficient review time for adoption by January 1, 2004.**

The 2004 budget was submitted on November 25, 2003 and adopted on December 17, 2003.

- 2. The 2004 budget will be based on current tax revenue adjusted to reflect growth and/or reductions anticipated in 2004.**

A thorough review of revenue sources was conducted as a part of the development of the 2004 budget. Overall, ongoing general fund revenue has grown by only 5.3% from 2001 through 2005. This growth has not kept pace with inflation of 8.5% (Midwest urban CPI) during this same period.

- 3. All special funds shall, to the extent possible, reimburse the general fund for both direct and indirect costs.**

As in prior years, we continue to insure that the general fund is properly reimbursed for all costs.

- 4. The 2004 budget will be utilized to coordinate special levies to ensure there is no duplication of services and that the respective levies take responsibility for all obligations.**

As in prior years, we did an extensive review of whether the general fund was contributing monies for programs/services for which a special levy exists. There are no significant shifts in services between levies included in the budget.

- 5. The level of ongoing general fund revenue shall meet or exceed the level of ongoing expenditures. New or expanded services will be separated from existing ones.**

Both the adopted 2004 and 2005 budgets are structurally balanced with ongoing revenues meeting ongoing expenditures.

- 6. The 2004 budget will maximize federal and state revenues through a detailed analysis to ensure that all general fund expenditures are being appropriately identified and charged to the correct federal/state program.**

The 2004 budget reflects continued reductions in state funding to the general fund and restricted

funds, such as the Department of Job and Family Services. The 2004 budget continues to maximize nonlocal revenue and to provide enhanced services, to the degree possible, given limited state and federal funding.

7. **The 2004 budget process will be utilized to develop a legislative agenda to address items impacting our ability to administer effectively and fund required and/or necessary programs. The budget process will include a review of the funding opportunities and financial implications of programs/issues advanced by the Board of County Commissioners. These include: the development of an economic development agenda designed to increase sales tax revenues and to respond to demographic changes to reverse the trend of people and jobs locating outside Hamilton County; responding to measures necessary to improve and enhance Hamilton County's emergency and domestic terrorism preparedness and to respond to emergency storm water and flash flooding issues.**

The 2004 budget included:

- \$2 million for economic development initiatives.
- Continued funding of the Home Improvement Program (HIP) within Community Development.
- Additional staffing in Emergency Management (EMA).
- Additional storm water-related staff in Soil and Water.
- EMA, along with various other public safety agencies, continued to seek grant funds for emergency and terrorist preparedness initiatives.
- The newly formed Storm Water Management District developed a countywide framework for addressing storm water issues.
- MSD continued to develop long-term solutions related to wet weather impacts on the county sewer system including the implementation in 2004 of residential water-in-basement (WIB) abatement program.
- The Community COMPASS process continued with a significant focus upon shifting economic and demographic trends.
- The budget continued funding of the Hamilton County Development Company (HCDC) as the county's economic development agent. HCDC works to attract, retain, and expand business in Hamilton County along with operating the most successful business incubator and small business loan program in Ohio.
- The Board hired the International Economic Development Council (IEDC) to assess the county's economic development polices, programs and priorities. IEDC's initial recommendations were presented in June; the final report was presented in October.

8. **The 2004 budget process will include a review of funding opportunities to allow Hamilton County to continue being a leader in providing necessary support services to individuals transitioning from welfare to work.**

The human services components of county government continued to be under significant financial

stress. Significant re-organization has taken place within the Department of Job and Family Services with the expressed goals of improving service, meeting the challenges of reduced state funding, and implementing a realignment that allows the county to maximize state funding.

9. **The 2004 budget process will carry out federal and state-mandated county responsibilities in the most effective way. Hamilton County will continue to aggressively pursue alternative funding sources for these mandates.**

The 2004 budget addressed federal and state mandates. Departments and elected offices have reduced many expenditures due to our constrained operating budget.

10. **The 2004 budget process will reserve dollars for employee pay adjustments, if any, according to the county's normal procedure.**

A 3% adjustment was included in the 2004 budget after a review of market conditions and information from sources such as the Chamber of Commerce and other salary studies. Consistent with the Board's pay for performance system, the budget included a 3% merit increase for nonbargaining unit employees and two 1% one-time supplements (for participating departments).

11. **The 2004 budget will hold the growth of general fund expenditures supported by locally generated funds, expenditures supported by county controlled taxes, and locally set fees under the rate of inflation.**

The 2004 general fund budget contained a decrease of over \$900,000 in expenditures compared to the 2003 budget. Since 1999, general fund spending has remained below the inflation rate. The general fund property tax rate remained at 2.26 mills. The same rate has been maintained since 1932. The 2004 special purpose levies decreased by 0.36 mills. In total, the Hamilton County effective property tax rate was reduced by 2.15%.

No new taxes or fees were included in the 2004 budget. The vast majority of County fees remained unchanged in 2004. Fees, such as building inspection and MSD fees, that the Board has previously tied to an inflationary index have been adjusted accordingly.

12. **Through the 2004 budget, the county will continue to increase the undedicated general fund reserves with a goal of reaching a reserve amount of 20% of the general fund by 2006.**

The 2004 budget projected an ending balance within the general fund reserves (\$25.9 million) and the unreserved component of the Budget Stabilization fund (\$7.5 million) equals \$33.4 million or 13.8% of general fund expenditures (\$242 million). Year-end estimates show that the total general fund reserve reached only \$29.6 million or 12% of ongoing general fund expenditures. The 2005 budget projects an ending balance of \$34.8 million, increasing the reserve to approximately 14% of ongoing general fund expenditures.

13. Beginning in 2004, Hamilton County will develop an annual Commissioners' Report Card to citizens.

In April 2004, county staff, along with the United Way, presented to the Board a *State of the Community* report with specific emphasis on Hamilton County data. Additional Hamilton County data was presented in mid-August. The county partnered with the United Way in the process that culminated in the final report of the *State of Community* report distributed widely this fall.

14. During 2004, the budget will provide for the development of a "gainsharing" program modeled after successful programs in other organizations.

The development of a "gainsharing" program was included in the 2004 work plan. A staff team developed a series of alternatives for Board consideration. Any costs related to the development and implementation of the program will be absorbed through existing budgets and/or through the general fund contingency. The 2005 budget provides funding for a gainsharing program.

15. The 2004 budget will reserve \$2 million for targeted economic development investments that provide for acceptable rates of return on investment for the County.

The 2004 general fund budget includes \$2 million reserved for economic development initiatives. Funding is earmarked for previous Board commitments to economic development projects: the Ancor connector (\$900,000), Evo-Tech incentive (\$250,000) and the Tall Stacks Festival (\$80,000 per year in 2005 and 2006).

16. Through Metropolitan Sewer District funds, the 2004 budget will support a county representative for one year with the responsibility of reforming operations and improving customer service provided by the Metropolitan Sewer District.

The 2004 MSD budget included funding (\$150,000) for the requested operations and customer service oversight.

17. The 2004 budget will support the implementation of recommendations of the Homeland Security Commission as agreed to by the Board of County Commissioners.

The Board has accepted this report. Components, such as the purchase of personal protective equipment (PPE) for first responders, creation of the joint regional emergency operations center, and a pilot threat and vulnerability study of county facilities have made significant progress. There has not been specific direction provided relating to other Homeland Security Commission recommendations.

- 18. The 2004 budget should continue the county's leadership in serving seniors by continuing the elimination of waiting lists for services provided by the county's Senior Services levy.**

In October 2003, the Council on Aging (COA) notified the county that the waiting list had grown to 400 clients. As a result, the BOCC appropriated an additional \$872,000 to the 2004 COA budget. In August 2004, the COA again notified the BOCC that the waiting list had grown and the BOCC appropriated an additional \$52,568 to address the issue. It is anticipated that the COA will serve approximately 6,800 clients in 2004 or 881 clients more than anticipated in the original levy plan. Given current trends, it appears that the county will not be able to maintain its "no waiting list" policy for senior services clients without some subsidy from another source or taking this levy to the voters early for increased funding.

- 19. The 2004 budget will provide for efforts to complete the collection of Paul Brown Stadium overrun costs from responsible parties.**

The 2004 budget included funding for services related to the cost overrun recovery effort. In October 2004, the county received a payment of \$14.25 million as a part of an agreement with the insurance company representing various design professional entities.

- 20. The county will work to meet with the City of Cincinnati, as needed, at no more than four times during 2004 to explore opportunities to keep costs down and minimize overlap in services provided to citizens.**

The 2004 work plan for the Commission and administration included continued meetings and collaboration with the City of Cincinnati.

- 21. Increase county revenue by pursuing changes in state law that provides counties with a voice in the approval of tax increment financing (TIF) districts.**

A change in state law regarding the role of counties in the establishment of tax increment financing (TIF) districts was passed in 2004. The legislation provided that counties have the opportunity to receive a portion of the tax increment generated within TIF districts due to revaluation growth.

2005 Budget Goals

- 1) The primary challenge confronting the County are its loss of jobs and population, items that help address these challenges shall be given funding priority.**

The budget and various initiatives funded within it begin to bring greater focus on efforts to stem the loss of population and jobs and make county government more cost effective and responsive. This will become an overarching policy consideration in the 2005 budget and beyond.

- 2) The Board intends to improve customer service in 2005. The budget should reflect this customer service focus. Customer service programs to be funded include reforming the County permit process, implementation of the Secret Shopper program, implementation of the 946-INFO customer service countywide information number (which could serve as a platform for a future countywide 311 system, if feasible) and the development of a more user friendly website.**

The county's pilot secret shopper program is underway and a request for proposals for vendors to assist in the countywide program is currently being developed. The 2005 budget provides funding for implementation and start-up of the permanent secret shopper program and other customer service enhancements within the Commissioners' initiatives (\$200,000). Funding within the Commissioners' initiatives of \$300,000 is provided for improvements to the permit process and development of a one-stop development initiative. Funding for the enhanced countywide information number is also provided in the Commissioners' initiatives in the amount of \$100,000. Improvements to the county website are supported within the Commissioners' initiatives (\$50,000) and staff resources will be applied from the Regional Planning department to lead this effort.

- 3) The 2005 budget will include a gainsharing program that will encourage savings during the budget year by rewarding employees who save taxpayer money in 2005.**

A pilot gainsharing program has recently been launched with a countywide program expected to follow. Staff resources from Regional Planning, Administrative Services and County Administration will be used to support the program.

- 4) The 2005 budget shall provide support services to implement leveraged buying for all departments under the Board and departments under elected officials.**

The 2005 budget includes two additional staff within Purchasing (Administrative Services) to support leveraged purchasing initiatives. One position was recently approved by the Commissioners and another will be transferred from another County department under the Board. Staff has begun additional training and work with private sector purchasing professionals to increase leveraged buying among county agencies.

- 5) **The County will work with other funding partners to begin the Banks development project in 2005; provided that it is able to do so without further jeopardizing the solvency of the Stadium sales tax fund.**

County staff will continue to work collaboratively with the City of Cincinnati, the Port Authority, and the Cincinnati Center City Development Corporation (3CDC) to move forward with The Banks project, a mixed-used development on the riverfront between Great American Ball Park and Paul Brown Stadium.

- 6) **The 2005 budget shall provide support services for the four Board-created, citizen-led task forces:**

- **Economic Development Task Force – evaluate and suggest reforms to the County’s economic development practices to help reverse population and private sector job declines.**

The 2005 budget provides staff resources from Regional Planning and Administrative Services to assist this task force.

- **Health Care Review Commission – evaluate and suggest reforms to the County’s health care financing practices (specifically focusing on the Indigent Health Care levy and the Drake levy) to assure continued quality care while reducing the tax burden on Hamilton County taxpayers.**

While the 2005 budget includes \$90,000 to support the Health Care Review Commission, funding from non-general fund sources will be sought as a first option. Staff resources from Administrative Services will be provided to support the efforts of this commission.

- **Managed Competition Committee – develop and implement a plan to evaluate all county services and operations for potential benefit from a private/public bidding process, and oversee a managed competition process for those services and operations, which are deemed appropriate.**

While the 2005 budget includes \$85,000 to support the Managed Competition Committee, funding from non-general fund sources will be sought as a first option. Staff resources from Administrative Services will be provided to support the efforts of this committee.

- **Tax Levy Review Committee – evaluate and suggest reforms to the County’s policies and procedures for approving special levies to reverse the increase in and reliance on, tax levy funding of countywide services.**

Staff resources from Administrative Services will continue to be provided to support this committee.

- 7) The 2005 budget shall provide sufficient resources for the development and distribution of a countywide report card to citizens.**

Production of a county report card to citizens is supported within the Commissioners' initiatives (\$50,000) and staff resources from Regional Planning, Administrative Services and County Administration will also be tapped to assist in this effort.

- 8) The County will work to encourage consolidation of services with other local governments throughout Hamilton County, including, but not limited to:**
- a) Consolidation of the Metropolitan Sewer District**
 - b) Creation of a countywide one-stop for development opportunities**

The 2005 budget includes funding flexibility to support these initiatives. Specifically, funding for one-stop development and building permit process improvements (\$300,000) is provided within the commissioner initiatives. Staff resources from Regional Planning and Building Inspections have also been identified to assist in implementation. In terms of Metropolitan Sewer District consolidation, this is largely a policy level issue to be discussed with the City of Cincinnati. Budgetary implications are uncertain at this time.

- 9) The 2005 Budget will capture any savings resulting from a full evaluation and realignment of IT support for the Board of Commissioners' offices, as recommended by A.T. Hudson. This is estimated to save up to \$50,000 annually.**

A \$50,000 reduction has been implemented within the Board's 2005 budget.

- 10) The 2005 budget will provide a vehicle for employee raises to departments willing to cooperate in countywide cost savings measures, including the County's leveraged purchasing and gainsharing programs.**

A general fund wage increase of 2% is effective April 1, 2005. The cost associated with the wage increase is \$1.5 million to the general fund. Consistent with the pay for performance compensation system, a 1% supplemental salary adjustment is also included for all departments. The cost of the 1% supplement is approximately \$1,170,000 on a one-time basis.

- 11) Through the 2005 budget, the County will continue to increase the undedicated general fund reserves with a goal of reaching a reserve amount of 20% of the general fund by 2006.**

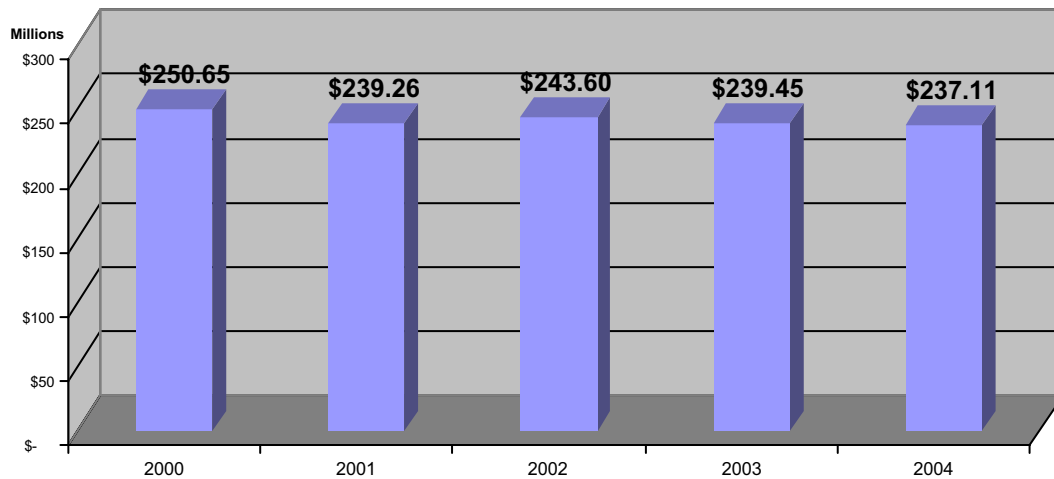
The 2005 budget projects an ending balance of \$34.8 million, increasing the reserve 2% to approximately 14% of ongoing general fund expenditures.

- 12) The 2005 budget will be based on current tax revenue adjusted to reflect growth and/or reductions anticipated in 2005.**

A thorough review of revenue sources was conducted as a part of the development of the 2005 budget. Since 2000, the amount of actual revenue coming into the general fund has declined

significantly. Over the past five years, the average sales tax growth has been 1.3% with actual declines in sales tax revenue in 2001 and 2003. Also during this time period, interest earnings have declined dramatically. Since 2001, interest earnings revenue has declined over 50%, an annual loss of \$12 million to the general fund. This trend is likely to continue in 2005 and beyond. Current projections show continued slow growth in sales tax, declining Recorder's revenue (down from previous all-time highs), and stagnant interest earnings. In addition, there continues to be concern that the state may take action to reduce or eliminate the Local Government Fund (LGF). The LGF accounts to \$25.2 million or 10% of Hamilton County's general fund revenue.

General Fund Revenue (2000-2004)



13) All special funds shall, to the extent possible, reimburse the general fund for both direct and indirect costs.

As in prior years, we continue to insure that the general fund is properly reimbursed for all costs.

14) The 2005 budget will be utilized to coordinate special levies to ensure there is no duplication of services and that the respective levies take responsibility for all obligations.

As in prior years, we did an extensive review of whether the general fund was contributing monies for programs/services for which a special levy exists. There are no significant shifts in services between levies included in the budget.

15) The level of ongoing general fund revenue shall meet or exceed the level of ongoing expenditures. New or expanded services will be separated from existing ones.

The 2005 budget is structurally balanced with ongoing revenues meeting ongoing expenditures.

16) The 2005 budget will maximize federal and state revenues through a detailed analysis to ensure that all general fund expenditures are being appropriately identified and charged to the correct federal/state program.

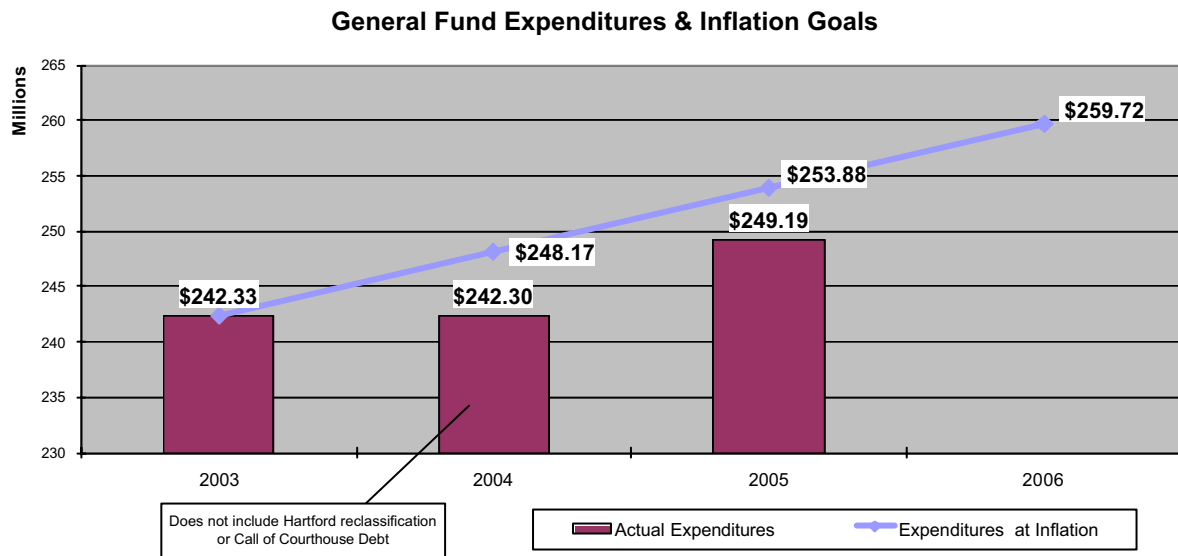
The 2005 budget reflects continued reductions in state funding to the general fund and restricted funds, such as the Department of Job and Family Services. The 2005 budget continues to maximize nonlocal revenue and to provide enhanced services, to the degree possible, given limited state and federal funding.

17) The 2005 budget process will carry out federal and state-mandated county responsibilities in the most effective way. Hamilton County will continue to aggressively pursue alternative funding sources for these mandates.

The 2005 budget addresses federal and state mandates. Departments and elected offices have reduced many expenditures due to our constrained operating budget.

18) The 2005 budget will separately hold under the rate of inflation a.) the growth of general fund expenditures supported by locally generated funds, b.) total dollars generated by special levy taxation, and c.) locally set fees (excluding MSD rate increases driven by the Federal Global Consent Decree). In calculating the rate of inflation and the total dollar amount, the County shall use 2003 as a base year, and use the Bureau of Labor Statistics' Midwest Urban inflation rate to calculate the rate.

a) The chart below depicts Hamilton County's performance in terms of general fund spending and budget since 2003.



b) The total dollars generated by special levies for 2005 has increased above the rate of inflation. This is due to voter-approved increases to the MRDD levy, the new Museum Center levy, and the continuation (although at a reduced funding level) of the Drake levy.

c) In addition, MSD rates included consent decree related costs plus operational cost growth within the projected 2005 and 2006 rate of inflation (2.5%).

General Fund
Non-Recurring Expenditures and Revenues
2005 Budget

| Department | Item Description | Revenue Amount | Expense Amount |
|---------------------------------|--|------------------|------------------|
| Administrative Services - HAMCO | Microsoft Active Directory installation | | 140,000 |
| Board of County Commissioners | Board initiatives | | 1,000,000 |
| Communications Center | Lump sum payment for 06 and 07, received in 05 | 2,400,000 | |
| County Administrator | Revenue from real estate trade with Cincinnati | 300,000 | |
| County Administrator | Contract services - aviation contract | | 100,000 |
| County Facilities | B&B parking lot improvements | | 300,000 |
| County Facilities | Electrical panel verification project | | 731,000 |
| County Facilities | 2004 reimbursement from Community Development | 50,000 | |
| Economic Development | Outside funding (\$640K), Port Authority (\$35K), Cincinnati USA Partnership (\$250K), Northern Cincinnati Convention and Visitors Bureau (\$250K) | | 1,175,000 |
| Juvenile Court | 2004 reimbursements received in 2005 | 1,020,000 | |
| Juvenile Court/ Probation | Portion of Prevention, Retention and Contingency (PRC) program revenue | 1,250,000 | |
| Probation | Billing of expenses from GF to fees account | 1,500,000 | |
| Public Defender | 2004 reimbursements received in 2005 | 357,228 | |
| Veterans Services | Reduce executive director's salary in 2005 while he serves as national commander for Amvets | | (46,600) |
| Various | One time supplemental in BOCC pay plan | | 500,000 |
| Various | One time supplemental in non-BOCC pay plans | | 669,412 |
| | TOTAL | 6,877,228 | 4,568,812 |

| | |
|------------------------|--------------------|
| General fund revenues | 252,304,890 |
| Non-recurring revenues | (6,877,228) |
| Ongoing revenues | <u>245,427,662</u> |

| | |
|----------------------------|--------------------|
| General fund expenditures | 249,185,279 |
| Non-recurring expenditures | (4,568,812) |
| Ongoing expenditures | <u>244,616,467</u> |

Ongoing revenues in excess of ongoing expenditures **811,195**



Hometown Hero

William Howard Taft (1857-1930) was the 27th U.S. President,
and son of Republican Party founder, Alphonso Taft.

His great-grandson, Robert Taft II (1942-),
is the current Ohio governor.

THE ROLE OF THE COUNTY

Ohio's Constitutional Convention of 1802, to which Hamilton County sent delegates, provided for a few county officials and for local courts under the state's court system. In succeeding years, the General Assembly authorized other county functions and the officials needed to deal with state business on the local level in a primarily rural and self-contained economy.

Today, in 87 of Ohio's 88 counties, county government remains an administrative arm of the state structure in the manner outlined by the state constitution and the laws enacted by the General Assembly. The county cannot pass its own ordinances. It has been given power to levy certain taxes, subject to a referendum of the voters. The exception is permitted if the voters in the county choose to adopt a charter or an alternate form of government outlined in state law. Summit County became the only county in Ohio to change its structure when it adopted a charter in 1979.

As an agent of the state, the county government serves the entire county in these ways:

1. Through elected officials, it administers and enforces state laws, collects taxes, assesses property, records public documents, conducts elections and issues licenses
2. Through appointed boards and officials, it provides parks, libraries, sewers, civil defense, public assistance and hospitals

As required by state law, county government also serves unincorporated areas by providing such purely local government facilities and services as highways, police protection, building inspection, planning and zoning. Elected county officials oversee most of these services. A city or village may contract with the county to receive a service.

STRUCTURE

Hamilton County has no top executive and no single overall governing body. Responsibility for county government is shared by the Ohio General Assembly, which has legislative power; the county courts, which have judicial powers; and a three-person Board of County Commissioners and eight other county officials who have administrative powers. These 11 administrative officials are all elected by the voters of the entire county for four-year terms. The three commissioners are of equal rank, they elect their own president, and their terms are staggered. The other elected officials function as independent administrative heads of their respective departments. Their salaries are set by act of the Ohio General Assembly.

In 1963, the Board of County Commissioners created the appointive office of County Administrator, authorized by the Ohio Revised Code. Section 305.29 of the Code describes the county administrator as the "administrative head of the county under the direction and supervision of the board." The statutory duties of the administrator include assisting in the administration, enforcement and execution of board policies and preparation of the county budget. In 1983, the board, by resolution, formalized the powers and duties enunciated in the statute and approved a reorganization of the administrator's office. This reorganization delegated a significant part of the administrative responsibilities of county government to the administrator, over whom the commissioners have jurisdiction.

Also participating in Hamilton County government are a number of semi-independent boards and commissions created by the state, or permitted by state law and created by the authorities specified when the need arises. Their powers and revenue sources are determined by state law and the county commissioners.

UPDATING COUNTY GOVERNMENT

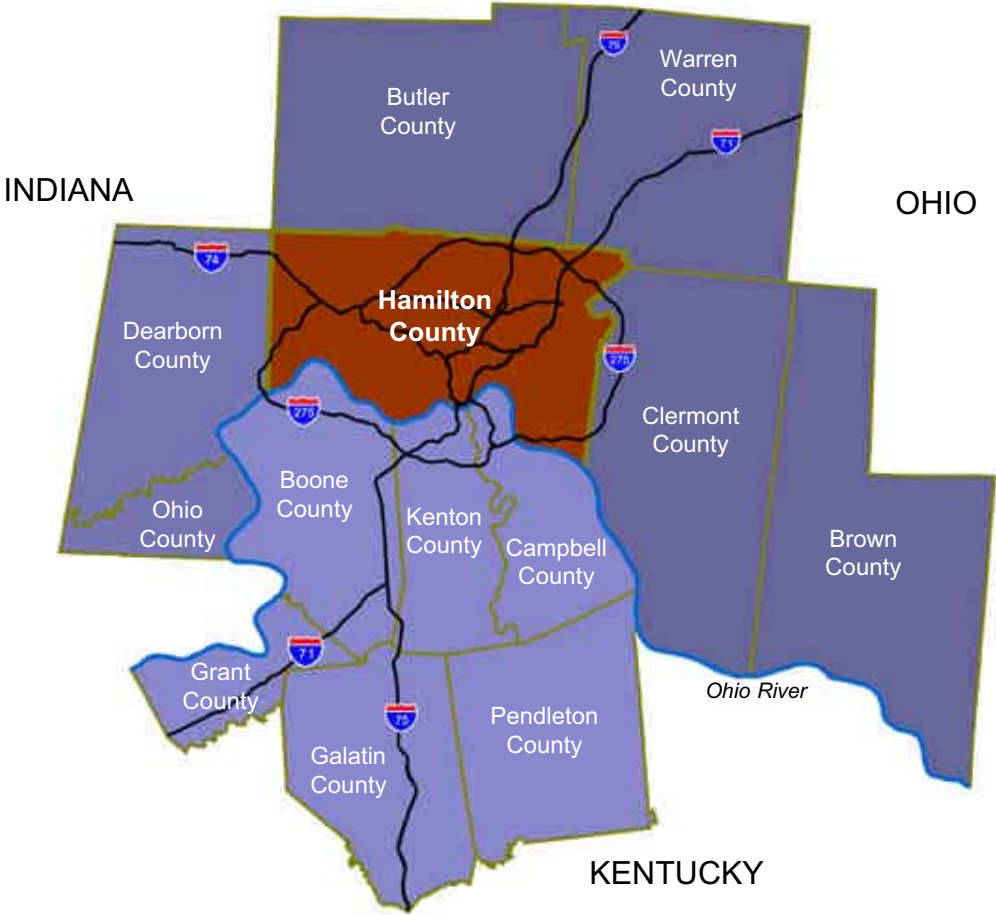
In Ohio, as elsewhere in the nation, efforts have been made to reform county government to make it more efficient and more responsive to county-wide needs and problems. The Ohio constitution and general laws permit certain structural changes if approved by a county's electorate. Provision is made for adoption of a home rule charter or one of two "alternative forms" (with either an appointed or an elected executive). An "alternative form" of county government known as the County Appointive Executive Plan was proposed for Hamilton County in 1967 but was defeated at the polls.

"The Role of the County" was excerpted with permission from Know Hamilton County, published by the League of Women Voters of the Greater Cincinnati Area.

The screenshot shows the Hamilton County web portal homepage. At the top, it says "Welcome to Hamilton County, Ohio" with the county seal on the left and a logo on the right. Below this is a navigation bar with "Information Center", "Online Auction", and "Text Only". The "Information Center" section lists: County Departments, Courts, Doing Business/E-Gov, Elected Officials, Emergency Preparedness, Employment Opportunity, and Public Safety. The "Text Only" section lists: About/History/Census, Communities & Other Gov, County Newsletters, Department Phone Directory, Fun Stuff/Community Calendar, Local News, Contact Us, and Site Info. A central banner for "Hamilton County News" features a "Secret Shopper Program Link" and a "CVG airport aircraft noise complaints link". To the right is a rotating slideshow of county programs. The footer includes a search bar and a navigation menu with links like Home, About, and Contact Us.

The Hamilton County web portal (www.hamilton-co.org) was redesigned in 2004 with a functional arrangement of material. In the center lower half of the page are recent news items, and in the lower right is a rotating slideshow that highlights a variety of county programs.

**The Continental United States,
the State of Ohio and
the Hamilton County Region**



County Profile

Location



Hamilton County is situated in the extreme southwestern corner of the state of Ohio with a county seat in Cincinnati. Within the county's 414 square miles are 20 cities, 17 villages (incorporated communities with populations under 5,000) and 12 townships (unincorporated areas). The county is the third largest in the state in terms of population. Located along the Ohio River, the Cincinnati metropolitan area includes Hamilton, Brown, Butler, Clermont and Warren counties in Ohio; Dearborn, Franklin and Ohio counties in Indiana; and Bracken, Boone, Campbell, Gallatin, Grant, Kenton and Pendleton counties across the river in Kentucky. The population of the metropolitan area is 2.06 million.

History

Early settlers traveled down the Ohio River to the area that is now Hamilton County by flatboat and in 1788 founded Losantiville, which was soon renamed Cincinnati. Hamilton County, named for Alexander Hamilton, was established in 1790. It was the second county to be carved out of the Northwest Territory and predated Ohio statehood by over 12 years. It had 2,000 inhabitants and its boundaries included roughly one-eighth of what is now Ohio.

Development of the new county took place mainly in Cincinnati, which soon became a booming river town ("The Queen City of the West") as Ohio River barges and steamboats brought settlers of varied national origins and industrial skills. Settlers soon fanned out from the crowded river-front area to the valleys and hilltops, forming new towns of individual character, many of which later became part of Cincinnati. After the Civil War and the development of the railroads, the city's growth rate slowed. Hamilton County's population growth since 1900, when the city contained 80% of the county's 409,479 people, has been mainly outside of Cincinnati. The total population according to 2003 census estimates is 823,471, of which 317,361 or 39% is in Cincinnati.

Climate

Hamilton County's seasons are distinct. Spring and fall are the most pleasant, with high temperatures in the upper 60s and lows in the mid-40s. Summers are hot with an average temperature of 86 degrees. The humidity often makes the temperature feel warmer. The winter is typical midwestern: cold with snowstorms and icy rain.

December, January and February are the coldest months, with an average temperature of 31 degrees. Annual precipitation is 40 inches, with approximately 11.7 inches of rain in the summer.



Autumn at Spring Grove Cemetery and Arboretum in Cincinnati's Winton Place neighborhood—home to over 1,200 plant species.

Lois Reynolds

Population

Hamilton County has a population of 823,471 according to 2003 census estimates. In the last 40 years the areas of greatest population increase have been the unincorporated areas of the County. The following represents the Hamilton County population by census year:

| | Total County Population | Unincorporated Areas | Cities/Villages (includes City of Cincinnati) |
|------|----------------------------|-------------------------|---|
| 1950 | 723,952 | 80,979 | 642,973 |
| 1960 | 864,122 | 165,381 | 698,741 |
| 1970 | 924,017 | 240,525 | 683,492 |
| 1980 | 873,224 | 260,397 | 612,827 |
| 1990 | 866,228 | 274,353 | 591,875 |
| 2000 | 845,303 | 288,804 | 556,499 |

Economy

A transportation and industrial center since the early development of the territory west of the Appalachians, the Hamilton County area has developed into a major center for insurance and finance companies, wholesaling and retailing, medical services, and service industries, as well as manufacturing.

Among the area's more prominent manufacturing groups are transportation equipment (which



303 Broadway at Queen City Square, to be completed near the end of 2005, is downtown Cincinnati's first new office building in 14 years. The 16-story building developed by Western & Southern Financial Group will include 188,000 square feet of office space and a 660-space parking garage.

includes aircraft engines and motor vehicle parts), food and metal products, and printing and publishing. Also produced locally by nationally known enterprises are toys, apparel, mattresses, housewares, and shoes.

This diverse economic base continues to be a source of stability for the area, protecting it from severe peaks and valleys in the business cycle.

The corporate headquarters of numerous firms are located in the county, including: The Kroger Company, Procter & Gamble, Federated Department Stores, Fifth Third Bancorp, Cinergy Corp., American Financial Group, Western & Southern Financial Group, Chiquita Brands International, Cintas, Convergys and E.W. Scripps.

The county is also the location of major federal government installations, including a regional postal service center, an environmental research center, an occupational health and safety research center, an FDA forensic chemistry center and the Sixth Circuit Court of Appeals.

Transportation

Four airports serve the metropolitan area. The principal airport is the Greater Cincinnati and Northern Kentucky International Airport (CVG), located approximately 12 miles (15 minutes) from downtown Cincinnati in Northern Kentucky. Fifty percent of the nation's population is within 600 miles of CVG. The airport provides services to over 22 million air passengers each year with 680 daily nonstop departures to 140 cities including 20 daily nonstop flights to nine international cities. It is one of three major U.S. hubs for Delta Air Lines. In 2004, CVG was rated the #1 airport in the U.S. in a survey of international travelers conducted by Skytrax Research, and in 2003 it was ranked among the ten best airports in the world by a J.D. Power and Associates study.

Recent improvements at CVG include a garage expansion that added 1,700 new parking spaces at Terminal 3; a \$25 million concessions expansion including 70 new shops, restaurants and services; a \$250 million north/south runway; and a \$45 million flight center for Comair.

Lunken Airport, municipally owned and located in Cincinnati, is 15 minutes driving time east of downtown. Blue Ash Airport is located to the north, 25 minutes driving time from the central business district. Founded in 1921 to lure airmail routes to the region, this airport now primarily accommodates private aircraft. Cincinnati West Airport in Harrison has a 3,050 foot paved runway that accommodates private and corporate aircraft. This airport is approximately 25 minutes from downtown Cincinnati.

The metropolitan area is on the 15,000 mile Mississippi River inland waterway and intra-coastal canal system. The Port of Cincinnati, generally navigable year round, is home to two major barge companies and links to 140 more. Annually, 229 million tons are transported on the Ohio River, including 11.8 million tons through the port of Cincinnati. Passenger carriers on the Ohio River include B&B Riverboats, Satisfaction Yacht Charter, Celebrations Riverboats, RiverCity Charter, Queen City Riverboats, and the Delta Queen Steamboat Co.

Highways serving the metropolitan area include: U.S. Routes 22, 25, 27, 42, 50, 52 and 127 and Interstates 71, 74, 75, 275 and 471 and numerous state routes. The metropolitan area is served by over 900 interstate common motor freight carriers and 29 freight forwarders.

Hamilton County is served by Queen City Metro's 390 buses, linking downtown Cincinnati with its suburbs. Northern Kentucky suburbs are linked to the downtown area by buses owned and operated by the Transit Authority of Northern Kentucky. The farthest point in the metropolitan area can be reached by car from downtown in 45 minutes. Also serving Cincinnati are Greyhound and Southeastern Trailways.



Construction will begin in summer 2005 on a \$9.3 million redesign of Government Square, Queen City Metro's primary downtown transit hub, located on Fifth Street between Walnut and Main.

Michael Schuster & Associates

Education

Public elementary and secondary education is provided by 23 independent school districts, supplemented by a county vocational school district. In addition, there are a variety of education options at parochial schools of various denominations, Montessori schools and private non-affiliated academies. Among these the Roman Catholic Archdiocese of Cincinnati maintains a system of 108 elementary and 22 secondary schools—the ninth largest private system in the United States.

In the metropolitan area, there are four universities and 19 colleges with a combined enrollment of over 96,000 in 2004. The University of Cincinnati, with over 34,000 students, is noted for its nationally prominent colleges of medicine; engineering; design, art, architecture and planning; and its College-Conservatory of Music. Miami University at Oxford, with over 16,000 students, is noted for its business programs. Xavier University, with over 6,600 students, is a Jesuit school. Northern Kentucky University has an enrollment of approximately 14,000. Other colleges in the area include Hebrew Union College, a graduate seminary for rabbinical studies; Thomas More College; the College of Mount St. Joseph; and the national headquarters of the Union Institute. In addition, there are many specialized institutions for vocational and technical training, including Cincinnati State Technical and Community College and the Art Academy of Cincinnati.

Libraries

The quality of life is further enhanced by a county library system that is among the best in the nation in per capita holdings, total holdings, circulation per card holder and total circulation. The system has 41 branches plus the main library, a circulation of 14.7 million items in 2004, and holdings of 9.6 million items.

Culture

A stimulating cultural life is available in Hamilton County. The Cincinnati Symphony Orchestra and the Cincinnati Opera call the century-old Music Hall home. The Aronoff Center for the Arts hosts a wide range of productions including the Broadway Series, the Cincinnati Ballet and the Contemporary Dance Theater. Also available in the area are Cincinnati Playhouse in the Park (winner of the 2004 Tony Award for regional theatre), Ensemble Theater of Cincinnati, Cincinnati Shakespeare Festival, the College-Conservatory of Music and the Showboat Majestic. Riverbend Music Center on the Ohio River is the summer home of the Cincinnati Symphony Orchestra and Pops, and the location of many other concerts. The US Bank Arena hosts a variety of events including college basketball, the rodeo, the circus and musical concerts.

Local museums include the Cincinnati Art Museum, the Contemporary Art Center, the National Underground Railroad Freedom Center, the Taft Museum of Art, the Krohn Conservatory, the Cincinnati Fire Museum, the John Hauck House, and the Museum Center at Union Terminal—which includes the Museum of Natural History, the Cincinnati Historical Society and the Children's Museum.

Cincinnati is also well known for its festivals, including the famous Oktoberfest Zinzinnati (the world's largest Oktoberfest outside of Munich, Germany), Summerfair, Riverfest, A Taste of Cincinnati, Midpoint Music Festival and the triennial Tall Stacks Music, Arts and Heritage

Festival. The Cincinnati Flower Show is the only flower show in North America endorsed by the Royal Horticultural Society of Great Britain.

Ohio's only five-star restaurant, the Maisonette, is also located in the county.

Recreation

The metropolitan area supports the Cincinnati Reds, the world's first professional baseball team, as well as the Cincinnati Bengals of the National Football League. County residents also support the NCAA Division I sports programs of the University of Cincinnati, Xavier University and Miami University. Northern Kentucky University competes in NCAA Division II, and the College of Mount St. Joseph and Thomas More College compete in NCAA Division III. Other professional team sports include the Cincinnati Marshalls of the National Indoor Football League, the Cincinnati Sizzle of the National Women's Football Association, and the Cincinnati Kings of the United Soccer Leagues. Horse racing takes place at Turfway Park and River Downs, and the Kentucky Speedway offers motor racing. The region is also host to the Western & Southern Financial Group Masters and Women's Open professional tennis tournaments.

The county's primary sporting venues include Paul Brown Stadium with 65,535 seats; Great American Ball Park with 42,059 seats; US Bank Arena, which can accommodate 17,000; the Fifth Third Arena in the Shoemaker Center at the University of Cincinnati with a capacity of 13,176; the Cincinnati Gardens, which seats 10,800; and the Cintas Center at Xavier University, which seats 10,000 for basketball and includes a convocation center and dining hall.

Other major Hamilton County area recreational attractions include Paramount Kings Island amusement park; Jack Nicklaus Sports Center; Coney Island; The Beach waterpark; Perfect North Slopes; OMNIMAX cinema; Argosy, Belterra and Grand Victoria casinos; and the Arnold Palmer golf course at River's Bend.

Parks

The 15,000 acres of protected greenspace in the Hamilton County Park District offer a wide variety of recreation for area residents, including 20 parks, four lakes for fishing and boating, seven golf courses, three campgrounds, playgrounds, picnic shelters, miles of trails and much more. The district is not controlled by the county commissioners, but rather operates as a separate district under the statutes of the Ohio Revised Code.

The Cincinnati Parks Department manages over 5,000 acres consisting of five regional parks, 70 neighborhood parks, 34 natural areas, five neighborhood nature centers, five parkways, 16 scenic overlooks and 50 miles of hiking and bridle trails. The Cincinnati Recreation Commission oversees an addi-



The tall pines grove at the 1,336-acre Mitchell Memorial Forest in Miami Township.

tional 31 recreation centers, 41 swimming pools, and over 2,500 acres of outdoor athletic and playground facilities, tennis attractions, seven golf courses and numerous athletic fields. Other municipalities in the county provide similar facilities within their own boundaries.

The Cincinnati Zoo and Botanical Garden, the nation's second oldest and one of the top zoos in the country, is internationally known for its success in the protection and propagation of endangered animals and plants. The zoo is supported, in part, by a voter-approved tax levy.

Shopping

Hamilton County has a wide variety of shopping opportunities from the downtown area to suburban malls. Tower Place is a three-level downtown shopping center featuring many retail establishments and a food court with over a dozen dining options. The urban skywalk system links the mall to fellow downtown shopping venues, including Saks Fifth Avenue, Macy's, Tiffany & Company and Brooks Brothers, as well as the Greater Cincinnati Convention Center and six downtown hotels.



The grand opening of Cincinnati Mills shopping center, located primarily in the Hamilton County community of Forest Park.

Shopping in the suburbs provides an eclectic array of merchandise. The county is home to a number of major shopping malls including the Kenwood Towne Center, Tri-County Mall, Northgate Mall, Eastgate Mall and Rookwood Commons and Pavilion. Cincinnati Mills, a 1.5 million-square-foot shopping center 17 miles north of downtown, opened in August 2004. The massive renovation of Forest Fair Mall features 200 retailers including 15 anchor stores at capacity.

Health Care

There are nine acute care facilities in the county. In addition, the County has a state mental hospital, the Children's Hospital Medical Center, the Shriner's Hospital for Children, the Veterans Affairs Medical Center, and the Drake Center, a long term rehabilitation facility. There are approximately 3,500 physicians in the county.

There are county-wide levies to support indigent health care (primarily utilized by the University Hospital and Children's Hospital Medical Center) and the Drake Center.

The Hamilton County General Health District is governed by the county Board of Health and administered by a health commissioner. It provides education, inspections, health care coordination, and data analysis to assure that county citizens are safe from disease, injury, and contamination. In addition to the Hamilton County General Health District, there are six independent city health districts: Cincinnati, Indian Hill, Norwood, St. Bernard, Sharonville and Springdale.

Selected County Demographics

(from 2000 census data)

Total Population: 845,303

Sex and Age

Male..... 402,969
 Female..... 442,334

Under 5 years..... 56,548
 5 to 9 years..... 60,719
 10 to 14 years 63,822
 15 to 19 years 60,987
 20 to 24 years 56,941
 25 to 34 years 117,694
 35 to 44 years 132,973
 45 to 54 years 112,172
 55 to 59 years 37,992
 60 to 64 years 31,557
 65 to 74 years 58,302
 75 to 84 years 40,462
 85 years and over 15,134

Median age..... 35.5

Race

One race..... 834,174
 White 625,289
 Black/African American..... 203,999
 American Indian /Alaska Native5,071
 Asian..... 15,823
 Native Hawaiian/Pacific Islander 594
 Other Race.....6,660
 Two or more races 11,129

Hispanic or Latino

Hispanic or Latino (of any race)9,514
 Non-Hispanic 835,789

Educational Attainment

Population 25 years and older..... 546,048
 Less than 9th grade.....24,253
 9th to 12th grade, no diploma..... 69,954
 High school grad/equivalency..... 151,759
 Some college, no degree 106,901
 Associate degree..... 33,969
 Bachelor's degree 101,046
 Graduate or professional degree..... 58,166

High school grad or better..... 82.7%
 Bachelor's degree or higher..... 29.2%

Household Income

Households 346,831
 Average household size..... 2.38

Less than \$10,000..... 36,701
 \$10,000 to \$14,999..... 21,729
 \$15,000 to \$24,999..... 46,116
 \$25,000 to \$34,999..... 44,467
 \$35,000 to \$49,999..... 55,061
 \$50,000 to \$74,999..... 64,956
 \$75,000 to \$99,999..... 33,526
 \$100,000 to 149,999 25,729
 \$150,000 to \$199,9998,261
 \$200,000 or more..... 10,285

Median household income..... \$40,964

Selected Housing Characteristics

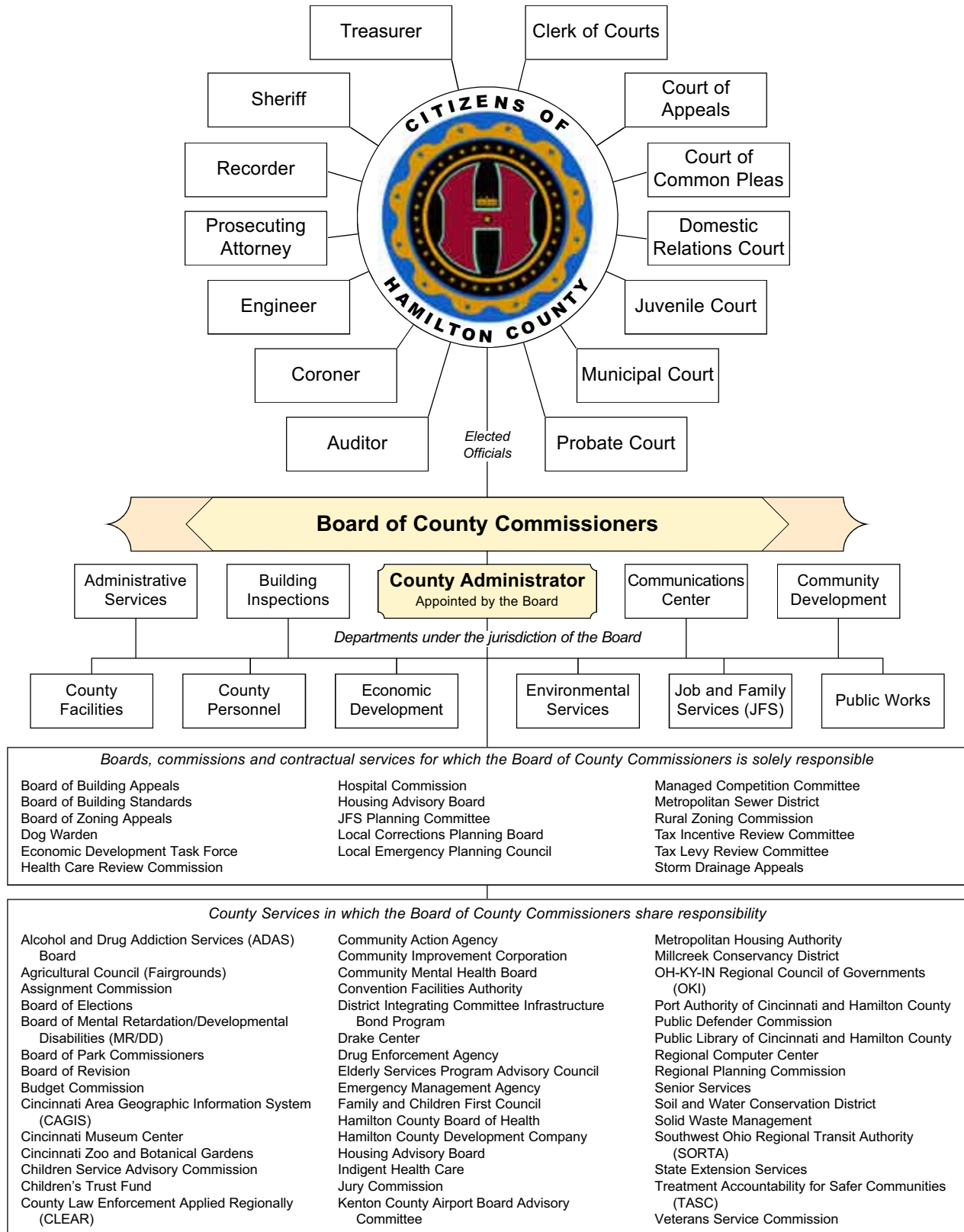
Occupied Household Units 346,796
 Total Housing Units..... 373,393

Year Structure Built

1999 to March 2000.....3,038
 1995-1998 10,189
 1990-1994 15,803
 1980-1989 30,389
 1970-1979 48,556
 1960-1969 62,594
 1940-1959 106,421
 1939 or earlier 96,403



Hamilton County, Ohio Government



Hamilton County Elected Officials

(as of February 28, 2005)

| | <u>Elected to Term</u> | <u>Term Expires</u> |
|---|------------------------------|---------------------|
| <u>Board of County Commissioners</u> | | |
| Phil Heimlich, President | 11/2002 | 12/31/2006 |
| Pat DeWine | 11/2004 | 01/02/2009 |
| Todd Portune | 11/2004 | 01/01/2009 |
| <u>Clerk of Courts</u> | | |
| Greg Hartmann | 11/2004 | 01/04/2009 |
| <u>Coroner</u> | | |
| O'dell M. Owens | 11/2004 | 01/04/2009 |
| <u>County Auditor</u> | | |
| Dusty Rhodes | 11/2002 | 03/11/2007 |
| <u>County Engineer</u> | | |
| William W. Brayshaw | 11/2004 | 01/04/2009 |
| <u>Court of Common Pleas</u> | | |
| Ethna M. Cooper | 11/2004 | 02/11/2009 |
| David Davis | 11/2002 | 01/03/2009 |
| Patrick T. Dinkelacker | 11/2004 | 01/01/2011 |
| Dennis S. Helmick | 11/2000 | 03/31/2007 |
| Charles J. Kubicki, Jr. | 11/2002 | 02/12/2009 |
| Melba Marsh | 11/2002 | 12/31/2008 |
| Steven Martin | 11/2000 | 12/31/2006 |
| Beth A. Myers | 11/2004 | 02/10/2009 |
| Norbert A. Nadel | 11/2002 | 01/01/2009 |
| Fred Nelson | 11/2002 | 02/09/2009 |
| Richard A. Niehaus | 11/2000 | 03/31/2007 |
| Robert P. Ruehlman | 11/2004 | 01/02/2011 |
| Mark R. Schweikert | 11/2002 | 02/08/2009 |
| John Andrew West | 11/2004 | 01/03/2011 |
| Ralph E. Winkler | 11/2004 | 01/14/2011 |
| <u>Domestic Relations Division</u> | | |
| Penelope Cunningham | 11/2002 | 06/30/2009 |
| Ronald A. Panioto | 11/2004 | 01/04/2011 |
| Susan Laker Tolbert | 11/2004 | 01/15/2011 |
| <u>Juvenile Division</u> | | |
| Karla J. Grady (<i>Unexpired Term</i>) | 12/2004 (<i>Appointed</i>) | 02/13/2009 |
| Thomas R. Lipps | 11/2004 | 12/31/2010 |
| <u>Probate Division</u> | | |
| James Cissell | 11/2002 | 02/08/2009 |
| <u>Drug Court Judge</u> | | |
| Kim Wilson Burke | 11/2002 | 01/02/2009 |

Hamilton County Elected Officials

(as of February 28, 2005)

| | <u>Elected to Term</u> | <u>Term Expires</u> |
|---|------------------------------|---------------------|
| <u>First District Court of Appeals</u> | | |
| Rupert A. Doan | 11/2000 | 02/09/2007 |
| Robert H. Gorman | 11/2000 | 02/11/2007 |
| Sylvia Sieve Hendon | 11/2004 | 02/08/2011 |
| Lee H. Hildebrant, Jr. | 11/2002 | 02/08/2009 |
| Mark P. Painter | 11/2000 | 02/08/2007 |
| J. Howard Sunderman, Jr. | 11/2000 | 02/10/2007 |
| <u>Municipal Court</u> | | |
| <i><u>District 1</u></i> | | |
| John H. Burlew | 11/2001 | 01/04/2008 |
| William L. Mallory, Jr. | 11/1999 | 01/02/2006 |
| <i><u>District 2</u></i> | | |
| Nadine L. Allen | 11/2001 | 01/04/2008 |
| Cheryl Grant | 01/1999 | 01/02/2006 |
| <i><u>District 3</u></i> | | |
| Kendal Coes (<i>Unexpired Term</i>) 01/04/2008 | 02/2005 (<i>Appointed</i>) | |
| David C. Stockdale | 11/1999 | 01/02/2006 |
| <i><u>District 4</u></i> | | |
| Russell J. Mock II 01/02/2006 | 07/2004 (<i>Appointed</i>) | |
| Julia A. Stautberg (<i>Unexpired Term</i>) | 01/2004 (<i>Appointed</i>) | 01/04/2008 |
| <i><u>District 5</u></i> | | |
| Guy C. Guckenberger | 11/1999 | 01/02/2006 |
| Heather Stein Russell | 11/2001 | 01/04/2008 |
| <i><u>District 6</u></i> | | |
| Elizabeth B. Mattingly | 11/2001 | 01/04/2008 |
| Alex Triantafilou 01/02/2006 | 01/2005 (<i>Appointed</i>) | |
| <i><u>District 7</u></i> | | |
| Lisa C. Allen | 11/2003 | 01/02/2006 |
| Robert C. Winkler | 11/2001 | 01/04/2008 |
| <u>Prosecutor</u> | | |
| Joseph T. Deters | 11/2004 | 01/04/2009 |
| <u>Recorder</u> | | |
| Rebecca Prem Groppe | 11/2004 | 01/04/2009 |
| <u>Sheriff</u> | | |
| Simon L. Leis, Jr. | 11/2004 | 01/04/2009 |
| <u>Treasurer</u> | | |
| Robert A. Goering, Jr. | 11/2004 | 09/01/2009 |

County Recognition

Each year county agencies and employees are recognized for their work. Below are some of the honors bestowed upon the county during 2004.

ASPA Awards

Three county employees received awards at an American Society for Public Administration (ASPA) luncheon. Each year, ASPA recognizes public administrators in the areas of support services, early careerist, innovator, and career achievement. Mike Walton, Common Pleas Court administrator, received the innovator award for a large jurisdiction. Todd Kinskey, senior planner/supervisor, Regional Planning Commission, was awarded as an early careerist. Paul Smiley, senior planner, data products, Regional Planning Commission, received an award for innovator in a small jurisdiction.

National Association of Counties (NACo) Achievement Awards

Established in 1970, the NACo Achievement Award program recognizes counties for the management of operations and services provided by county government. Award winners have improved service delivery, achieved greater cost efficiency, provided top-notch customer service, and helped to develop a better trained work force.

NACo presented Hamilton County with nine achievement awards in 2004:

- *Public Entities Small Business Collaborative* - Administrative Services
Hamilton County, the Cincinnati Public Schools and the City of Cincinnati cooperated to increase small business awareness of the three entities' support programs.
- *On-Line Surplus Auction* - Administrative Services, Purchasing
An on-line auction program to aide in the disposition of obsolete equipment.
- *Children's Services Quality Assurance Audit Project* - Job and Family Services
A point-in-time safety check and data update of all children in county custody.
- *Community Results Accountability Framework* - Regional Planning Commission
A community planning process that integrates community visioning and planning with implementation and measurement.
- *Comparative and Competitive Advantages* - Regional Planning Commission
A program model that includes applied research and outreach to develop knowledge and understanding of the county economy in its regional setting.
- *Eastern Corridor Land Use Vision Plan* - Regional Planning Commission
A planning approach that links desired land use within a 70+ acre region with multi-modal transportation strategies.
- *The Planning Partnership* - Regional Planning Commission
An alliance of government, planning, civic and private organizations that works to achieve mutual goals related to physical, economic, and social issues.
- *Certified Planning Commissioners' Program* - Regional Planning Commission
A 16-hour workshop for citizen planners interested in acquiring basic knowledge to perform his/her role, as well as for the seasoned commissioner looking for a refresher.
- *Leaders In Action* - Board of Mental Retardation and Developmental Disabilities
A program to enhance the voice of its members by participating in activities ranging from legislative advocacy to outreach services and staff trainings.

Transparent Budget Award

Hamilton County received The Performance Institute's Transparent Budget Award in April 2004. The award recognizes governments that have integrated performance data into budgets and increased the overall transparency for the cost of government service. The Performance Institute is a private think tank that serves as an authority on performance-based management practices for government agencies.

National Association of County Information Officers (NACIO) Awards

NACIO announced in April 2004 that Hamilton County was the recipient of 17 awards for excellence in communications.

- Superior award recognition went to the Board of Mental Retardation and Developmental Disabilities (MR/DD) for its 2003 Community Relations Plan.
- Excellence award winners were: Environmental Services for the "All About Air" air quality guidebook, *The Breeze* air quality newsletter, and *The WasteLine* newsletter; Regional Planning for "The Vision for Hamilton County's Future," the Update Planning Partnership newsletter, the Community COMPASS State of the County Report series, and the Census 2000 Community Profiles of political jurisdictions of Hamilton County; and Administrative Services for the Great American Ball Park public involvement projects and strategy.
- Meritorious award honors went to: Regional Planning for the 2003 Planning Partnership annual report, and the "Mired in the Inertia of Sprawl" publication; County Personnel for the 2003 department annual report and the "Opportunities" human resources development newsletter; County Administration for the "Hello Hamilton County" newsletter; Environmental Services for the "Get a Bin" cinema advertising; Administrative Services for the Great American Ball Park open house; and Job and Family Services for the Childcare Provider Forum.

2004 Employees of the Year

- William Dean, Chief of Forensic Sciences, Coroner's Office
- John Hoffman, Telecommunication Analyst, Communication Center
- Kevin Holt, Children's Services Section Chief, Job and Family Services
- Jennifer Linnabary, Employment Coordinator, Board of MR/DD
- Chad McEvoy, Environmental Technician, Environmental Services
- Jan Whitmore, Adaptive Physical Education Teacher, Board of MR/DD

Environmental Control



In February, Jeffrey Aluotto, program manager of the Solid Waste Management District in the Department of Environmental Services (DOES), received the 2004 Community Service Award in Government from the Engineers and Scientists of Cincinnati. Jeff's commitment to education and outreach programs and his participation in solid waste-related professional organizations are evidence of his dedication to community service.

The Department of Environmental Services (DOES) was also recognized with the 2004 Clean Skies Award on behalf of the Regional Ozone Coalition and the Risk Reduction Award for the Household Hazardous Waste Program from the Alliance for Chemical Safety.

General Government

Ron Miller, director of the Regional Planning Commission, accepted an award for Community COMPASS from Cheryl Hilvert, Montgomery city manager, on behalf of the Ohio City-County Management Association. COMPASS is the Comprehensive Master Plan and Strategies for Hamilton County. Ron was also selected in 2004 as a Fellow of the American Institute of Certified Planners (AICP).



Among the recognitions received by the Hamilton County Facilities Department in 2004 were:

- Director Ralph Linne and Project Manager Diana Supe were inducted into the ARCHIBUS Hall of Fame for their innovative use of the facilities management software.
- The department received a Preservation Award of Merit for stewardship of the 800 Broadway Building, becoming the only recipient for an historic building and the only government entity among the 10 honorees.
- The department's Energy Conservation Program was among 12 honorees of the Governor's Award for Excellence in Energy Efficiency and the only government entity receiving this award in 2004.

The Department of Administrative Services received the Government Finance Officers Association (GFOA) Distinguished Budget award for an twelfth consecutive year for its presentation of the 2004 Hamilton County Budget. The county was one of only 24 Ohio jurisdictions receiving this award from hundreds of entries eligible for the honor.

The Auditor's office also received GFOA achievement awards for both the Comprehensive Annual Financial Report (CAFR) and the Popular Annual Financial Report (PAFR). This was the twelfth consecutive honor for the CAFR and the tenth for the PAFR.

Soil & Water Conservation District received a "Superior" rating (the highest rating) from the Ohio Department of Natural Resources for services rendered during 2004.

At the statewide Go Bucks conference, the the following members of the county's Ohio State University Extension team were honored:

- Keebler Holley, 4-H Youth Development Agent, was awarded the Dr. John Stitzlein Award for Diversity for 2003 for the "YO (Youth Outreach) Hands" 4-H club that he developed in cooperation with his 4-H counterpart in Warren County.
- Deborah Carney, Community Development Agent, was presented the New Professional Award for outstanding accomplishments in the field of community development within the first five years of employment.
- Morris Williams, Executive Director for the Coalition of Neighborhoods, and a member of the OSU Extension Advisory Council was named the OSU Extension "Friend of Community Development."
- Jennifer Even, Family and Consumers Sciences Agent, was recognized with the South District Achievement Award for her innovative and effective programming in the areas of nutrition and family resource management.

- Glenn Welling, Chair for OSU Extension in Hamilton County, was presented the State Achievement Award for his accomplishments in the field of community development over the past nine years.

Health

Timothy Ingram, health commissioner for the Hamilton County General Health District, was appointed chairman of the Ohio Tobacco Use Prevention and Control Foundation in June 2003. The Governor appointed him for a term ending in June 2005. The Foundation funds anti-tobacco community-based programs in Ohio's 88 counties.

The Ohio Advocates for Mental Health selected Patrick Tribbe, President/CEO of the Hamilton County Community Mental Health Board, as the "Administrator of the Year." This honor was awarded in recognition of his lifelong contributions to the public mental health system, and specifically, for his contribution in revamping the Hamilton County system.

The *Cincinnati Business Courier* named Mary Rose Geckle, Vice President for Clinical Services, a "Healthcare Hero" for her efforts in redesigning mental health services for children and for her work to align the Mental Health Board's resources to better meet community needs.

The Mental Health Board also received statewide recognition by developing an innovative program to combine the principles of recovery with the measurement of outcomes. This program is now a pilot project for all of Ohio.

Judicial

River City Correctional Center, a 200-bed Community-Based Correctional Facility, received a re-accreditation award from American Correctional Association (ACA). In October 2004 the facility scored a perfect 100%, and was lauded by ACA Commissioners as "a model for all correctional facilities."

Three attorneys associated with Hamilton County were inducted into the Cincinnati Academy of Leadership for Lawyers (CALL) Fellows Association: Amy Kurlansky of the Public Defender's office; Katherine M. Lasher, formerly with the First District Court of Appeals and now with Graydon Head and Ritchey LLP; and Bernice L. Walker of Administrative Services' Small Business Program.



Public Safety

Among the many awards received by employees of the Hamilton County Sheriff's Office were:

- 2004 Law Enforcement Officer of the Year award to Sergeant Greg Morgan of the organized crime division.
- Tony Kelly was honored as 2004 Corrections Officer of the Year.
- Jeanie Dell of the records division was named 2004 Civilian Employee of the Year.



The Sheriff's corrections officer and civilian employee of the year Tony Kelly (top) and Jeanie Dell.

- The 37th Fraternal Order of Police awards dinner in May honored the following:
 - Detective Rick Sweeney and Electronic Crimes Analyst John Ruebusch of the Regional Electronic and Computer Investigations section were named outstanding investigators for their investigation and convictions of “hackers” involved in wide-spread fraud with international implications.
 - Patrol Officer Peter Prybal of the traffic safety unit, for his outstanding record in traffic investigation and his dedication to traffic safety.



Captain Lloyd Zoellner

- Captain Lloyd Zoellner, the criminal investigation section commander, was honored for his contribution to law enforcement in April 2004 with the “Blue Coat” Award from the Knights of Columbus and in December by the Military Order of World Wars.
- Mothers Against Drunk Driving (MADD) presented Corporal Jeff Sabers with their “Top Cop” Award.
- The Rape Crisis and Abuse Center presented Detective Steve Minnich of the criminal investigations section with the Thomas R. Oberschmidt Award for his compassionate work with rape victims and for outstanding investigation in sex offenses.
- Two Sheriff’s deputies were named officers of the month by the Cincinnati Citizen’s Police Association: Lieutenant David Luke of the patrol division was recognized in July, and Court Services

Officer Bill Thomas was recognized in December.

- Three deputies were honored with the 2004 Coroner’s Award for Excellence in Evidence Handling: CSIs Martin Eckstein, John Mulholland and Tim Drake.
- Sergeant Tony Orue of the criminal investigation section was 2004 valedictorian of the 112th Administrative Officer’s Class (AOC) Southern Police Institute (SPI) at the University of Louisville. The 12-week program is designed to develop law enforcement managers who are capable of assuming positions of leadership in their respective agencies.



Sergeant Tony Orue

Public Works

Among the honors received by the Metropolitan Sewer District (MSD) in 2004 are:

- An Engineering Excellence Award for the Regional Storm Water Program developed for Hamilton County by MSD and Fuller, Mossbarger, Scott and May Engineers, Inc. (FMSM). Presented by the American Council of Engineering Companies (ACEC), the award recognizes projects that demonstrate a high degree of achievement, value, and ingenuity in the engineering field. Developed through a unique partnership between 44 county jurisdictions, the Board of Commissioners, MSD and FMSM, the program helps meet new EPA requirements and saves \$2 million by organizing the individual communities into a single Storm Water District.
- An American Academy of Environmental Engineers award for the computerized model of the local sewer system. The model uses real time flow data and a radar based process for estimating rainfall to predict how the system will react during various weather conditions.

- A Platinum Peak Performance Award for continuous excellence in environmental protection for the Taylor Creek water reclamation facility. Given by the Association of Metropolitan Sewerage Agencies (AMSA), this award recognizes the facility for five consecutive years of 100 % compliance with its National Pollutant Discharge Elimination System (NPDES) permit. Taylor Creek is one of 10 MSD facilities that won Peak Performance Awards.

Two County Engineer employees were winners at the Ohio Invitational Snowplow/Equipment 'Road'eo in May 2004. Jim Hetzel placed second in the local snow plow competition and Harry Schmeusser placed second in the backhoe competition.



2004 'Road'eo winners Jim Hetzel (left) and Harry Schmeusser (right), both receiving congratulations from County Engineer William Brayshaw.

Social Services

Job and Family Services was recognized at the August 2004 Big Ten Food Stamp Improvement Conference in Minneapolis, Minnesota, for achieving the highest payment accuracy rate among the 13 largest counties in the Midwest in federal fiscal year 2003. The Big Ten is a joint federal, state and local effort aimed at improving food stamp accuracy and customer service in the Midwest. It includes counties that issue about \$10 million per year in food stamp benefits.

Also honored in 2004 were the following JFS employees.

- Sue Wolven, a residential treatment supervisor in Children's Services, won a 2004 David S. Liederman Scholarship from the Child Welfare League of America. The national scholarship program is designed to help agency employees pursue a Master of Social Work (MSW) or other relevant degree on a full-time or part-time basis.
- Dennis Slabach of the Children's Services division received the Friend of the Children Award from Specialized Alternatives for Families & Youth Dayton/Cincinnati in February 2004.
- Sara Harperink, residential treatment worker at JFS, was awarded Multi-County System Agencies' "Worker of the Year" and Best Customer Service at the First Annual Choices Awards in 2004. The awards program recognizes and honors exemplary community members and organizations in integrated care.

The Work Resource Center, one of MR/DD's contractors for adult services, was named Nonprofit of the Year by the Cincinnati Chamber of Commerce in April 2004. The center was praised for its singular focus on work, its commitment to collaboration and its passion for entrepreneurship.

Veterans Service Commission Executive Director Bill Boettcher, was named National Commander for AMVETS in August 2004. AMVETS is a national veterans service organization that represents 180,000 members as well as the rest of the 25 million Americans who have served in the military. Mr. Boettcher is a lifetime member of Post 1988 in Monfort Heights and former Ohio AMVETS commander.



Regional Recognition

In April 2004, the Cincinnati metropolitan area was named among the most livable communities in the U.S. by *Partners for Livable Communities*.

Budget Guidelines

This section contains the budget and finance policies, a discussion of the overall budget process including a description of funds, the county's approach to long-range planning and the general fund five-year plan. These documents are utilized as guidelines when developing the annual budget.

Policy Information

Financial Planning Policy

The budget will be adopted by December 31 of each year. The State of Ohio allows a temporary appropriation to be in place by December 31 of each year and a final appropriation adopted on or before April 1. The Board of County Commissioners has made budget adoption prior to December 31 an annual goal since 1993. This allows departments to have final numbers as they begin the fiscal year and enables departments to monitor revenue and expenditures more effectively.

General Fund- In the years before 1993, the general fund budget utilized surplus to balance the approved budget, a policy in line with the State of Ohio's balanced budget requirements. Since 1993, Hamilton County has tightened this mandate for the general fund, requiring ongoing revenues to exceed ongoing expenditures without regard to the beginning carryover balance. Hamilton County has successfully balanced its budget according to this policy over the last decade, and it does not expect to deviate from this continued goal. Should the county find itself in an unbalanced situation, it would offer full disclosure of the situation in an effort to find a cooperative remedy to the shortfall.

During the budget process, budget analysts identify non-recurring and unpredictable revenues and expenditures, and these amounts are excluded when calculating a balanced budget. Non-recurring revenues are used only to subsidize non-recurring expenditures.

Budget Review- During the budget process, requests from departments are reviewed by analysts in the following areas: 1) whether revenues are correct/overstated/understated; 2) whether there are other revenue sources that can be tapped; 3) whether the demand and workload support additional staff or supplies; and 4) whether the mathematical calculations are correct.

After the budget is in place, general fund revenues and expenditures are reviewed and projected through the calendar year every other month beginning in April. Restricted funds are reviewed in June and October. Budget analysts in the Department of Administrative Services (DAS) note any variations from the budget and work with department representatives to explain the variations. When necessary, the departments follow the procedures for budget amendments outlined in the budget development section of this volume to transfer or supplement current funds.

Tax Levy Funds- Those organizations funded by a property tax levy present a spending plan spanning the life of the levy to the Board of County Commissioners along with the recommendation of the Tax Levy Review Committee. (See voted tax levy policy, later in this section.) The Board reviews the plan, makes necessary adjustments, and then authorizes the issue appearing on the ballot. Once approved by the electorate, tax levy funds are reviewed in terms of adherence to the approved plan. Additional review includes: 1) whether the ending balances are reasonably in line with the levy plan; 2) whether the spending is in line with the plan; 3) whether revenues are up or down from the prior year, and if so, why; and 4) whether the estimated property tax receipts are the same as estimates in the original levy plan. This additional review ensures that the levy is spent as planned when the levy was approved.

It is county policy for special levies to ensure there is not a duplication of services and that the respective levies take responsibility for appropriate obligations.

Restricted Funds (other than tax levy funds) - Each of these funds should have a projected fund balance that will continue the activity of the specific fund. During the budget process, a projected fund balance is calculated based on current year estimated ending balance plus budget year revenues minus budget year appropriations to insure a positive fund balance.

The revenues for the budgeted year are compared to the revenues as certified by the county's Budget Commission. The Commission certifies revenues for the budget year using the county's tax budget (submitted in July of each year) and property tax revenue estimates provided by the Auditor as the basis for the certification. The comparison with the Budget Commission's estimates takes place prior to budget adoption to ensure that sufficient resources are available for the upcoming budget year.

It is the policy of the county for all special funds to reimburse the general fund, to the extent possible, for all costs both direct and indirect. The county has an indirect cost plan and most benefiting departments reimburse the general fund for services provided by county central service departments. In some cases, departments reimburse the general fund for services on a direct basis.

Long-Range Planning- During the annual budget process, Hamilton County also develops a five-year financial plan in conjunction with departmental forecasts, building in inflation and real growth where appropriate. The plan is prepared by the Department of Administrative Services (DAS) with input from all departments regarding the cost of new programs, changes to current programs and efficiencies that would reduce or eliminate current programs. In addition to establishing budget goals for future years, each department's forecast will become the framework for its budget request for the upcoming year and serve as a guide for recommendations and, ultimately, the final approved budget for the department.

Asset Inventory- As mandated by the Ohio Revised Code 305.18, each county officer or department head shall make an inventory of assets annually on the second Monday in January. The inventory shall be a public record filed with the clerk of the Board of County Commissioners and with the County Auditor.

Reserves

General Fund- The general fund will maintain reserves of 10% of the prior year appropriation (excluding expenditures associated with the dedicated sales tax and non-recurring expenditures). Through the 2005 budget, the county continues to work toward increasing the undedicated general fund reserves to a goal of 20% of the prior year appropriation by 2006. This is a change from the 1999 policy that called for a \$20 million reserve. Prior to 1999, the reserve policy required a \$15 million reserve.

Budget Stabilization Fund- The above reserve may include undedicated monies in the budget stabilization fund established in 2001 pursuant to Ohio Revised Code 5705.13. The statute requires that the fund be limited to 5% of the prior year's resources. The current balance of the fund is \$26.9 million, \$19.5 million of which is reserved for debt payment on the 800 megahertz voice radio system.

Restricted Funds- At the end of the budget year, restricted funds must have a positive ending balance. In the case of some tax levy funds, a specific reserve may be set through the levy plan. For other restricted funds, a specific carryover amount may be set due to the cyclical receipt of revenue.

Cash Management

The County Treasurer is responsible for collecting, holding and investing county funds. The Auditor is responsible for all accounting functions and the processing of warrants and checks.

The formal investment policy requires that all county monies be invested in accordance with the Ohio Revised Code (ORC), Section 135. The Treasurer limits market risk and insures reliable return on investments. The Treasurer continually monitors and tracks all investments and diversifies and manages the county's investment portfolio. A significant element of the investment policy is the requirement that the Treasurer take possession of collateral for all investments. The investment policy was approved by the county Investment Advisory Committee consisting of the County Treasurer, the president of the Board of County Commissioners and one other commissioner. The policy sets standards that consider safety, liquidity and yield (in that order).

The entire investment policy is available for review in the Treasurer's office.

Debt

The Hamilton County debt policy is used for the purpose of making recommendations to the Board regarding the issuance of debt. It is understood that the Board of County Commissioners makes the final decision on all debt issues.

The debt policy includes appropriate situations for the issue of long-term debt and short-term notes, limitations on general obligation debt, the bid process for both notes and bonds, guidelines for the investment of capital funds by the County Treasurer, and stipulations for the lease of routine purchases.

The entire debt policy is included in the debt section of this volume.

Capital Improvement Program

Improvements to the county's capital assets normally require a large expenditure of resources. The large, up-front expenditures benefit the county and its citizens by extending the life of these assets for many years. Decisions regarding the financing of these capital improvements impact the availability of resources for ongoing operations and the county's ability to fund additional capital improvements in the future. Funding decisions must therefore be made in light of short and long-term resources and coincide with the life and cost of the assets involved. The following describes the financial policies that guide decisions related to capital improvements:

1. The County Commissioners are committed to balancing the need for maintaining the county's capital assets while providing on-going, direct services to its citizens. The county's capital inventory will not be neglected in an effort to maintain current operations.
2. The county is committed to balancing the need for capital improvement projects in light of its ability to finance the improvements within existing short and long-term resources. The issuing of debt to finance capital improvements is predicated on the ability of the county to service the debt over the life of the issue.
3. Financing decisions relating to capital improvements must balance the use of pay-as-you-go financing (current resources) versus long-term financing options (issuing debt). To the extent practical, the use of current revenue to finance capital improvement projects reflects the county's intent to show purposeful restraint when incurring long-term debt. In the same regard, financing decisions should consider the useful life of capital improvements and spread the costs of the improvements over their useful lives. This ensures that the improvements are paid for by those that benefit from them.
4. The County Commissioners promote and encourage the leveraging of resources to maximize efforts for capital improvements. This includes participation in intergovernmental programs and the issuance of debt to finance capital improvements.

5. Capital improvement decisions will consider and accommodate the impact of operating and maintenance costs to ensure the ability and capacity to maintain the capital asset. To this end, the capital improvement plan will be considered concurrently with the operating budget.

As has been the practice in recent years, interest during construction and financing costs for projects that are debt financed have been estimated and included in the projects.

The criteria for inclusion in the Capital Plan are outlined in the capital improvement section of this volume.

Voted Tax Levy Policy

Adopted June 17, 1996

Last amended October 8, 2003

The Hamilton County Commissioners are responsible for the consideration of requests to place all voted tax levies before the voters. The purpose of this policy statement is to advise both the voters and the individuals requesting voted levy consideration of the commissioners' expectations prior to the examination of the merits of any request.

1. All voted levies must be for the benefit of Hamilton County residents.
2. All voted levy requests for the purpose of funding service provision shall be reviewed by county administration for consideration of alternate means of service provision, inclusion of similar services, the need for the proposed services, and other purposes.
3. Prior to the commissioners voting to place any tax levy on the ballot, a "Tax Levy Review Committee" ("TLRC") will be convened to review the request and advise the Commissioners. The TLRC will be made up of nine independent Hamilton County residents (of whom none is associated with any board or agency funded in any way by Hamilton County tax dollars); the TLRC will also have as non-voting members the County Administrator and Assistant County Administrator for Administrative Services. The TLRC will evaluate and report on petitions for tax levies to be placed on the ballot.

Any agency/entity requesting that a tax levy be placed on the ballot (hereinafter, "agency" or "applicant") shall formally report in writing to the TLRC by no later than 335 days before the election its intent to request that a levy be placed on the ballot, informing the TLRC of its intent to place the levy on the ballot, and requesting the performance review outlined in section four below.

The agency must submit all documentation supporting such request, including a copy of the final performance review report outlined in section four, to the commissioners no later than 180 days before the election upon which the tax levy

request shall appear on the ballot. Not later than 160 days prior to such election, the TLRC shall be briefed by such agency on the nature and the details of the levy requested. At the same briefing, or at a separate briefing date established by the TLRC, the TLRC shall also be briefed on its findings by the entity which conducted the performance review. Not later than 120 days prior to such election, the TLRC shall complete its information collection concerning the requested levy. Not later than 105 days prior to such election, the TLRC shall complete its deliberations and provide a written report to the Hamilton County Commissioners with its recommendation(s) concerning the placement of the tax levy on the ballot, including the basis therefore, and the placement of specific provisions in the contract between the county and the agency upon successful voter approval, to ensure performance goals, based on the findings of the outside performance review, are met, including the basis therefore.

4. Prior to the commissioners voting to place any tax levy on the ballot, a performance review of the requesting agency shall be conducted by an outside entity selected by the commissioners (the "Performance Review") and paid for using the requesting agency's levy revenues, unless precluded by contract, in which event, the commissioners shall identify an alternative source of funding. The Performance Review will commence at least 280 days prior to the election.

The entity which conducts the Performance Review shall report directly to the TLRC and will conduct the Performance Review under the direction of the TLRC.

Should the requesting agency/entity have an existing performance review process with an outside reviewing entity, the commissioners may agree to utilize such entity for this review purpose if said entity agrees to report directly to the TLRC, and (in the judgment of the commissioners) no conflict of interest exists that will compromise the work of the reviewing entity. The entity chosen to perform the Performance Review will be at the sole discretion of the commissioners, as advised by the TLRC.

In the event a proposed levy is a new levy, the agency may be subject to the aforesaid performance review, if authorized by the commissioners. However, if the agency is not currently operating in a capacity that will be funded by the new levy, an outside needs assessment may be performed instead of a performance review to determine resources required for the agency to operate in the desired capacity.

Reviews for an agency requesting a new levy will be paid for by said agency and, upon voter approval of the levy, reimbursed with the new levy funds. In the event the levy fails, the review will be paid for by the requesting agency.

The tasks performed by the reviewing entity during the Performance Review, as directed by the TLRC, may include, but are not limited to:

Management and Operations Review

1. Review the applicant's management processes at all levels of the organization to determine the information, tools and habits available to operate efficiently, and make recommendations for improvement.
2. Review the applicant's core business processes and their impact on cost of providing services, and make recommendations to reduce costs where appropriate.
3. Review the applicant's utilization of staff resources and the ability to match resources with the requirements of service provisions, and make recommendations for improvement.
4. Determine the number of clients served by the applicant, review its waiting list for services and the number of eligible prospective clients who are not being served, and make recommendations for improvement.
5. Review the quality of service provided by the applicant, and make recommendations for improvement.
6. Note accomplishments by the applicant's management.
7. Note shortcomings in management by the applicant, and make recommendations for improvements.
8. Recommend objectives for contracts to be funded by the new levy, establish benchmarks for measuring progress towards those objectives, and recommend procedures to monitor interim progress to meet such benchmarks.
9. Evaluate compliance by the applicant with past county contracts and the objectives set forth in those contracts.
10. Conduct a survey of client/customer satisfaction, to provide feedback from the user and client communities.
11. Compare the benefits to be provided by the applicant with similar agencies in other communities.
12. Identify financial savings and/or service enhancements to be achieved by implementing recommended improvements.

Financial Review

1. Evaluate the applicant's budget over past years and, if changed, the reasons for those changes.
2. Evaluate the applicant's actual financial results of operation over past years and, if varied from budget, the reasons for those variations.
3. Analyze the impact of inflation on the applicant's operations.
4. Analyze actual and planned costs for capital expenditures.
5. Evaluate the ability of the applicant to receive financial support from sources other than the tax levy (for example, federal, private, or state grants).
6. Evaluate whether the request will result in a net budget increase for the applicant, taking into account reappraised real property values in Hamilton County.

The reviewing entity will prepare a final Performance Review report, including a response to the report from the requesting agency, for submission to the TLRC and the commissioners.

The contract with the entity performing the performance review will be let by the county in conformity with county contracting procedures.

5. In the event an existing tax levy fails after full review by the TLRC, the agency may re-submit an issue for consideration within 10 months based on the following process.

The request may not call for a higher rate of taxation than previously requested, and the purpose of the request must be limited to only those purposes called for in the initial request. Based on this process, the agency shall submit all documentation requesting and supporting such request to the commissioners no later than 120 days prior to the election. No later than 85 days prior to such election, the TLRC shall complete its deliberations and provide a written recommendation concerning the placement of the levy on the ballot, including the basis therefore.

Any agency requesting a levy under this process will not be required to pay any further fees to fund any outside/third party reviewing entity.

6. All voted levy requests shall be presented with a financial plan showing expenditures and revenues for the intended levy services. Such plans for time-limited voted levy requests must be presented for the life of the levy. Continuing voted levy requests must be accompanied by a plan for no more than a ten-year period. The continuing plan shall be updated for the commissioners' consideration as part of the annual budget request.
7. The financial plan shall include projected revenue from all sources to the detail requested by the Assistant County Administrator for Administrative Services.
8. Agencies funded by voted levies shall use the approved levy plan as a guide for the annual budget request. Annual budget appropriations for each entity will not exceed the levy plan expenditures for that entity for any given year unless expressly approved by the Board of County Commissioners. Proposed changes in planned expenditures shall be explained to the Board of County Commissioners during the annual budget process.

Significant variations in sources of non-levy revenue shall be reported by agencies funded by voted levies to the detail requested by the Assistant County Administrator for Administrative Services in the budget request and at quarterly reviews with county administration. The commissioners may adjust appropriations and/or consult with the Budget Commission based on the expenditure, revenue, and funding information received. The budget office will conduct reviews of special levy and

associated restricted funds four times each year. It remains the agency's responsibility to manage its budget and appropriation.

9. The projected carryover (unencumbered balance) at the end of the current period shall be considered in the projected financial plan.
10. Financial plans shall not have a planned carryover (unencumbered balance) at the end of a levy period or at the end of a continuing levy ten year plan.
11. Any annual levy revenue over estimate and savings from expenditures under the planned budget shall accumulate in the levy fund balance to be used for:
 - a) a reserve for working capital for the entity at the end of the levy period in the event the levy fails, or
 - b) a reserve to be used at the end of the current levy period in sizing the next levy millage, or
 - c) funding increased costs over expenditures as determined by the Board of County Commissioners pursuant to Item No. 8 above.
12. Encumbrances are treated as budgeted expenditures in the year the commitment to purchase is made. Encumbrances outstanding at the end of the fiscal year (calendar year) are reported as reserves of fund balances and provide the authority for using those appropriations in the subsequent fiscal year (calendar year) to complete the transaction.
13. Each appropriation lapses at the close of the fiscal year (calendar year) to the extent that it has not been expended or encumbered. The appropriation for a capital expenditure is deemed to be abandoned to the extent the project is not under contract by the close of the fiscal year (calendar year).
14. All financial plans must be prepared on a calendar year basis.
15. All non-county government recipients of tax levy funding will have an annual financial audit of the use of tax levy funds conducted by the county to be paid for by the respective agency receiving such funds out of such funds.
16. The basis of accounting shall be agreed to by county administration prior to submittal of the voted levy plan. In most instances, a modified accrual basis of accounting shall be used.
17. All agencies receiving tax levy funding will undergo a mid-term evaluation by the TLRC, commencing within 60 days of the midpoint of the existing levy period. The purpose of the mid-term evaluation is to ensure the levy recipient's compliance with the provisions of the contract between such recipient and the county. The TLRC will have the right to engage an outside reviewer to assist in this process, the cost of which shall be borne by the recipient of levy funds out of

such funds. The TLRC will obtain a written report from the reviewing entity within 30 days after the evaluation is completed. The TLRC will review this report and forward it to the commissioners within 30 days, along with comments by the TLRC and the agency being evaluated.

Hamilton County Levy Contractors

| <u>Levy</u> | <u>Contracting Entity</u> |
|--|---|
| Children’s Services | None (funds go to Hamilton County Department of Job and Family Services) |
| CLEAR | City of Cincinnati |
| Cincinnati Museum Center | Cincinnati Museum Center, Inc.* |
| Community Mental Health | Hamilton County Community Mental Health Board |
| Community Mental Retardation and Development Disabilities | Hamilton County Board of Mental Retardation and Development Disabilities* |
| Health and Hospitalization | University Hospital, Inc. Children’s Hospital Medical Center University of Cincinnati Alcohol and Drug Addiction Services (ADAS) Board |
| Health and Hospitalization including Drake Memorial Hospital | Drake Center, Inc. ADAS Board |
| Senior Services | Council on Aging of Southwestern Ohio |
| Zoo | Zoological Society of Cincinnati |

* There is no current contract with this entity. The first contract to be entered into with the Hamilton County Commissioners has been drafted and is currently being reviewed.

Long-Range Plans

Hamilton County's statutory elective form of government is significantly different than a charter form of government. Independently elected officials are directly accountable to the people of the county and responsible for discharging the statutory functions of their office in accordance with state law. As a result, each individual elected official identifies immediate and long-range goals and objectives for their offices in order for them to discharge their statutory responsibilities. These plans are then translated into funding requests in the annual budget process. The county commissioners are responsible for evaluating the goals, plans, and funding request and then establishing the necessary appropriations in accordance with available resources. The commissioners have no authority with respect to long-range plans for other elected officials, except through their control of county property and the adoption of the annual budget. As a result, departmental goals tend to impact the development of the budget more so than entity-wide goals.

That said, Hamilton County has implemented several procedures and is developing others that have introduced long-range planning into key portions of the budget development process and aim to make county-wide long-range planning a more integral part of everyday business.

Among those initiatives with long-range consequences are:

- *Commissioner Task Forces.* The Board of County Commissioners has recently established commissions of local experts to make ongoing recommendations on such issues as economic development, county health care policies and managed competition. The economic development task force is, in part, the result of June 2004 recommendations by the International Economic Development Council (IEDC), which conducted a local study at the request of the board.
- *County Report Card.* County administration is currently finishing work on the first annual county report card, which identifies and tracks key community indicators and county government performance measures.
- *Community COMPASS.* Hamilton County's Comprehensive Master Plan and Strategies is a long-range plan that seeks to address mutual goals related to physical, economic, and social issues among the 49 communities within the county. In November and December 2004 COMPASS completed its planning phase and released the "Hamilton County 2030 Plan," a master plan that provides Hamilton County, local government, business, non-profit organizations, and the citizens of the county with a comprehensive framework for achieving *The Vision for Hamilton County's Future*, which was endorsed by the Board of County Commissioners on November 26, 2003.



- *Planning sessions with elected officials.* In lieu of a day-long planning session with all departments and elected officials, in 2004 the Board of County Commissioners chose to have individual meetings with each elected official who chose to participate. The meetings were an opportunity for both parties to focus on long-term county-wide goals and to discuss future plans in advance of the annual budget process.
- *Five-year plans.* The county currently prepares its Capital Improvement Plan with a five-year vision. All general fund departments perform an annual projection of future revenues and expenditures, which is assembled into a five-year plan by the budget office, and the Information Processing Advisory Committee (IPAC) compiles a five-year technology plan by asking all departments to forecast future IT needs annually.
- *Long-Term Goals.* Based on the Board of County Commissioners' 2005 budget goals, county administration has developed six areas of concern to the county over the long term. The budget office has highlighted these six areas by placing icons throughout the budget book next to the departmental objectives that address these key county issues.



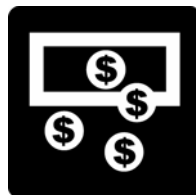
GOAL 1:
Support programs that address the loss of jobs in Hamilton County.



GOAL 4:
Support continued Riverfront development, including the Banks development project.



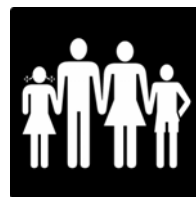
GOAL 2:
Support programs that address the loss of population in Hamilton County.



GOAL 5:
Support initiatives that promote the most effective and efficient uses of spending on county operations.



GOAL 3:
Support programs that improve customer service in Hamilton County government.



GOAL 6:
Support initiatives that promote effective public health care and human services management in Hamilton County.

Five-Year Plan Overview 2005 - 2009

Plan Development

The five-year plan for the general fund for 2005-2009 was developed in the fall of 2004 in conjunction with departmental forecasts and is viewed as a planning document, building in inflation and real growth, where appropriate. The plan was developed by the Department of Administrative Services (DAS) with input from departments regarding the cost of new programs, changes to current programs and efficiencies that would reduce the cost of current programs or suggest program elimination.

It was made clear to departments that the five-year planning process does not guarantee that all programs will be funded but will be used as a guide to make the annual budget process more effective. The five-year plan will be used to establish budget goals for future years. For example, the County Personnel Department has forecast in the plan the future costs of information system support and an additional employee for the workers compensation program. That forecast will become the framework for the department's budget request for the upcoming year and serve as a guide to recommendations and, ultimately, the final approved budget for the department.

The value of the general fund five-year plan is that, in addition to providing planning information to county administration, the preparation and formulation of the five-year plan encourages each department director to think about future and existing programs, costs, and resulting revenues.

The narrative explains the assumptions and variations from those assumptions that were made in compiling the plan. Non-recurring revenues and expenditures for 2005 were removed before the inflationary growth was applied for 2006 and beyond.

Five-Year Outlook

2004: The general fund cash balance as of December 31, 2004 was approximately \$29.5 million. Applying additional factors (such as advances, encumbrances, loans, and budget stabilization funds) the projected figure is \$29.6 million. That balance is 12.2% of budgeted ongoing expenditures toward a budget board goal that requires the county to carry 20% of ongoing expenditures in its fund balance. The county lost some ground toward this goal during 2004 as actual expenditures tracked closer to budget than they have in previous years.

2005: Based on departmental information and current estimates, both ongoing and non-recurring revenue for the upcoming year will exceed expenditures. The carryover is projected to be \$34.8 million toward the BOCC 20% carryover requirement of \$48.9 million—an increase to 14.2% of ongoing expenditures. It is not evident, based on current projections, how anticipated revenue and expenditures will allow the county to meet the carryover requirements for 2006.

2006-2009: New revenues or a significant reduction of projected expenditures needs to occur in order to maintain the general fund's carryover.

Five-Year Plan

General Fund 2005-2009

Prepared November 2004

Amounts in thousands of dollars

| Variables | Source | | | | | | |
|--|--|----------------|-----------------------------|----------------|----------------|----------------|----------------|
| Rate of Inflation | 2.30% CBO-average 2004/2005, BLS Actual 9/2004 | | | | | | |
| Rate of Real Growth | 4.30% CBO-average 2004/2005 | | | | | | |
| New Construction Growth | 0.50% County Auditor, 2003 | | | | | | |
| | | | | | | | |
| 2003 2004 2005 2006 2007 2008 2009 | | | | | | | |
| Actual Estimate Budget Estimate Estimate Estimate Estimate | | | | | | | |
| Revenues | | | | | | | |
| Administrative Services | 7,395 | 6,131 | 6,236 | 6,380 | 6,527 | 6,677 | 6,830 |
| Auditor | | | | | | | |
| Real Estate Tax | 37,284 | 37,984 | 38,967 | 40,916 | 41,120 | 41,326 | 43,392 |
| Public Utility Reimbursement | 794 | 794 | 794 | 794 | 635 | 635 | 635 |
| Personal Property Tax | 3,970 | 4,133 | 3,950 | 3,990 | 4,029 | 4,070 | 4,110 |
| Sales Tax (Original 1/2 Cent) | 60,389 | 63,503 | 65,144 | 67,099 | 69,111 | 71,185 | 73,320 |
| Local Government Fund | 21,303 | 21,302 | 21,824 | 21,824 | 21,824 | 21,824 | 21,824 |
| Local Gov't Revenue Assistance | 2,875 | 2,876 | 2,933 | 2,933 | 2,933 | 2,933 | 2,933 |
| Local Gov't Financial Inst. | 579 | 748 | 519 | 519 | 519 | 519 | 519 |
| Transfer Tax | 11,246 | 12,710 | 14,069 | 14,393 | 14,724 | 15,062 | 15,409 |
| Miscellaneous Auditor | 3,847 | 3,910 | 3,629 | 3,713 | 3,798 | 3,886 | 3,975 |
| Building Inspections | 2,463 | 2,383 | 2,449 | 2,461 | 2,474 | 2,486 | 2,498 |
| Clerk of Courts | | | | | | | |
| Common Pleas | 3,038 | 3,415 | 3,196 | 3,270 | 3,345 | 3,422 | 3,501 |
| Municipal | 8,303 | 8,343 | 10,106 | 10,339 | 10,576 | 10,820 | 11,069 |
| Mail Center | 1,545 | 1,481 | 1,560 | 1,596 | 1,633 | 1,670 | 1,709 |
| Miscellaneous Clerk of Courts | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Communications Center | 1,426 | 265 | 4,700 | 2,350 | 2,353 | 2,357 | 2,361 |
| Coroner | 718 | 836 | 1,022 | 1,046 | 1,070 | 1,094 | 1,119 |
| County Administrator | 3,213 | 585 | 1,002 | 718 | 735 | 751 | 769 |
| County Facilities | 39 | 1,072 | 1,018 | 1,005 | 1,029 | 1,052 | 1,076 |
| Court of Domestic Relations | 1,326 | 1,409 | 1,241 | 1,270 | 1,299 | 1,329 | 1,359 |
| Juvenile Court | 19,287 | 18,368 | 21,400 | 19,890 | 20,347 | 20,815 | 21,294 |
| Probate Court | 984 | 1,028 | 1,026 | 1,049 | 1,073 | 1,098 | 1,123 |
| Probation | 690 | 857 | 3,727 | 1,959 | 2,004 | 2,050 | 2,097 |
| Prosecutor | 3,692 | 3,687 | 3,878 | 3,968 | 4,059 | 4,152 | 4,248 |
| Public Defender | 4,121 | 3,422 | 4,069 | 3,797 | 3,884 | 3,974 | 4,065 |
| Recorder | 9,722 | 6,713 | 6,500 | 6,500 | 6,500 | 6,500 | 6,500 |
| Sheriff | 8,021 | 8,551 | 8,246 | 8,435 | 8,629 | 8,828 | 9,031 |
| Treasurer | | | | | | | |
| Interest | 16,864 | 14,841 | 14,400 | 14,731 | 15,070 | 15,416 | 15,771 |
| Miscellaneous Treasurer | 2,875 | 2,931 | 2,906 | 2,973 | 3,041 | 3,111 | 3,182 |
| All Other Revenues | | | | | | | |
| Board of County Commissioners | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Board of Elections | 308 | 1,323 | 349 | 231 | 1,365 | 296 | 1,700 |
| Board of Zoning Appeals | 20 | 19 | 18 | 18 | 18 | 19 | 19 |
| Community Development | 0 | 5 | 0 | 0 | 0 | 0 | 0 |
| County Personnel | 5 | 106 | 0 | 0 | 0 | 0 | 0 |
| Court of Appeals | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Court of Common Pleas | 35 | 27 | 35 | 36 | 37 | 37 | 38 |
| Court Reporters | 23 | 18 | 20 | 20 | 21 | 21 | 22 |
| Municipal Court | 78 | 91 | 201 | 155 | 158 | 162 | 166 |
| Public Works | 576 | 735 | 755 | 772 | 790 | 808 | 826 |
| Rural Zoning Commission | 329 | 301 | 310 | 317 | 325 | 332 | 340 |
| Veterans Services | 67 | 210 | 105 | 105 | 105 | 105 | 105 |
| Total Revenues | 239,448 | 237,112 | 252,305 ¹ | 251,570 | 257,161 | 260,823 | 268,937 |

Five-Year Plan

General Fund 2005-2009

| | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 |
|--|----------------|-----------------|-----------------------------|-----------------|-----------------|-----------------|-----------------|
| | Actual | Estimate | Budget | Estimate | Estimate | Estimate | Estimate |
| Expenditures | | | | | | | |
| Administrative Services | 12,198 | 14,080 | 10,373 | 10,470 | 10,727 | 10,971 | 11,242 |
| Auditor | 3,764 | 4,262 | 4,414 | 4,516 | 4,620 | 4,726 | 4,835 |
| Board of County Commissioners | 745 | 813 | 780 | 798 | 816 | 835 | 854 |
| Board of Elections | 4,553 | 6,082 | 5,722 | 7,113 | 7,967 | 8,764 | 9,815 |
| Board of Zoning Appeals | 85 | 88 | 98 | 100 | 102 | 105 | 107 |
| Building Inspections | 2,023 | 2,054 | 2,207 | 2,258 | 2,310 | 2,363 | 2,417 |
| Clerk of Courts | 14,449 | 14,801 | 15,229 | 15,579 | 15,937 | 16,304 | 16,679 |
| Communications Center | 2,239 | 2,041 | 2,362 | 2,416 | 2,472 | 2,529 | 2,587 |
| Community Development | 60 | 80 | 93 | 96 | 98 | 100 | 102 |
| Coroner | 3,414 | 3,511 | 3,593 | 3,675 | 3,760 | 3,847 | 3,935 |
| County Administrator | 2,211 | 2,158 | 2,925 | 2,890 | 2,957 | 3,025 | 3,094 |
| County Engineer | 930 | 871 | 895 | 916 | 937 | 958 | 980 |
| County Facilities | 17,497 | 18,268 | 17,853 | 17,515 | 17,918 | 18,330 | 18,752 |
| County Personnel | 1,446 | 1,594 | 1,678 | 1,746 | 1,829 | 1,872 | 1,915 |
| Court of Appeals | 90 | 83 | 195 | 134 | 137 | 140 | 143 |
| Court of Common Pleas | 8,494 | 8,880 | 8,920 | 9,125 | 9,335 | 9,550 | 9,769 |
| Court of Domestic Relations | 5,229 | 5,642 | 5,626 | 5,755 | 5,888 | 6,023 | 6,162 |
| Court Reporters | 2,456 | 2,342 | 2,521 | 2,579 | 2,639 | 2,699 | 2,761 |
| Debt Service | 13,329 | 13,926 | 8,055 | 32,235 | 11,639 | 10,888 | 10,747 |
| Economic Development | 921 | 687 | 1,299 | 127 | 130 | 133 | 136 |
| Emergency Management | 528 | 286 | 408 | 418 | 427 | 437 | 447 |
| Info. Processing Advisory Committee | 1,096 | 992 | 1,200 | 1,500 | 1,500 | 1,500 | 1,500 |
| Job and Family Services | 1,751 | 2,010 | 1,954 | 1,999 | 2,045 | 2,092 | 2,140 |
| Juvenile Court | 32,072 | 33,186 | 32,857 | 33,612 | 34,385 | 35,176 | 35,985 |
| Municipal Court | 6,284 | 6,407 | 6,730 | 6,951 | 7,111 | 7,275 | 7,442 |
| Probate Court | 3,087 | 2,972 | 3,309 | 3,386 | 3,463 | 3,543 | 3,625 |
| Probation | 9,714 | 10,380 | 10,838 | 11,087 | 11,342 | 11,603 | 11,870 |
| Prosecutor | 12,569 | 13,035 | 13,163 | 13,466 | 13,775 | 14,092 | 14,416 |
| Public Defender | 10,290 | 11,347 | 11,257 | 11,516 | 11,781 | 12,052 | 12,329 |
| Public Works | 1,536 | 1,545 | 1,731 | 1,771 | 1,812 | 1,853 | 1,896 |
| Recorder | 2,829 | 2,491 | 2,369 | 2,423 | 2,479 | 2,536 | 2,594 |
| Rural Zoning Commission | 436 | 430 | 438 | 448 | 459 | 469 | 480 |
| Sheriff | 61,356 | 63,365 | 65,834 | 67,348 | 68,897 | 70,482 | 72,103 |
| Treasurer | 1,204 | 1,200 | 1,130 | 1,156 | 1,182 | 1,210 | 1,238 |
| Veterans Services | 1,009 | 981 | 1,129 | 1,202 | 1,230 | 1,258 | 1,287 |
| Total Expenditures | 241,896 | 252,890 | 249,185 ¹ | 278,327 | 264,106 | 269,739 | 276,385 |
| Budget Gap | (2,448) | (15,778) | 3,120 | (26,758) | (6,945) | (8,916) | (7,448) |
| Prior Year Carryover | | | 29,488 | 34,793 | 27,525 | 20,580 | 11,663 |
| Adjustments: Advances, Transfers, etc. | | | 6,485 ² | | | | |
| Year-end Encumbrances | | | (11,800) | | | | |
| Budget Stabilization Fund | | | 7,500 | 19,490 | | | |
| Projected Ending Balance | 40,305 | 29,488 | 34,793 | 27,525 | 20,580 | 11,663 | 4,215 |

1 The 2005 budget includes \$3.2 million in non-recurring revenues and \$2.4 million in non-recurring expenditures.

2 Includes: advances due the general fund (+\$2.75 million), loan to Village of Woodlawn (+\$1.34 million), proceeds from sale of the Hartford Building (+\$3.3 million), cancellation of prior year encumbrances (+\$1.5 million), and reserved Communications Center fees (-\$2.4 million)

Five- Year Plan Narrative 2005 - 2009

Assumptions include annual rate of inflation of 2.3% and real growth rate of 4.3% over the five-year period covered in this plan. The base year is the 2005 budget amount, unless otherwise indicated. 2004 estimates are un-audited actuals as of May 2005. If non-recurring expenditures were included in the 2005 budget, the 2006 amount was adjusted to reflect the reduction of this item. However, some non-recurring capital costs for future years remain within the projections.

Revenues

The Department of Administrative Services developed revenue estimates for the five-year period. General fund revenues include \$4 million in 2005 for a project that reimburses the Juvenile Court, Probation, Pretrial Services, and the Public Defender with federal funds for services provided to qualified clients that encourage family stability. A portion of this revenue is considered non-recurring and is excluded from future years.

- **Auditor - Real estate tax** - New construction growth for 2005-2009 is projected to be approximately 0.50% annually. A 5.0% increase is projected in 2006 and 2009 to reflect reappraisal years.
- **Auditor - Public Utility Reimbursement** – This amount is not adjusted for inflation per the Auditor and remains flat through 2006. In 2006 the state begins to phase out the reimbursement, decreasing the rate from 100% to 80% for 2007-2011.
- **Auditor - Personal property tax** – Per the Auditor, there is continued downward pressure on the tangible personal property value, and there will be a 10% reduction each year in the personal property reimbursement from the state. Revenue estimates are not expected to keep pace with inflation and are included in the plan at 1% annually.
- **Auditor - ½ cent sales tax** – Sales tax receipts are projected to grow at 3% for the length of the plan.
- **Auditor - Local Government Fund (LGF), Local Government Revenue Assistance Fund (LGFRAF), Local Government Fund Financial Institutions** – The State continues to consider freezing, reducing or eliminating the local government funds. For planning purposes, each is anticipated to remain level in 2006-09.
- **Auditor - Transfer Tax** – Revenues are expected to reflect inflationary growth.
- **Auditor - Misc.** – Beginning in 2004, state legislation permitted revenues from a restricted real estate assessment fund to reimburse the general fund for Board of Revision and other related expenses. Revenues in 2004 include reimbursement for Board of Revision expenses. Miscellaneous revenues are expected to reflect inflationary growth.

- **Board of Elections** – The Board of Elections operates on a two-year cycle; revenue is higher in the even-numbered years, when the county is reimbursed by municipalities and school districts for facilitating local elections during the odd-numbered years.
- **Clerk of Courts – Common Pleas** - The clerk estimates that its Child Support IV-D contract with Job and Family Services will be reduced to 25% of current amount of \$500,000 in 2005 onward. Also in 2005, the clerk will enter into a contract for the collection of outstanding debts. Estimated revenue from the contract is an additional \$25,000 per year.

Revenues from fines were increased by \$1.3 million in the Clerk of Courts during 2005. Court fines in Hamilton County have not increased in 8-10 years.

- **Communication Center** – The Communication Center revenue includes the contract for inmate phone service with one-year options of approximately \$1 million annually. It is currently being re-bid for award in 2005. Inflationary growth is anticipated in future years for additional telecom services to other county agencies.
- **Community Development** – General fund reimbursements for rent at the Hartford Building are included in 2004. In early 2005, the department will begin to pay rent to the new owner of the building.
- **County Administrator** – As of 2004, the Administrator’s budget no longer includes the Treatment Accountability for Safer Communities (TASC) program, as it is now handled in a grant budget. Inflationary growth is anticipated in future years.
- **Recorder** - Recorder’s revenues are held at the 2005 level for the length of the five-year plan, as increases in refinancing activity have inflated revenues in recent years.
- **Sheriff** – In 2004, fees for the Sheriff’s duties related to foreclosures increased substantially. Inflationary growth is anticipated in future years.

Other Revenues

- **Rural Zoning Commission** – In 2004, Springfield Township residents voted to allow the township to take over its own zoning, resulting in a loss of \$30,000 annually to the Rural Zoning Commission. Future years reflect inflationary growth.
- **Veterans Services** - Veterans Services’ share of the Senior Services levy has reached its cap and will remain constant at \$105,000.

Expenditures

- **Administrative Services** – Expenses for DAS will decrease in 2005 due to amounts for such non-recurring expenditures as transfers to capital and funds earmarked for contingencies.

Adjustments have been made in DAS in years 2006-09 for increases in property and liability insurance above inflation, a non-recurring county-wide IT project in 2005, and for system replacements and mapping flyover in CAGIS.

Subsidy to the Communications Center is included in contingency at \$1.3 million in 2005, per the county administrator. The result is a continued detail rate of \$14.00 and some cuts to the Communications Center budget.

The 2005 subsidy to Regional Planning includes funding for the Community COMPASS planning process.

The 2005 subsidy to Soil and Water Conservation (SWC) includes an increase to replace computer workstations at the rate of two per year and to replace the server in 2005, with upgrades every two years. In addition, SWC has been contracted by the Hamilton County Stormwater District to handle the education components of the Phase II Stormwater Plan. Expenses will be covered by contract funds from the Stormwater District and the Ohio Department of Natural Resources (ODNR) State Matching Funds. Also, in 2003 ODNR and the Dept. of Agriculture published new guidelines for agricultural pollution abatement and enforcement. As the designated enforcer, SWC projects an increase in workload to be absorbed by current staff.

- **Auditor** – The Auditor's office anticipates a reduction in staff over the next five years. A new financial system is also a realistic possibility as technology evolves. The corresponding costs would potentially be in excess of \$2 million. Future years reflect inflationary growth.
- **Board of Elections** – The five-year plan does not include funding for touch-screen voting machines, as it is expected that the state will provide most of the cost for the new machines.
- **County Administrator** – As of 2004, the administrator's budget no longer includes the Treatment Accountability for Safer Communities (TASC) program, as it is now handled in a grant budget. Future years reflect inflationary growth.
- **County Facilities** – For capital projects, County Facilities anticipates spending \$2 million each year on replacing roofs, chillers, boilers, and performing tuck-pointing in existing buildings. (The capital projects budget does not include renovations to office space or other special requests from users.) For the operating portion of the budget, future years reflect inflationary growth.

- **County Personnel** – Personnel anticipates spending \$30,000 annually beginning in 2006 for maintenance of the new Human Resources Information System. The department also anticipates the need for a new employee, should the county move to a self-insured workers' compensation program in the future. A new staff member is included in 2007 onward.
- **Court of Domestic Relations** – The court anticipates a potential need for a new magistrate with the increase in civil domestic violence hearings. Future years reflect inflationary growth.
- **Debt Service** – The 2005 budget provides funding for all 2005 obligations for debt currently outstanding. It does not provide funding for any currently anticipated projects— Communication Center Upgrade, Phase I or the Regional Emergency Operations Center at Radcliff. The increase in 2006 is the result of \$19.5 million in notes due for the county safety radio system. The county has set aside the entire payment in the budget stabilization fund, but it may choose to issue new debt for the system to avoid incurring the entire cost in one year.
- **IPAC** – IPAC is not a mandatory allocation. Future years reflect an average allocation, but do not presume continued funding.
- **Job and Family Services** – JFS receives general fund dollars primarily for the non-TANF portion of the state mandated share. The calculation involves a portion of staff salaries for JFS employees. The amount is increased at the same percentage as staff salaries.
- **Juvenile Court** – In 2004, the Juvenile Court expanded its work day to 5:30 pm; however, employees addressed the change in hours through flex-time. Future years reflect inflationary growth.
- **Municipal Court** – The Municipal Court foresees the need for a new probation officer with the expansion of the Mental Health Court, another clerk in the License Intervention Program, and increased Spanish language interpretation needs.
- **Probate Court** – The court plans to institute a credit card initiative in 2006, but has not yet analyzed the associated costs. Future years reflect inflationary growth.
- **Public Works** – Public Works anticipates additional expenditures and revenues for implementation of the EPA's Phase II Stormwater Regulations. Public Works may also be required to inspect installations of private storm systems. In both instances, net impact on the general fund is expected to be minimal.
- **Sheriff** – Sexual offender legislation that requires the Sheriff to notify all residents residing within 1,000 feet of a sexual offender has increased postage costs in 2004. Future years reflect inflationary growth.

Economic Outlook

The following report, courtesy of the Cincinnati USA Regional Chamber of Commerce, was a resource during the preparation of the 2005 budget. It was issued in the fall of 2004.

Local Overview

It is a sunny weekday morning during the summer of 2004. Picture if you will that you are flying in an airplane over the Hamilton County region. What do you see?

- Numerous cars and buses, people headed to work
- Daily economic activity gearing-up
- A mixture of manufacturing and commercial businesses, large and small
- A busy metropolis
- All signs of a vibrant economic area

At ground level, the urban landscape reveals a wide diversity of manufacturing businesses including automotive, chemical, steel, soap, and aerospace engines as well as numerous other businesses involved in retail, wholesale, insurance, banking, and services.

It is this picture of a diverse economy that aligns well with hard data comparing the Hamilton County region to the nation. The regional economy represents a cross-section of the national economy. Generally, total employment, as well as manufacturing employment, tracks the nation very closely over decades as well as through the most recent business cycle and the current “soft patch” in the economy.

In last year’s Economic Outlook, the phrase “bucking the trend” was used to characterize the local economy. Closer inspection of trends reveal that, in this business cycle, local employment growth slipped earlier and started to recover sooner than national employment growth, but growth is now back on par with the nation. However, while the Hamilton County region may have tracked the nation in the past, there is no guarantee that it will continue. Events such as mergers (e.g., National City Bank’s purchase of Provident Bank, and Duke Energy’s purchase of Cinergy), opening of new businesses or expansion at existing ones (such as Toyota), closing of manufacturing facilities, and changes in demographic and labor force trends all can cause the regional economy to deviate from its past close relationship with the nation. In fact, since January 2004, we saw deterioration in the local employment picture, while national employment has finally picked up strength.



This year, the Economic Advisory Committee must judge how the local economy fares during this most peculiar of economic business cycles.

The key questions on everyone's mind, and about which the committee struggled to reach consensus are:

- When will job growth pick up again;
- How will manufacturing fare over the near-term; and
- What is the overall prospect for longer-term growth?

Local Economic Outlook

| | 2004 | 2005 |
|--|--------|--------|
| Gross Domestic Product (GDP) in constant dollars | 3.8% | 3.8% |
| Total Employment | 1.0% | 1.5% |
| Manufacturing Employment | -2.5% | 0.0% |
| Unemployment Rate | 5.0% | 4.9% |
| Construction Activity | | |
| Residential Dwelling Units | 12,500 | 12,000 |
| Non-residential Square Footage | 12.0 | 14.0 |

This year's local economic outlook examines these questions with the underlying realization that risks from international events or any of the potential dangers facing the national economy could again sidetrack the projected path of the local economy over the next year.

Gross Regional Product

Current Status and Emerging Issues

- Cincinnati USA's competitive advantage lies in being a transportation hub due to its location and transportation capabilities.
 - The region possesses a core location advantage in terms of access to regional and national markets and availability of affordable land.
 - Distribution centers find the Hamilton County region attractive.
 - The Cincinnati / Northern Kentucky International Airport provides tremendous support for the distribution business as well as a link to global markets.
 - Availability of water, rail, and expressway facilitate transport of goods and services.
 - Areas of concern for the transportation sector include the loss of DHL, Delta's potential for bankruptcy, and rising oil prices.
- Circumstantial evidence indicates the expansion of the local economy is strong. The local ISM (Institute for Supply Management) index in August 2004 was 58.4, well above the level of 50 associated with an expanding economy.
- Looking toward growth in the future, the Chamber, in conjunction with a consortium of businesses, has identified several key clusters of economic activity as the focus of future economic development efforts. These clusters include biotechnology, advanced manufacturing, aerospace, chemicals, and motor vehicles. In addition, Cincinnati, through

Gross Regional Product (GRP)

GRP provides an overall measure of economic activity for the region.

- The top five components of the regional economy (excluding government) are (1) services provided by financial, insurance, and real estate firms, (2) manufacturing, (3) health care and social assistance, (4) wholesale trade, and (5) retail trade.
- Major exporting industries are manufacturing, wholesale trade, transportation, finance, and insurance. All of these are affected by demand outside the region and typically are viewed as engines of growth. This helps explain the close linkage between the national and local economies.
- The top five industries with the greatest impact on creation of jobs are (1) chemical, (2) petroleum & coal, (3) metals and steel, (4) food, and (5) motor vehicles.
- Key sectors contributing to job growth include wholesale and retail trade, health services, and transportation and warehousing.

Convergys (one of the premier information technology businesses in Ohio), is well positioned to benefit from investments by the State of Ohio to stimulate growth in information technology. Convergys will also handle calls for General Motor's OnStar service.

- The University of Cincinnati, in partnership with other organizations in the region, acts as a catalyst in the development and attraction of new innovative industries.

Forecast

- GRP, like employment, tracks national GDP very well. Local GRP tends to increase 1.1% for every 1% increase in real GDP. However, the local economy's manufacturing sector has been adversely impacted through this business cycle, slowing the timing and strength of the rebound.
- The projected increase in regional growth, 3.8% in 2004 and 3.8% in 2005, is driven primarily by the national recovery.

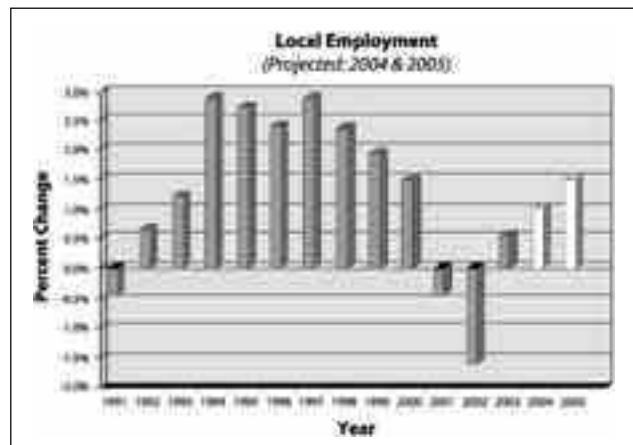
Total Employment

Current Status and Emerging Issues

- Local employment growth has tended to follow the nation very closely.
- During this business cycle, employment has suffered significantly. Yet, the unemployment rate remains low and well below the national level. Locally, employment dropped 2.8%, versus a 2.1% decline nationally, the third mildest recession in the post-war era. The rebound has begun, but we have yet to re-attain the pre-recession level of 1,024,000 local jobs.
- Last year, the forecast called for a 0.6% increase in 2003, which matched actual experience, and projected a 1.3% increase for 2004. As it turns out, this has become slightly optimistic due to the recent collapse in employment growth, apparently related to the pick-up in energy prices affecting the transportation sector.
- Economic activity has been expanding, growing in fits and starts, but not accelerating at a steady pace. Expansions by Toyota Motor Manufacturing of North America (production engineering laboratory), General Electric Aircraft Engines (learning center), and FedEx (distribution warehouse) are examples of the current types of growth activity.

Forecast

- Total employment (chart to right) is now projected to increase 1.0% in 2004. The expansion is expected to pick up some speed towards the end of this year with acceleration of national economic growth and continue through 2005 when employment is expected to grow 1.5%.
- Employment growth will come primarily in the business services area as firms add temporary employees before creating new full time equivalent (FTE) positions during this period of continuing uncertainty.



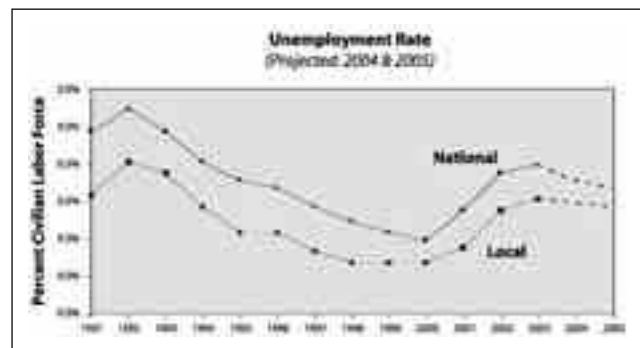
Unemployment

Current Status and Emerging Trends

- The local unemployment rate remains below the national level, and at 5.0% represents a fairly tight labor market. Slow population growth is a constraint. Local labor force growth has tracked the nation closely over the last 10 years. However, in 2003, local labor force growth has fallen off, which will tighten local labor markets and constrain future growth.
- Cincinnati's level of in-migration has been low. Cincinnati's stock of immigrants (foreign-born plus their children born either abroad or in the United States) is one of the lowest among major metropolitan areas.
- The Hamilton County region does not tend to attract younger workers right out of school. However, ongoing efforts to attract emerging industries and clusters and expansion of entertainment districts can help retain and attract this demographic segment.
 - The 25- to 40-year-old age group is better educated here than nationally.
 - Many new jobs are part-time and others pay lower wages than those jobs that have been eliminated either by the recession or structural change.

Forecast

- Improvement in the unemployment rate will require stronger employment growth than experienced recently. However, once the economy picks up, local job markets will start to tighten.
- The unemployment rate (chart to right) for the Hamilton County region is forecast to be 5.0% in 2004 and 4.9% in 2005.



Manufacturing Employment

Current Status and Emerging Issues

- The manufacturing sector was hit the hardest during this business cycle. The recession caused local manufacturing employment to drop significantly (-15%) from its most recent peak in February, 2000. To the extent there is anything positive to point out, the decline was not as much as that experienced nationally (-17%), the worst in the post-war era.
- Manufacturing employment has been in a state of retreat for decades. Technological change and redesign of production processes have enabled businesses to produce more with fewer people.
- These structural changes will continue as businesses strive to remain competitive in global markets. Manufacturing plants that survived this business cycle have instituted productivity improvements to cut costs. The production still occurs, but the jobs are gone.
 - Globalization of manufacturing has also raised the bar on competitiveness of manufacturing plants, putting pressure on profits and the ability to raise prices.
 - While the consumer benefits, those unable or unwilling to learn new skills are impacted.

- If a plant has closed, new investment / new entrepreneurs must be attracted to the region before the jobs return. In either case, increases in manufacturing jobs are hard fought and easily lost.
- Manufacturing still accounts for almost 20% of Gross Regional Product. This is down from its historical level of 30%.
- Due to the access to foreign markets through the airport and the location of firms such as Toyota's North American Manufacturing Headquarters, other firms have located here, especially in the auto parts industry. The high level of foreign imports can actually provide stimulus to local manufacturing. As domestic consumption of foreign products obtains greater market share, the demand for faster service accelerates. This leads to an increased demand for faster delivery of parts. This demand for prompt service brings increases in foreign investment in local manufacturing and warehousing.
- Indices of local economic activity, published by the local chapter of the ISM (Institute for Supply Management), indicate a strong economic expansion is underway. However, this has not necessarily translated into significant growth in new jobs. Locally, manufacturing employment has risen slightly (a few hundred jobs) since February of this year. The July report shows that production and new orders have increased for the past 19 months and expectations for the next six months have improved. At the same time, the pattern of growth has been uneven: high one month, low the next. This has been one of those "two steps forward, one step back" type of business cycles. Key sectors expected to perform better include the food, fabricated metals, chemicals, automotive (very important regionally), and machinery.
- Last year's forecast called for a decline in manufacturing employment of -1.3% in 2003. This is fairly close to the actual outcome of -1.1%.

Forecast

- The forecast (Chart: Local 8) calls for further decreases in manufacturing employment, -2.5% in 2004. Even though manufacturing activity (and jobs) is firming, this sector is still weak and productivity improvements are still being implemented. This is expected to continue into 2004, but to a lesser extent, with projected employment staying flat.

Construction

Current Status and Emerging Issues

- For the past two years, the non-residential construction market has been weak. Pockets of activity appear, but in general, major projects have been scarce. The pick-up in business investment will eventually translate into new projects, they will be selective. Often, major investment projects help a business retool, but do not add new jobs, just retain existing ones.
- Currently, construction activity is flat, except in retail, health services, and housing.
 - The opening of Cincinnati Mills (formerly Forest Fair Mall) and Deerfield Towne Center are examples of the rise in retail activity.
 - Construction of additional lifestyle centers (like Newport on the Levee and Rookwood Commons) will change the face of retail in the region.
 - Retail construction will continue to occur, not necessarily adding major floor space, but adding new locations aligned with the migration of population from the central city and Hamilton County to surrounding areas.
- The industrial market has seen greater strength as well, with net absorption of vacant

space turning positive.

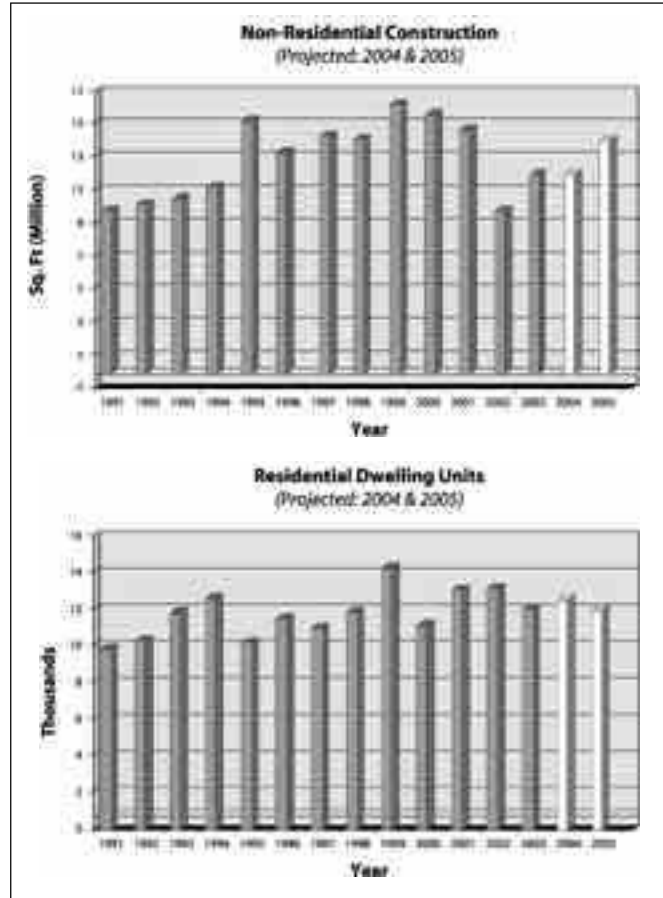
- Downtown development
 - A key focus in the construction market continues to be The Banks and further development along the riverfront. The National Underground Railroad Freedom Center has opened, providing another significant resource and attraction. However, additional public investment is needed for the construction of parking garages to complement the Freedom Center as well as other development between the football and baseball stadiums.
 - The Western & Southern office tower is under construction. As evidence of the weak downtown construction market, this project was first publicized in 1988. Vacancy rates downtown are near 16%.
 - The hotel market is still weak due to reductions in business travel. The planned expansion of the convention center will help the construction market as well as the hotel industry.
 - New residential construction downtown is a positive trend for the central city.
- Due to a shortage of undeveloped land in Hamilton County, one approach being taken by the Port Authority is to try to obtain the funds for “brownfield” development projects. Currently, there are hundreds of sites. The Port Authority is trying to look at the environmental issues at a site and find funding to clean it up.
- Non-residential construction activity has been slow and will increase as the economy accelerates.
 - Construction will occur because a firm needs space, not for speculative construction.
 - The vacancy rates for the central business district (CBD) and suburban markets are relatively high. Office space has adequate supply. This is due more to a reduction in demand, rather than overbuilding. However, there is still little contiguous office space for a potential location of a large business.
 - New business locations/expansions such as: LabOne, Wild Flavors, Inc., Cornerstone Brands, Inc., Pacific Manufacturing, Sumco, Basco Shower Door, Xanodyne Pharmaceuticals, Galaxy Associates, and the new Dell distribution center all help absorb available space.
 - IDI has two construction projects underway in Northern Kentucky that will add more than 1.5 million square feet of industrial space.
- Warehousing still has supply available, especially in the manufacturing sector. However, warehouse construction still will occur in Northern Kentucky near the airport.
- Cincinnati possesses the right ingredients for fostering growth in the technology sector, especially relatively cheap land and access to universities. Cincinnati needs to focus on developing the amenities that act as an attraction for employees of technology businesses. Growth is needed in new laboratory facilities to support further biotechnology development such as promoted by the Genome Research Institute.
- Residential housing construction, buoyed by low interest rates, has kept up a steady pace, though some weakness is expected as interest rates start to rise. The apartment portion of the market is overbuilt with vacancy rates near 10%.
- Low interest rates have supported a consistent level of activity in the new market as well as sales of existing homes. The high-end part of the market takes longer to sell,

but overall, the Cincinnati housing market has not suffered from a bubble in value.

- In spite of the slow construction market, the Cincinnati area was ranked 16th best metropolitan area for business expansion by *Expansion Management*. The annual study ranked over 300 metropolitan areas on education, quality of life, and logistic, infrastructure, and regulatory costs.

Forecast

- Recent indicators reveal non-residential construction activity has remained flat relative to last year. Activity has been concentrated in retail stores, garages, and educational facilities.
- Nonresidential construction is projected to be 12 million square feet in 2004, matching the 12 million square feet added in 2003. Activity should pick up to 4 million in 2005 as the national economy picks up strength.
- Barring significant retrenchment on the part of consumers or dramatic increases in interest rates, residential construction activity should continue on its steady path of 12,500 units in 2004 with a slight decline to 12,000 in 2005 as interest rate increases take hold.



Local Conclusion

The local economy has historically tracked the nation very closely. In addition, the Hamilton County region boasts a top 10 ranking in number of Fortune 500 firms per million residents. To continue success will require attention to the costs of doing business here versus other locations and a focus on attracting those businesses that have a greater impact on employment and wages. Efforts to provide the infrastructure that attracts high wage and high job growth business clusters will continue to move the region forward.

The regional economy continues to face many challenges: reversal of the erosion of the central core as population and the movement of employment opportunities to the surrounding suburbs and suburban counties; shrinking retail in the central core with higher sales taxes; funding the convention center expansion and The Banks; and lack of in-migration. However, this region has many great assets that can help drive the local economy to new success.

The Hamilton County region's diversified economy, competitive cost structure, skilled work force, international airport, and easy access to national and regional markets continue to provide a great environment for attracting new businesses and a strong foundation for future growth.

The Economy and Hamilton County

How Economic Factors Affect Revenues and Expenditures

| Revenues | | | | |
|---------------------------------|--|---|---|--|
| | Inflation | Interest Rates | Unemployment | Fund Balance (Cash Balances) |
| Sales Tax | High inflation rates raise revenues as the price of goods and services increase; sales tax revenues rise at a slower pace when inflation is low. | Higher interest rates decrease purchases of durable goods, (cars, refrigerators, etc.) which lowers revenues; low rates spur demand for these goods and raise sales tax revenues. | Unemployment decreases tax revenues by limiting the amount of personal income available to purchase taxable items. | The level of cash balances does not affect sales tax revenues. |
| Residential Property Tax | Residential home values are driven upward by inflation, and county revenues increase with every reassessment. However, these increases are offset to a certain degree by property tax reduction factors. | The level of interest rates influences home buyers and property tax revenues. High rates dampen home construction and sales, holding revenues down. Low interest rates spur construction and sales, increasing the number of homes and their value. The end result of low rates is higher revenues with every reassessment. | Unemployment and the level of cash balances do not directly impact residential property tax revenues, except that delinquencies may increase if unemployment is high. | The level of cash balances does not directly affect residential property tax revenues. |
| Commercial Property Tax | As with residential homes, business property values are pushed upward by inflation, and county revenues increase with every reassessment of property. | Interest rates affect the level of investment and business property values. High rates slow investment and keep values and property tax revenues stagnant. Low rates spur investment, raise business property values, and increase county revenues. | Unemployment lowers business property values as businesses close. | The level of cash balances does not directly affect business property tax revenues. |
| Investment Income | High inflation rates are generally concurrent with high interest rates, and investment income normally rises during inflationary periods. | The level of interest rates is a major factor for investment income. Rates increase earnings on the county's investments and raise revenues, while low rates keep investment income down. | Unemployment does not directly affect investment income. | A large cash balance increases investment income by having more reserves to invest. A minimal cash balance limits investment income. |

| Revenues | | | | |
|---|--|--|--|---|
| | Inflation | Interest Rates | Unemployment | Fund Balance (Cash Balances) |
| Local Government Fund (LGF) and Local Government Revenue Assistance Fund (LGRAF) | High inflation rates increase state sales and income tax revenues through higher prices and higher incomes. Since these two state revenues comprise a majority of the LGF, county revenues rise faster as inflation increases. | Interest rates affect LGF and LGRAF revenues through purchase of durable goods (see Sales Tax Revenues) and business investment. The Corporate Franchise Tax forms the largest share of LGF and LGRAF revenues, and interest rates influence franchise tax revenues. High rates dampen high investment and state/county revenues, while low rates spur investment and raise state/county revenues. | Unemployment lowers personal income within Ohio, and this shrinks the amount of income and sales tax revenues available for allocation to the LGF and LGRAF pot, thus reducing revenues for local governments in Ohio. | The level of cash balances does not affect Local Government Fund and Local Government Revenue Assistance Fund Revenues. |

| Expenditures | | | | |
|---------------------|--|--|---|---|
| | Inflation | Interest Rates | Unemployment | Fund Balance (Cash Balances) |
| | High inflation rates drive expenditures up as the price of goods and services increase and employees demand larger wage increases. Low inflation rates limit budgetary pressures and provide a check on wage and salary demands. | Interest rates affect the county through debt service costs; the higher the interest rate, the greater the interest cost for the county. | High unemployment rates increase social services expenditures as the unemployed seek relief through public assistance payments and other available aid. | A targeted cash balance (i.e. % of budget) may keep expenditures in check, provide for emergencies and budgetary deficits, and positively affect the county's bond rating; a minimal cash balance (without a targeted goal) permits greater expenditures and allows little room for emergencies and budgetary deficits. |

Budget Calendar

March 22, 2004

Tax budget preparation begins.

April 2, 2004

Capital project requests due to County Facilities.

April 2 - June 7, 2004

Tax budget developed by Department of Administrative Services (DAS) with departmental input.

May 3, 2004

County departments submit 7/1 fiscal year grant budgets to budget office.

June 1, 2004

County Facilities compiles capital requests.

June 21, 2004

Tax budget on Board of County Commissioners (BOCC) staff agenda.

June 4 - August 2, 2004

Departments complete online budget data.

June 9, 2004

7/1 fiscal year grants on BOCC agenda.

Budget Development Process

County budgeting begins in the spring with the request to the Board of County Commissioners (BOCC) for annual budget goals and the preparation and adoption of the “tax budget.” The tax budget contains the anticipated amount needed to operate in the budget year and the anticipated revenues for the same period. Departments begin the budget process when they are presented with the streamlined Tax Budget workpapers in April of each year.

April also marks the beginning of the development of the County’s Capital Improvement Plan (CIP). Capital requests are solicited from departments to create a framework for the budget year plan.

As budget analysts develop the tax budget with the input of department budget officers, it is expected that the tax budget submissions will serve as a resource when completing the annual operating budget.

In addition to the operating budget and the CIP, the County also develops grant budgets three times during the year: once during the regular county budget process according to the calendar year, once for the State of Ohio’s fiscal year beginning July 1, and once for the Federal fiscal year beginning October 1. The state grant year budgeting process begins in May.

By June, as the departmental estimates of revenue and expenditures are assembled into the proper format, the tax budget is ready to be discussed by the BOCC.

As the tax budget makes its way to the BOCC, county departments are beginning to assemble their operating budgets. The 2005 budget was the seventh utilizing the “Performance Budgeting” software system. In prior years, departments submitted program sheets, followed by the line item documents. Performance is a fully integrated position budgeting system with departments entering goals/objectives/performance measures as the first step of budget preparation. This aspect of the process is followed by the submission of personnel information by departments and the input of non-personnel items. The 2004 budget was a paperless budget cycle with all instructions, submissions, revisions and approval transmitted electronically. Additional training was supplied by the budget staff for departments, when requested.

July 14, 2004

Tax budget adopted by
BOCC.

On or before July 15th of each year, the tax budget is adopted by the Board of County Commissioners. This document contains the preliminary information necessary for the formulation of an operational budget, including an estimate of tax levy revenues to be certified by the Budget Commission.

The tax budget is then presented for review to the County Budget Commission, comprised of the Auditor, Treasurer and Prosecuting Attorney. The commission reviews the budget and approves the proceeds of the tax levies based on millage. Annual appropriations may not exceed the commission's official estimates of resources. Appropriation measures are to be certified by the Budget Commission as not appropriating more monies than are set forth in those latest official estimates.

Before the end of the calendar year, the commissioner of the Ohio Department of Tax Equalization approves the tax levies and certifies them to the proper officials.

Aug. 3 - Sept. 10, 2004

Analysts complete operating
budget and capital plan rec-
ommendations.

By August, county departments have transmitted the completed budget forms to the Department of Administrative Services' Budget Division. The submissions support the programs and contain personnel to staff each program, as well as the operational expenses for the coming budget year. The departments also estimate revenues to be received during the budget year, as well as expenditures and revenues for the current year.

The budget division staff begins the review of all budget components and makes recommendations to be reviewed by the county administrator. These recommendations encompass each program, staffing level and requests for new equipment or programs.

August 26, 2004

Departments submit
10/1 fiscal year grant budgets
to budget office.

Also in August, the Federal fiscal year grant budgeting process begins.

Sept. 13 - November 4, 2004

Budget reviews by DAS and
County Administrator.

Once budget analysts' recommendations are complete, they are reviewed by the Assistant County Administrator for Administrative Services and Deputy Director of the Department of Administrative Services (DAS) in September and October prior to the County Administrator review. For the 2005 budget process, the county utilized a batch budget review process that prioritized the review order to create a more logical progression through the county structure and to keep

September 17, 2004
Internal review of Capital Improvement Plan (CIP) by County Administrator.

September 22, 2004
BOCC appropriates 10/1 fiscal year grants.

October 22, 2004
Five-year plan developed by DAS with departmental input.

November 22, 2004
Administrator's recommended budget available online for county departments.

December 1, 2004
Administrator presents operating and capital budgets, and five-year plan to BOCC.

December 21, 2004
BOCC adopts temporary budget.

departments better informed during the review. If issues arise during these meetings, the departments are invited in for a meeting with the Administrator and budget team.

By late summer the CIP is developed as a working draft in preparation for the County Administrator's review in the fall. At that time, the projects are grouped into three categories: approved, recommended, and potential. Approved projects are those previously approved by the BOCC, recommended are those which the Administrator is recommending for BOCC consideration, and potential are those submitted by various county agencies for consideration.

While analysts continue work on the county operating budget, DAS is also developing a five-year plan in conjunction with departmental forecasts. It is viewed as a planning document, building in inflation and real growth, where appropriate. Departments provide input regarding the cost of new programs, changes to current programs and efficiencies that would reduce the cost of current programs or suggest program elimination. The plan is used to establish budget goals for future fiscal years.

Once the Administrator makes recommendations on the operating budget, DAS enters the changes into the Performance Budgeting system and the recommended budget is made available via the online system to all county departments. If necessary, meetings with departments and the Administrator are held to further refine the budget before it is presented to the BOCC.

The final administrator's recommendation is presented to the BOCC in late November/early December. At that time a copy of the proposed budget is available for public review and comment. County departments may request a hearing with the BOCC to discuss the Administrator's recommended budget or any other unresolved budget issues

For 2005, BOCC chose in December to pass a temporary budget to allow the new member of the board (to be seated in January) to participate in the process. If the budget is not adopted on or before January 1st of each year, the commissioners must adopt a temporary appropriation measure, and by April 1st, a permanent appropriation must be adopted.

February 23, 2005
BOCC adopts budget goals.

In the past, the BOCC sponsored an all-county planning session during the late spring/early summer prior to the submission of budget requests by departments. Ideas discussed at the session were often reflected in budget year goals. There was no planning session held in 2004. On February 23, 2005 the BOCC adopted budget goals for 2005.

**March 2 and
March 14, 2005**
Budget public hearings are held.

Public hearings were held on March 2, 2005 during a regular BOCC meeting and on March 14 at the Norwood City Hall to hear departmental and public comment on the operating and capital budgets. Public hearings for the Metropolitan Sewer District (MSD) rate increase MSD capital and operating budgets were held at the same time.

March 23, 2005
BOCC approves budget.

The 2005 budget was adopted by the Board of County Commissioners at their meeting on March 23, 2005.

Budget Amendment

The adopted budget may be amended in the following ways:

1. Transfer of funds between object level totals, departments or funds must be approved by the BOCC. (Transfers may not be made from certain special purpose funds to other funds.)
2. Additional appropriations (after budget adoption) must also be approved by the full board.
3. Transfers within appropriated levels (personnel, other and capital) may be approved by the County Administrator upon receipt of a letter from the requesting department and review by the Department of Administrative Services.

These approvals are forwarded to the County Auditor for inclusion in the accounting system.

Requests for amendments to the budget are submitted to the County Administrator and forwarded to the budget office for review. A review is conducted by the analyst assigned to the department to determine if the request is cost-justified and, if so, whether the budget change requires an amendment to the certificate of resources. If so, amending legislation may be delayed until the Budget Commission meets. The administrator may require the department requesting the amendment to appear before the BOCC at their weekly staff meeting to discuss the request if a significant amount of funding is being requested or transferred. When reviews are completed, the amending legislation is approved by the DAS deputy and the Assistant County Administrator for Administrative Services and forwarded to the clerk of the board to be placed on the commissioners' regular meeting agenda. The amending legislation is again discussed at the pre-agenda meetings held by the Administrator and key staff prior to the commissioners' regular weekly meeting.

Dissemination of 2005 Budget

The 2005 budget for Hamilton County was available in draft form after the presentation of the recommended budget by the County Administrator to the BOCC in December. The Administrator's transmittal letter and detailed budget documents are produced based on the

County Administrator's recommendations. The recommended budget summary was available online shortly after the formal presentation. After review by the board, changes are made prior to the public hearing. After approval of the county budget by the Board on March 23rd, final budget documents were prepared by the Department of Administrative Services. Detailed documents are generally distributed as reference sources to the local universities, libraries, elected county officials, county departments and agencies, and bond rating agencies. The budget-in-brief, a booklet outlining the highlights of the 2005 budget is also available. This booklet presents budget highlights by function, presents property tax information and general facts about the county. The complete 2005 budget and budget-in-brief are available on the county's website at www.hamilton-co.org, in published form, or on a CD-ROM by calling (513) 946-4300.

National Recognition for the Budget

Hamilton County's annual budget documents are submitted for review by the Government Finance Officers Association of the U.S. and Canada (GFOA). GFOA has established a program for the review of budget documents to ensure that budget documents serve four distinct functions, by meeting certain criteria established by career government budget officials. The four functions that must be met are:

1. The budget must serve as a policy document for elected officials and administration to convey how the organization will operate and what process will be used to adopt and amend the annual budget.
2. The budget must serve as an operations guide to the departments and agencies that receive funding throughout the budget. This includes identifying the resources (dollars and staffing) to be provided and the objectives to be met.
3. The budget must serve as a financial plan, disclosing all sources of funding and how those sources will be used. The budget should show data for multiple years so that the new budget can be compared to those of prior years.
4. The budget must serve as a communications device to convey essential information to the diverse groups who use budget information—elected officials, the public, the news media, bond rating agencies, and investors. This purpose is provided through a variety of devices: charts and tables, summary explanations, a glossary, assumptions, trends, etc.

Hamilton County has received GFOA's Distinguished Budget Presentation Award for the 1993-2004 budgets. The 1998 award was conferred with the added distinction of the budget document being recognized as outstanding in the policy and operations categories. Awards have been bestowed for each budget year the county has participated in this prestigious program. The GFOA award is valid for a single year. Hamilton County believes its 2005 budget documents will continue to conform to program requirements and has submitted them to GFOA to determine the county's eligibility for another award. Continued participation ensures that documents prepared by county staff continue to convey information in a usable form for the variety of groups who use the budget document.

The county was also awarded the Certificate of Distinction from the International City/County Managers Association (ICMA). This certificate is awarded to jurisdictions that utilize performance measures in their business processes and participate in the Center for Performance Measurement. This award was given in 2003 and 2004 and is the highest recognition bestowed by ICMA for performance measurement utilization.

The Budget and NACSLB Recommended Practices

In 1998, the National Advisory Council on State and Local Budgeting (NACSLB) published *Recommended Practices for State and Local Government*. A review was conducted in the county to determine if the county's budget adheres to the recommended practices. This review provided favorable results in that the county presently follows many of the practices included. The county recognizes the importance of these recommended practices and will work toward increasing the number of practices that are incorporated in our process.

At the present time the following elements/recommended practices are part of our budget process:

| Element | Recommended Practice |
|---|---|
| Develop and disseminate broad goals. | Identify broad goals. <i>Contained in county vision.</i> |
| Adopt financial policies. | Develop policy on debt issuance and management debt policy. |
| | Develop policy on one-time revenues. <i>This is an annual budget goal.</i> |
| | Develop policy on balancing the operating budget. <i>Another annual budget goal.</i> |
| | Develop policy on contingency planning. <i>This is an active policy during the budget process.</i> |
| Develop programs and services that are consistent with policies and plan. | Develop performance measures. <i>Measures are an integral part of our budget process and are used as a tool to determine resource allocation.</i> |
| Develop management strategies. | Develop mechanisms for budgetary compliance. <i>In addition to detailed budget instructions, monthly monitoring occurs.</i> |
| | Develop the type, presentation and time period of the budget. |
| Develop a process for preparing /adopting budget. | Develop a budget calendar. <i>Included in the budget book.</i> |
| | Develop budget guidelines and instructions. <i>Developed and distributed to departments at the start of the budget season.</i> |
| | Develop mechanisms for coordinating budget preparation and review. <i>This process is an integral part of our overall budget process.</i> |
| | Develop procedures to facilitate budget review, discussion, modification, and adoption. <i>These procedures are in place.</i> |

| | |
|---|---|
| Develop and evaluate financial options. | Prepare revenue projections. <i>This is completed throughout the year.</i> |
| | Document revenue sources in a revenue manual. <i>This information is included in the budget summaries section of the budget book.</i> |
| | Evaluate revenue and expenditure options. <i>This is done throughout the budget process.</i> |
| | Develop a capital improvement plan. <i>Included.</i> |
| Make necessary changes to adopt a budget. | Prepare and present a recommended budget. |
| | Adopt the budget. |
| Monitor, measure, and evaluate performance. | Monitor, measure and evaluate budgetary performance. <i>Monthly projections and monitoring are performed.</i> |
| | Monitor, measure and evaluate financial condition. <i>This is accomplished on a monthly basis.</i> |
| Make adjustments as needed. | <i>Budget adjustments are made throughout the budget year.</i> |

Required Structure and Process for the Budget

The Hamilton County budget is produced in conformance with rules and regulations developed for local governments.

State of Ohio Standards for Budgeting - The State establishes a variety of financial requirements for local governments in Ohio. One such requirement is the timing of the annual budget cycle. The “fiscal year” for counties begins January 1 and ends December 31. In addition, the state requires that the budget be based on the resources as set forth in the revised tax budget as approved by the Budget Commission. The appropriations within the budget cannot exceed the resources certified by the Budget Commission. **Counties within the state of Ohio are required to prepare budgets on a cash basis.** The financials presented in this document are not comparable to the figures in the Comprehensive Annual Financial Report (CAFR) prepared by the County Auditor, which are presented based on generally accepted accounting principles (GAAP).

Basis of Accounting - The accounts of the county are organized on the basis of funds or account groups. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The modified accrual basis of accounting is followed for governmental and agency funds. Revenues are recognized in the period when measurable and available to meet obligations incurred during the year. The county defines available as meaning collectible within sixty (60) days of year-end. Governmental funds’ expenditures are recognized when the related liability is

expected to be liquidated with expendable available financial resources, except interest on long term debt which is recorded when due.

For proprietary funds, financial transactions are recorded on the accrual basis of accounting: revenues are recognized when earned and measurable, and expenses are recognized as incurred. Unbilled service charges receivable are recognized as revenue at year end.

Local Standards for Budgeting - Finally, other standards for how the budget is structured are set by the Board of County Commissioners. The board established uses for some fees collected by the county to ensure they are spent on specific programs.

Funds and Subfunds - In all, there are nine major categories in the county accounting system that are known as “funds.” These categories are further broken out into over 110 discrete “subfunds” that account for each restricted pool of revenue. These subfunds are used, for example, to separate dollars used to pay off different types of county debt and to track fees collected to pay for certain county services. The wide variety of county services is a reason for the large number of subfunds.

This structure of funds and subfunds might be compared to doing business with nine financial institutions (banks) with 110 separate checking accounts. The county budget is actually the total of the separate subfunds or accounts—each of which is separately monitored. When we talk about “balancing the budget,” the process actually involves balancing each of these subfunds.

During the budget year there may be a need to create a new subfund in the accounting system. This can occur when a new grant is received or the county is required to create a fund for a specific purpose, e.g. a new levy or a new source of revenue.

The receiving department submits a request to the budget section of the Department of Administrative Services, requesting a supplemental appropriation for a new source of funding. The assigned budget analyst then begins the process of preparing the supplemental legislation and determines that there is a need to establish a fund for the monies. Research is conducted by the analyst to determine if the fund is permissible by the Ohio Revised Code (ORC) and/or if there is specific enabling language in the ORC. If the creation of such a fund is not prohibited, legislation is created to create a new fund. If there is no direct cite in the ORC or recent state rulings, a request to create the fund is directed to the state auditor.

Transfers - Further complicating the process are numerous movements of dollars within the subfunds and in some cases between subfunds. The movement within subfunds merely moves money from an area where sufficient funding is available to another where funding is not. Transfers between subfunds move money to programs that cannot be fully paid for with fees or other revenue generated by the subfund. All of these transfers must be approved by the Board of County Commissioners. Funds restricted for a certain purpose may not, by law, be transferred to the general fund.

Program Budget – The county has a number of programs. Each program has specific objectives to be met during the budget year. Funds are allocated to programs based on demand and

workload and to ensure the effectiveness of the program objectives. Programs cross funding lines and can represent funding from one or numerous sub funds.

Line Item Detail - At the most detailed level there are approximately 6,000 individual line items budgeted and monitored within the 110 subfunds.

Financial Structure - The county's financial structure begins with funds. Each fund is accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures, as appropriate. Several types of funds are budgeted:

General Fund

The general fund is available for any authorized purpose, and is used to account for all financial resources except those required to be accounted for in another fund. A General Fund summary is prepared which lists the amount of General Fund appropriation for all affected departments.

Special Revenue Funds

Special revenue funds are used to account for the proceeds of specific sources that are legally restricted to expenditures for a specific purpose. Currently, special revenue funds are budgeted and appropriated.

- ***27th Payroll Reserve*** - This fund contains annual general fund contributions to cover the costs of the 27th payday in 2008.
- ***ADAS Special Revenues*** - Funding for the administration of the Alcohol and Drug Abuse Services program.
- ***Administration of Justice*** - Funding for the general improvement of administration of justice in Hamilton County. The fund accepts voluntary contributions primarily from jurors who turn their jury fees back to the county for amenities for future jurors.
- ***Bureau of Support/Child Support Enforcement Agency (CSEA)*** - Funding to locate absent parents, establish paternity, collect court ordered child support and forwarding that support to custodial parents. It is largely self-supporting via federal and state reimbursement and poundage and incentive revenues.
- ***Clerk's Automation*** - Fund with the exclusive purpose of automating the Clerk of Court's office to benefit the courts. Funds are generated under HB 405.
- ***Common Pleas Mediation*** - Funding is utilized for the operation of the mediation department. Revenues are generated by cases resolved through the mediation process.
- ***Common Pleas Special Projects*** - Pursuant to Ohio Revised Code 2303.201, special projects fees are collected by the Clerk (an additional \$15 for initial civil and criminal filings). These funds can only be used for court-related projects including, but not limited to, rehabilitation of existing facilities, equipment, staff, community service programs, training of judges, mediation, and other related services.
- ***Convention Center*** - This is a pass-through fund used for distribution of the 3.5% lodging tax used for the renovation and expansion of the downtown convention center.
- ***Coroner's Out of County Fees*** - Funding to maintain the coroner's laboratory. Revenues are derived from autopsies and other laboratory services for counties without a coroner.
- ***County Hospital Facility Fund*** - Funding to review requests from health care organizations that wish to finance capital. Revenue is generated each time a new project is undertaken.

- ***Court Delay Reduction/Court Diversion Program*** - On February 14, 1994, the joint session of Common Pleas and Municipal Courts, the County Prosecutor, and Pretrial Services established the diversion program for Hamilton County. First time non-violent offenders are screened by Pretrial Services. Victims and arresting officers are solicited for approval. Those defendants who agree to sign a confession, report as required, fulfill community service requirements, and make full restitution are entered into the program. Upon completion (no more than three years) they may obtain an expungement.
- ***Delinquent Tax Assessment & Collection*** - Funds to manage agreement plans and collect delinquent taxes.
- ***Dispute Resolution Fund*** - Section 2101.163 of the ORC authorizes the Probate Court judge to establish procedures for the resolution of disputes between parties to any civil action or proceeding that is within the jurisdiction of the probate court.
- ***Dog and Kennel*** - Funding to patrol Hamilton County for stray dogs and provide shelter and veterinary care for those impounded. Funded by the sale of dog licenses and fines.
- ***Emergency Management*** - Funding for integrated emergency management for all hazards, covering mitigation, preparedness, response and recovery. It is funded by federal and state funds supplemented by a subsidy from the county.
- ***Enforcement and Education*** - Funding used to educate the public on the effects of alcohol. Funds generated from DUI fines.
- ***Family and Children First Council*** - This fund was created to separate local money that is coming into the Family and Children First Council (FCFC) from other county agencies.
- ***Hamilton County Storm Water District*** - Funding is from one of two sources: a fee assessed on residents property tax statements or the general fund of the local government, if they choose not to have their residents assessed the service fee.
- ***Indigent Guardianship*** - Authorized by O.R.C. 2111.51, funds support probate situations for indigents in Probate Court. Revenue is derived from filing fees for guardianships estates and trusts.
- ***JFS Special Trust*** - Funding used to help needy people not otherwise eligible for public assistance. It is funded by donations received from Department of Jobs and Family Services employees and private foundations.
- ***Legal Research*** - Funding to provide computerized legal research equipment and services for all Hamilton County judges and court staff. Revenues are derived from fees collected by the Court Clerk.
- ***Major Highway Operations - County*** - Bonds were issued in 1964 for the construction of an east/west highway corridor later named the Ronald Reagan Highway. Funds remaining after the completion of the project and some revenues from leased property along the highway have been moved to a restricted fund for the continued maintenance of the highway.
- ***Mental Health Local Fund*** - This fund is set up to receive and pay the matching funds from Medicaid which are neither state grants or local levy monies.
- ***Municipal Court Special Projects*** - Funded by a court fee for special court projects including: acquiring additional facilities or rehabilitation of existing facilities, acquiring equipment, hiring and training for staff, community service programs, mediation or dispute resolution services, the employment of magistrates, the training and education of judges, acting judges and magistrates and other related services.
- ***Permissive Auto Tax - County*** - Funding to coordinate major road and bridge repairs, funded by the two \$5.00 taxes (1968 and 1989) on vehicle registration in unincorporated areas.

- ***Permissive Auto Tax - Municipal*** - Funding to coordinate major road and bridge repairs, funded by a \$5.00 tax on vehicle registration in the various county municipalities.
- ***Probate Court Automation*** - Probate Court's collections under O.R.C. 2101.162 to be used for automating the court.
- ***Probate Court Conduct of Business*** - Funding for the needs of Probate Court. Funds derived from \$2.00 of the Marriage License fees.
- ***Probate Court Legal Research*** - O.R.C. 2101.16.2(A) states that the Probate Court shall collect various filing fees to be expended for computerized legal research.
- ***Probation Services*** - The probation services fund was created in 1994 after Ohio legislation was passed enabling county probation departments to charge probationers fees for services. Funds are used for the "enhancement" of probation services, including treatment/lifestyle group facilitators and supplies, automation of probation, training, furniture repair/replacement, and building remodeling.
- ***Prosecutor's Delinquent Real Estate*** - Funding to assist in the collection of delinquent real estate taxes.
- ***Public Assistance*** - Federal funding for assistance for low income county residents.
- ***Real Estate Assessment*** - Funding to appraise and assess all taxable and non-taxable real property. Funding is derived from real and personal property fee.
- ***Roads and Bridges*** - Funding for the maintenance, construction and repair of county roads, bridges, grade separations, retaining walls, and road drainage facilities. Funded through several sources: motor vehicle registration fee, gasoline excise tax, court fines designated to road and bridges fund, a general fund subsidy and interest from unappropriated surplus.
- ***Sheriff's Concealed Handgun Licenses*** - ORC 311.42 establishes a Sheriff's concealed handgun license issuance expense fund, into which the Sheriff deposits all fees paid by applicants for the issuance of a concealed handgun licenses. The Sheriff may expend the fees for any costs incurred in connection with performing any administrative functions related to the issuance of the licenses.
- ***Sheriff's Parking Violations*** - ORC 4511.69 establishes that any fines collected for illegal parking in a handicapped parking space shall be used to pay the expenses it incurs in complying with handicapped signage and notice requirements. In addition, up to 50% of each fine may be used to pay the costs of educational, advocacy, support, and assistive technology programs for persons with disabilities and for public improvements within the political subdivision that benefit or assist persons with disabilities.
- ***Solid Waste Management*** - Funding to prepare and maintain a comprehensive solid waste management plan which is required by law. Fees are charged by the district for in-district, out-of-district and out-of-state waste.
- ***Title Administration*** - Funding for the Clerk of Courts costs associated with the transfer of titles for all autos and boats in the county. Funded by title fees.
- ***Treasurer's Optional Payment*** - Payments received by property taxpayers that prefer to pay their property tax in monthly installments rather than semi-annually.
- ***Victims of Domestic Violence*** - Funding to provide financial assistance for victims of domestic violence. It is funded by a portion of the marriage license fee.
- ***Water Quality Management*** - Funding to provide contractual oversight for the Metropolitan Sewer District and address water quality issues for Hamilton County.
- ***Water Rotary*** - Funding to oversee preliminary waterline applications for private development; negotiate water service contracts; monitor water suppliers; make capital

improvements; and repair, replace or install fire hydrants. Funding is derived from miscellaneous reimbursements, engineering services, a Cincinnati Water Works surcharge, township reimbursements and a general fund subsidy.

- **Workforce Investment Act (WIA)** – Funding from the state of Ohio for JFS programs that provide employment and training services for customers including disadvantaged adults, dislocated workers, and at risk youth and offer business services for employers seeking job-ready employees.

Special Revenue: Tax Levy Funds

- **Children's Services** - Funding derived from a voted tax levy to provide funding for abused and neglected children within the county.
- **Cincinnati Museum Center** - A new fund established in 2004 to account for revenues and expenditures for the preservation of the Cincinnati Union Terminal building. The fund is supported by a special levy approved by the voters in March of 2004.
- **Cincinnati Zoo** - Funding for the Cincinnati Zoo supported by a voted tax levy.
- **CLEAR (Countywide Law Enforcement Applied Regionally)** - Funding for a regional law enforcement computerized information system for use by Hamilton County law enforcement agencies and officers.
- **Community Mental Health** - Funding to plan, fund, coordinate, and evaluate a network of services designed to provide a range of care for the emotionally distressed and the chronically and acutely mentally disabled. It is funded with federal funds, including Medicaid and Title XX money, state funds, and a voter approved tax levy.
- **Health and Hospitalization - Drake** - Funding to support various county health programs and provide high quality skilled comprehensive rehabilitation, subacute and academic skilled nursing care programs for indigent county residents at the Drake Center. Funded by a voter approved tax levy.
- **Health and Hospitalization - University and Children's Hospitals** - Funding to support various county health programs and provide health and hospitalization services for indigent county residents at University Hospital and Children's Hospital. Funded by a voter approved tax levy.
- **Mental Retardation/Developmental Disability (MR/DD)** - Funding to address the needs of MR/DD clients and to train the mentally challenged to be self-sufficient. Funded by a voter approved tax levy and state and federal monies.
- **Senior Services Levy** - Funding for a program to foster self-determination and independence for the elderly to enable them to remain in their homes. It is supported by a voter approved tax levy.

Debt Service Funds

The debt service funds are utilized to account for the payment of interest, principal and related costs on the county's general obligation debt. Debt service funds are as follows:

- **Bond Retirement - General Obligation - Unvoted** - The unvoted debt service relates to Hamilton County's bond issues which are non-voted. These issues support such projects as the Justice Center, Convention Center, County Administration Building, Courthouse Improvements, 800 Broadway Building acquisition and improvements, Alms & Doepke acquisition and improvements, Bridgetown/Zion road waterline and the construction of a Juvenile Youth Detention Center, and Water West 1A.

- ***Bond Retirement - Voted*** - The voted debt service relates to Hamilton County's bond issue supporting the Museum Center.
- ***Bond Retirement - Special Assessments*** – These long-term bond issues relate to sidewalks, waterlines and sewers supported by special assessments to the properties benefited.
- ***Special Assessment Notes*** – Short-term debt finding for waterlines approved by the Board of County Commissioners.

Enterprise Funds

An enterprise fund is used to account for operations that are financed primarily by user fees. One enterprise fund, the Metropolitan Sewer District (MSD), is unique as the district is owned by the county and operated under contract by the City of Cincinnati. Both the MSD operating and capital budgets are approved by the Board of County Commissioners; however, MSD funds are managed by the City of Cincinnati within the city budget system.

Enterprise funds include the following:

- ***Baseball Stadium Operations*** - Funding for the operations/startup cost for the new baseball stadium. Funding to retire the debt for the construction of the Great American Ball Park.
- ***Great American Ballpark - O&M Reserve*** - Accounts for the county's contribution toward the cost of utilities used at the ball park per the lease agreement with the Cincinnati Reds.
- ***Main Street Parking Garage*** - Accounts for the activity of the Parkhaus garage built by the county and opened late in 1999.
- ***Metropolitan Sewer District*** - Funding for the operation of the Metropolitan Sewer District. The district is owned by the county and operated under contract by the City of Cincinnati. The appropriations for MSD appear in the budget for both the city and county. The city handles MSD accounting.
- ***Parking and Public Improvements*** - The county established the parking and public improvement fund to account for the management of all riverfront parking and non-stadium public improvement activities associated with the redevelopment of the Ohio riverfront. The fund is supported from the revenues generated from sales tax.
- ***Parking Revenue Fund*** - Provides funds from parking revenues for the Riverfront Parking operations.
- ***Paul Brown Capital Repair Fund*** - Funding for capital repairs to the Paul Brown Stadium.
- ***Paul Brown Stadium Operations*** - Funding for the operations for the Paul Brown Football Stadium.

Internal Service Funds

An internal service fund is established to account on a cost-reimbursement basis for the financing of goods and services provided to the county and other agencies. Internal service funds include the following:

- ***Auditor's Computer Center*** - Funding to plan, implement, and administer information systems for County Auditor's office, dependent agencies and the public. Funded by user fees from county agencies.
- ***Central Warrant ID Unit*** - Funding to provide centralized control of all criminal and traffic warrants and capiases which are ordered by the courts, as well as a central location for the collection of fingerprints and mugshots. Funded by the City of Cincinnati and the county.

- ***Countywide Communications Center*** - Funding to provide emergency communication services to approximately thirty suburban Hamilton County communities and the county. Funded by user fees.
- ***Sheriff's Rotary Patrol*** - Funding for sheriff/police services to ten townships. Funded by reimbursements from the townships. Personnel for this fund are included in the general fund. This fund records the overall expenditures (transferred from the general fund) and reimbursement payments.
- ***Workers Compensation Reserve Funds*** - Funding for payment of prior year's claims and administrative fees from the Bureau of Workers' Compensation. Funding from allocation among all funds based on employees' salaries. Two additional Workers' Compensation funds have been created for Paul Brown Stadium and Great American Ball Park self-insurance plans.

Grant Funds

Grant funds are set up to track grant income and expenditures, which often occur according to a schedule outside the regular county budget year. Rather than appropriate the portion of the grant that falls within the calendar year budget, the grant is appropriated when it becomes effective and is not limited to a calendar year.

The county budget system contains three grant funds that are effective over three different grant periods:

1. The county fiscal year (January-December)
2. The state fiscal year (July to June)
3. The federal fiscal year (October to September)

Each of these funds contains multiple subfunds that may link to specific grants or to county departments (for example, subfund 300-009 contains all of the calendar year grants to the Emergency Management Agency).

Only those grants appropriated with the rest of the calendar year budget are included in the budget summaries section of this book. However, all grants appropriated in the three consolidated pieces of grant legislation are listed in the grants section. (Other grants may be appropriated supplementally within these three funds during the course of the year.)

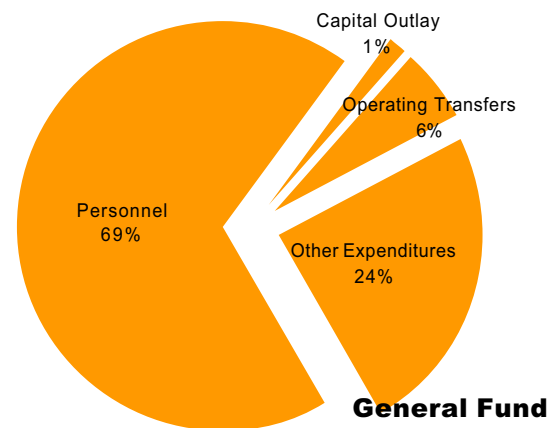
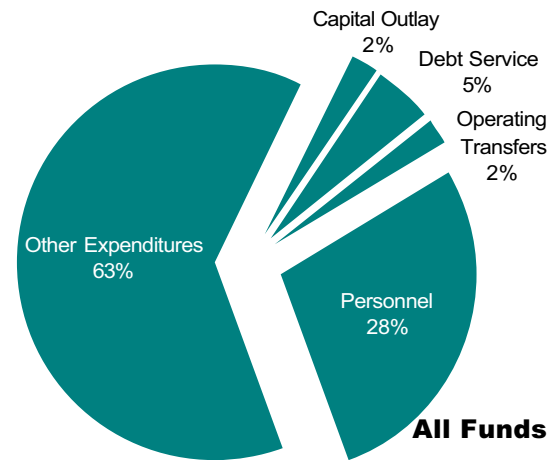
Executive Summary

For calendar year 2005, the Hamilton County Board of Commissioners has appropriated \$1.18 billion across all county funds, a 1.5% decrease from the \$1.19 billion appropriation adopted for 2004. The total 2005 budget also includes \$1.19 billion in entitlements, an increase of \$89 million from 2004. These largely Medicaid-related payments are funded by the state and federal government and distributed by the department of Job and Family Services (JFS) to local recipients. The total 2005 budget, including entitlements, is \$2.37 billion.

The county general fund budget for 2005 totals \$249.2 million, a \$9.1 million, or 3.5% decrease from the adopted 2004 budget. This is the second consecutive year the county has adopted a budget that is below the previous year's. The general fund budget is structurally balanced, with ongoing revenues in excess of ongoing expenditures by \$811,195. In addition, non-recurring revenues of \$6.88 million also exceed non-recurring expenditures of \$4.57 million by \$2.31 million.

Some of the key issues and decisions with an impact on the 2005 budget follow.

- Voters approved a new property tax levy to support the Cincinnati Museum Center, as well as replacement levies for Mental Retardation and Developmental Disabilities (MRDD) and health and hospitalization services at Drake Center (including county drug treatment services). The estimated revenues for these three levies exceeds those in the 2004 budget by \$19.5 million.
- General fund revenues include \$2.675 million in 2005 for a project that reimburses several departments with federal funds for services that encourage family stability among qualified clients. Not available to the county since 2001, these revenues were recently restored by a change in funding approach by the Ohio Department of Job and Family Services.
- The 2005 budget eliminates the \$1.5 million unallocated contingency in the general fund. Emergency spending during 2005 will require the draw down of county reserves.
- The JFS children's services tax levy expenditures decrease as a result of bringing child welfare mental health services in house. The budget also reflects savings in childcare from screening consumers for federal daycare funds prior to the use of levy funds. Additionally, JFS also shows a decrease of \$8 million of state pass-through childcare



2005 Budget by Category. The all funds chart above includes General Fund expenditures as well as all other funds in the county budget. (It does not include entitlements.) Personnel expenses are a substantially smaller portion of the all-funds budget because pass-through dollars (like childcare funding) included in "other expenditures" are much higher outside of the general fund.

funding. Overall, the JFS budget decreases by \$19.7 million.

- The Metropolitan Sewer District's (MSD) budget will increase approximately \$6.6 million, funded through a planned rate increase which annualizes at 8.6% across 2005. The majority of the increase is driven by the district's capital program, required under the consent decree entered into with the Environmental Protection Agency in 2003. MSD has maintained the rate commitment made in 2003 despite dramatic increases in utility costs, sewer repairs and line inspections, which total \$2.1 million more than the 2004 budget.
- Debt service decreases \$12 million from the prior year budget due largely to the call of the 1993 courthouse debt which occurred in May 2004.
- The anticipated employee turnover rate has been increased from 3.5% to 4% for general fund departments, generating an additional \$1 million in budget capacity. The three-year average turnover rate is 4.24%.
- To create capacity for wage increases and other initiatives, the 2005 budget includes a 3% across-the-board reduction for all non-personnel and non-capital expenses, generating \$1.85 million. The 2005 budget also includes targeted reductions in funding to the Ohio State Extension (\$100,000), elected official travel (\$92,500) and commissioner computer support (\$50,000).
- New initiatives funded by the reductions described above include health care and managed competition commissions (\$175,000); customer service, website, and performance measurement improvements (\$400,000); building permit processing improvements (\$300,000); and economic development initiatives (\$150,000).

The 2005 budget contains 6,329 positions. The general fund supports 3,064.5, a net increase of three compared to the 2004 budget. County restricted funds support 3,264.5 positions, a net decrease of 10 from the 2004 budget. The budget includes a 2% salary increase and 1% bonus for non-represented employees, as well as funding for union contracts as negotiated.

The 2005 capital improvement plan includes \$546.8 million in approved and recommended capital improvement projects. Five new projects have been added to the 2005 plan, including \$39.5 million in three new recommended and approved projects. No funding has been provided for these projects within the recommended budget. The county determines the most prudent funding method for the projects after completion.

The general fund reserve, or fund balance, is projected to be \$34.8 million at the end of 2005, 14.2% of ongoing expenditures. The Board of County Commissioners have adopted a budget goal to increase the undedicated general fund reserves to 20% by 2006. The 2005 projected balance is an increase of \$5.2 million from the estimated balance of \$29.6 million at the end of 2004 (12.2% of 2004 budgeted ongoing expenditures).

**2005 All Funds Budget
Sources and Uses**

Revenues by Source

| Source | 2004 Estimate | 2005 Request | 2005 Budget |
|--------------------------|------------------------|------------------------|------------------------|
| Other Intergovernmental | 1,403,200,979 | 1,466,735,175 | 1,500,377,726 |
| Charges for Service Fees | 307,736,529 | 310,153,141 | 324,984,934 |
| Property Taxes | 244,885,459 | 256,339,835 | 257,477,001 |
| Sales & Use Taxes | 101,075,242 | 111,368,003 | 114,958,804 |
| Miscellaneous | 32,988,041 | 67,558,790 | 36,684,948 |
| Transfers - In | 29,783,847 | 24,793,172 | 27,091,098 |
| State & Local Government | 24,925,006 | 25,278,000 | 25,276,150 |
| Other Taxes | 21,143,537 | 22,135,030 | 22,135,030 |
| Investments Interest | 17,410,933 | 16,460,617 | 16,092,202 |
| Fines & Forfeitures | 11,169,790 | 10,889,100 | 13,026,245 |
| Other Financing Sources | 59,588,094 | 4,929,533 | 6,644,292 |
| Licenses | 5,981,296 | 5,959,164 | 6,072,724 |
| Total | \$2,259,888,754 | \$2,322,599,559 | \$2,350,821,154 |

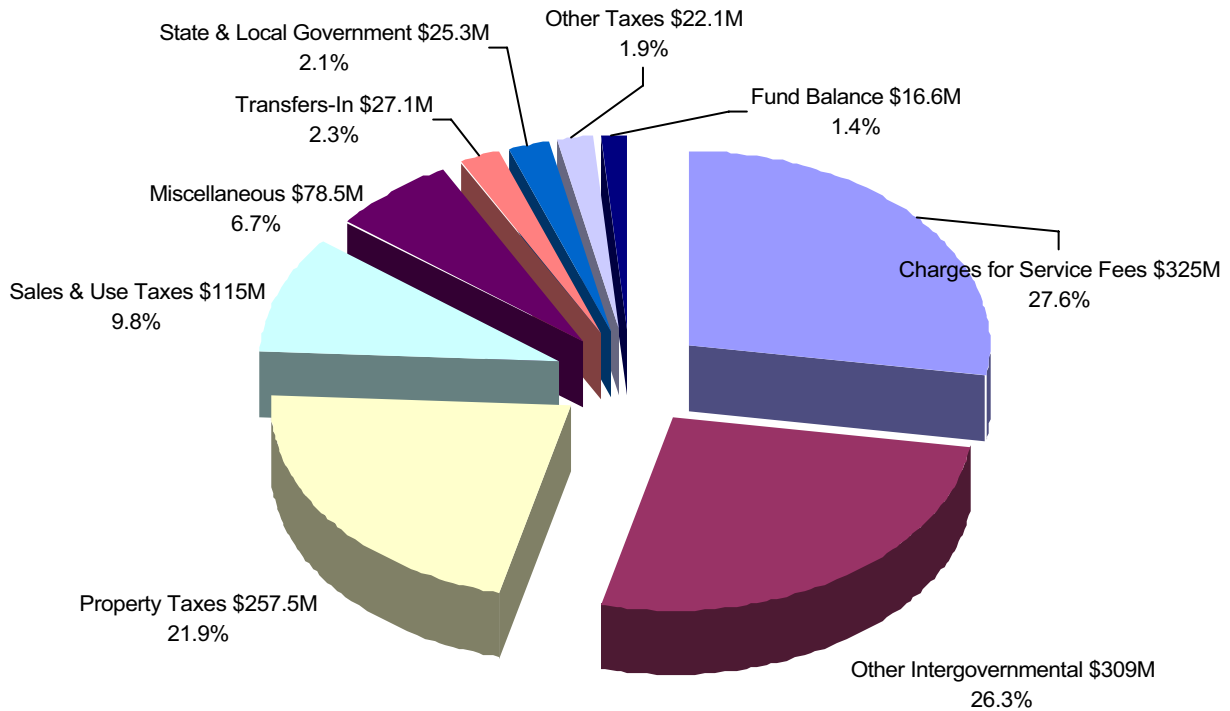
Expenditures by Function

| Function | 2004 Estimate | 2005 Request | 2005 Budget |
|-------------------------|------------------------|------------------------|------------------------|
| Social Services | 1,444,371,270 | 1,551,218,724 | 1,556,944,253 |
| Public Works | 171,628,381 | 196,526,935 | 191,151,881 |
| Health | 189,937,989 | 192,598,799 | 189,413,072 |
| Public Safety | 111,762,775 | 121,025,877 | 116,606,639 |
| Judicial | 106,647,685 | 116,119,755 | 112,102,771 |
| General Government | 71,209,229 | 95,520,281 | 71,339,707 |
| Recreational Activities | 64,573,607 | 69,434,058 | 68,255,745 |
| Debt Service | 81,196,500 | 29,820,650 | 29,448,328 |
| Economic Development | 28,014,737 | 28,217,790 | 29,050,065 |
| Environmental Control | 3,303,848 | 3,096,887 | 3,112,273 |
| Total | \$2,272,646,022 | \$2,403,579,755 | \$2,367,424,733 |

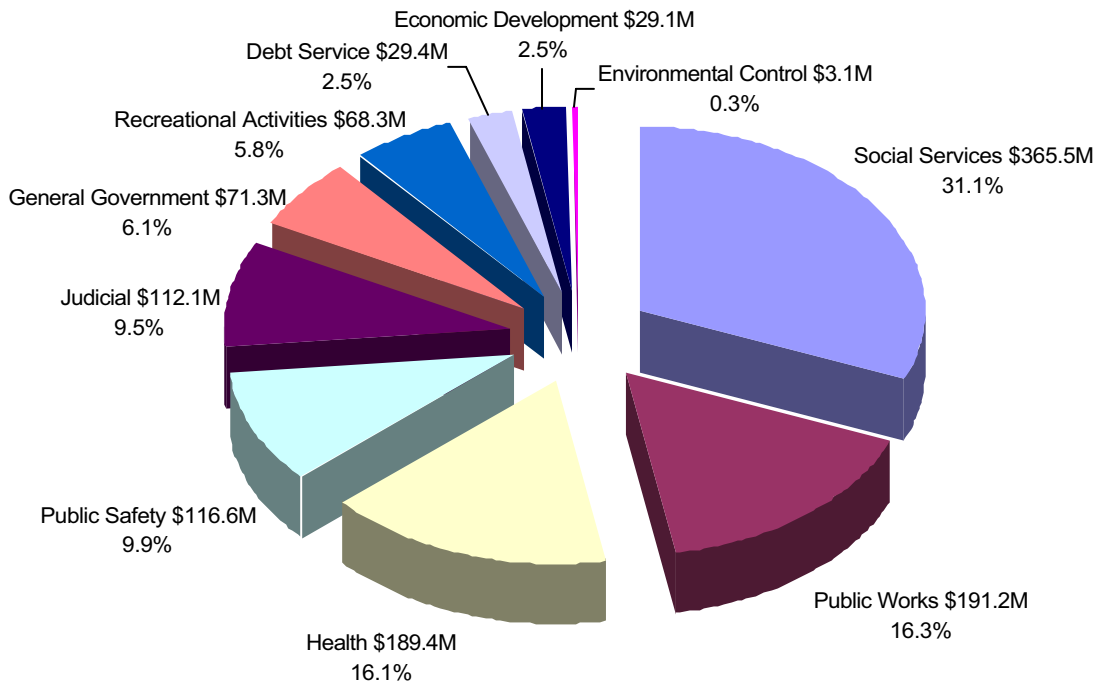
Revenue and expenditure totals above include the entitlement amounts below (in other intergovernmental revenues and social services expenditures), which are not appropriated but are distributed to local recipients by Hamilton County Job and Family Services.

| | | | |
|--------------|-----------------|-----------------|-----------------|
| Entitlements | \$1,123,674,208 | \$1,191,399,801 | \$1,191,399,801 |
|--------------|-----------------|-----------------|-----------------|

2005 All Funds Resources by Source



2005 All Funds Expenditures by Function



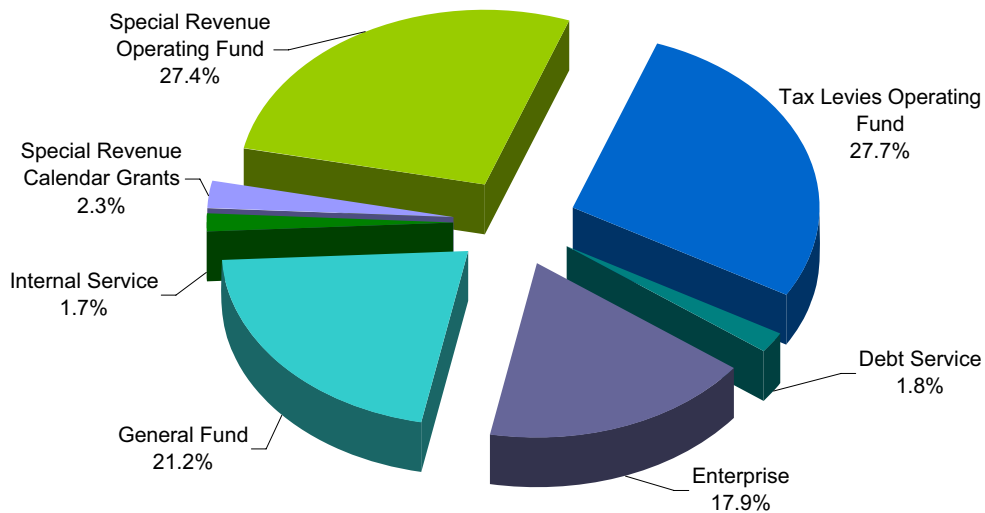
Both charts above exclude entitlements funds.

Miscellaneous revenues include investment interest, fines and forfeitures, other financing sources and licenses.

All Funds Expenditures by Function and Fund

| Function | Fund | | | | | | |
|-------------------------|----------|-----------------|--------------------------------|---------------|------------|------------------|----------------------|
| | General | Special Revenue | Special Revenue/ Tax Levies | Debt Services | Enterprise | Internal Service | Calendar Year Grants |
| Economic Development | \$1.4 M | | | | \$1 M | | \$26.7 M |
| Environmental Services | | \$3 M | | | | | \$0.1 M |
| General Government | \$51.2 M | \$10.9 M | \$3.1 M | | | \$6.2 M | |
| Health | | \$6.6 M | \$182.6 M | | | | \$0.3 M |
| Judicial | \$97.5 M | \$9.6 M | \$4.7 M | | | | \$0.4 M |
| Public Safety | \$85.4 M | \$3.3 M | \$14.7 M | | | \$13.2 M | \$0.1 M |
| Public Works | \$2.6 M | \$37.1 M | | | \$151.5 M | | |
| Recreational Activities | | | \$10.1 M | | \$58.2 M | | |
| Social Services | \$3.1 M | \$251.5 M | \$111 M | | | | |
| Debt | \$8.1 M | | | \$21.4 M | | | |

2005 Expenditures by Fund (Excluding entitlements)



All Funds Budget

Three-Year History by Major Fund

Revenues

| Major Funds | 2003 Actual | 2004 Estimate | 2005 Budget |
|--|-------------------------|-------------------------|-------------------------|
| General Fund | 239,447,535 | 237,112,119 | 252,304,890 |
| Special Revenue - Public Assistance | 205,636,757 | 176,849,332 | 191,479,787 |
| Special Revenue - Entitlements | 1,052,542,046 | 1,123,674,208 | 1,191,399,801 |
| Special Revenue - Other | 89,560,258 | 95,220,918 | 111,175,736 |
| Tax Levies Operating Funds | 282,434,003 | 300,795,470 | 324,103,357 |
| Special Revenue - Calendar Grants | 27,860,810 | 26,854,585 | 27,262,637 |
| Debt Service | 17,609,873 | 65,188,887 | 16,092,977 |
| Capital Project Note/Bond | 744,401 | 1,413,431 | 3,085,000 |
| Internal Service | 15,813,372 | 17,319,867 | 17,732,529 |
| Enterprise - Metropolitan Sewer District | 135,530,000 | 151,268,000 | 154,951,000 |
| Enterprise - Other | 55,033,781 | 64,191,937 | 61,233,441 |
| Total | \$ 2,122,212,836 | \$ 2,259,888,754 | \$ 2,350,821,154 |

Expenditures

| Major Funds | 2003 Actual | 2004 Estimate | 2005 Budget |
|--|-------------------------|-------------------------|-------------------------|
| General Fund | 241,895,929 | 252,890,292 | 249,185,279 |
| Special Revenue - Public Assistance | 205,910,033 | 172,192,043 | 203,483,082 |
| Special Revenue - Entitlements | 1,052,542,046 | 1,123,674,208 | 1,191,399,801 |
| Special Revenue - Other | 87,387,664 | 91,860,982 | 118,290,988 |
| Tax Levies Operating Funds | 282,733,521 | 320,189,067 | 325,974,680 |
| Special Revenue - Calendar Grants | 25,254,447 | 28,137,643 | 27,566,298 |
| Debt Service | 20,043,026 | 66,456,877 | 18,308,033 |
| Capital Project Note/Bond | 604,359 | 813,431 | 3,085,000 |
| Internal Service | 14,727,927 | 16,212,101 | 19,473,582 |
| Enterprise - Metropolitan Sewer District | 125,974,000 | 139,396,000 | 151,469,440 |
| Enterprise - Other | 58,005,912 | 60,823,379 | 59,188,551 |
| Total | \$ 2,115,078,863 | \$ 2,272,646,022 | \$ 2,367,424,733 |

All Funds Revenue

2005 Budget by Department

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|---------------------------------|------------------------|------------------------|------------------------|------------------------|
| ADAS Board | 4,524,817 | 4,456,545 | 4,694,031 | 4,694,031 |
| Administrative Services | 10,934,803 | 9,504,883 | 11,814,677 | 11,786,436 |
| Auditor | 152,912,518 | 159,099,782 | 151,224,105 | 162,036,227 |
| Board of County Commissioners | 10 | - | - | - |
| Board of Elections | 308,183 | 1,322,565 | 232,100 | 348,550 |
| Board of Mental Retardation | 73,431,842 | 74,448,876 | 94,654,145 | 94,654,145 |
| Board of Zoning Appeals | 19,807 | 18,613 | 17,500 | 17,500 |
| Building Inspections | 2,462,669 | 2,383,005 | 2,449,000 | 2,449,000 |
| Cincinnati Museum Center | - | - | 3,721,000 | 3,721,000 |
| CLEAR | 9,219,052 | 5,968,262 | 4,910,592 | 4,910,592 |
| Clerk of Courts | 15,910,469 | 16,211,754 | 15,959,200 | 17,777,583 |
| Communications Center | 6,345,676 | 5,760,805 | 7,351,723 | 11,054,713 |
| Community Development | 24,367,428 | 25,443,637 | 26,483,700 | 26,600,744 |
| Community Mental Health Board | 35,051,477 | 37,900,459 | 35,342,580 | 35,342,580 |
| Coroner | 960,113 | 1,065,302 | 1,185,100 | 1,259,100 |
| County Administrator | 3,212,808 | 584,967 | 701,940 | 1,001,940 |
| County Engineer | 24,637,179 | 25,358,437 | 28,098,851 | 27,854,904 |
| County Facilities | 38,640 | 1,072,131 | 1,012,728 | 1,017,773 |
| County Personnel | 3,051,300 | 3,615,398 | 350,000 | 3,472,178 |
| Court of Appeals | 1,279 | 476 | 100 | 100 |
| Court of Common Pleas | 2,255,195 | 2,258,415 | 1,809,000 | 2,300,000 |
| Court of Domestic Relations | 1,326,219 | 1,408,988 | 800,526 | 1,241,213 |
| Court Reporters | 23,081 | 18,303 | 20,000 | 20,000 |
| Debt Service | 18,354,273 | 66,602,318 | 19,362,745 | 19,177,977 |
| Dog Warden | 78,857 | 139,414 | - | 397,679 |
| Emergency Management | 596,321 | 307,185 | 1,884,066 | 443,891 |
| Environmental Services | 2,839,311 | 3,485,652 | 2,958,088 | 2,989,588 |
| Family & Children First Council | 1,778,258 | 1,246,737 | 1,978,000 | 2,103,000 |
| Health and Hospitalization Tax | 72,130,843 | 74,349,647 | 70,461,226 | 70,461,226 |
| Hospital Commission | 44,500 | 45,077 | 86,448 | 82,363 |
| JFS Entitlements | 1,052,542,046 | 1,123,674,208 | 1,191,399,801 | 1,191,399,801 |
| Job and Family Services | 304,854,919 | 296,515,054 | 328,095,548 | 328,989,495 |
| Juvenile Court | 19,200,866 | 18,366,994 | 19,278,011 | 21,399,831 |
| Metropolitan Sewer District | 135,530,000 | 151,268,000 | 154,951,000 | 154,951,000 |
| Municipal Court | 847,976 | 675,177 | 802,722 | 684,322 |
| Parking Facilities | 785,954 | 910,237 | 900,000 | 900,000 |
| Probate Court | 1,380,914 | 1,421,257 | 1,395,887 | 1,429,700 |
| Probation | 1,867,038 | 1,949,301 | 1,984,039 | 4,904,712 |
| Prosecutor | 4,773,198 | 4,830,254 | 4,749,000 | 4,896,987 |
| Public Defender | 4,120,740 | 3,421,957 | 3,758,901 | 4,068,784 |
| Public Works | 2,368,666 | 2,790,439 | 2,747,630 | 1,979,889 |
| Recorder | 9,721,601 | 6,712,731 | 6,000,000 | 6,500,000 |
| Rural Zoning Commission | 329,260 | 300,640 | 310,200 | 310,200 |
| Senior Services | 18,134,823 | 18,544,482 | 18,472,183 | 18,472,183 |
| Sheriff | 17,317,337 | 15,669,505 | 15,241,990 | 15,534,538 |
| Stadiums | 54,247,827 | 63,281,700 | 58,586,824 | 60,333,441 |
| Treasurer | 20,812,994 | 18,936,953 | 17,951,842 | 18,439,427 |
| Veterans Service Commission | 66,598 | 210,000 | 105,000 | 105,000 |
| Zoological Gardens | 6,493,151 | 6,332,230 | 6,305,811 | 6,305,811 |
| Total | \$2,122,212,836 | \$2,259,888,754 | \$2,322,599,559 | \$2,350,821,154 |

All Funds Expenditures

2005 Budget by Department

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|--------------------------------|------------------------|------------------------|------------------------|------------------------|
| ADAS Board | 8,559,644 | 8,337,190 | 8,907,423 | 8,689,979 |
| Administrative Services | 13,631,232 | 18,911,260 | 21,604,452 | 18,433,212 |
| Auditor | 10,845,456 | 11,847,732 | 10,571,853 | 11,264,275 |
| Board of County Commissioners | 745,293 | 813,348 | 858,718 | 780,106 |
| Board of Elections | 4,552,603 | 6,081,586 | 6,162,804 | 5,722,473 |
| Board of Mental Retardation | 80,347,617 | 85,230,178 | 90,383,865 | 90,267,714 |
| Board of Zoning Appeals | 85,299 | 88,300 | 96,974 | 97,650 |
| Building Inspections | 2,023,090 | 2,053,566 | 2,165,634 | 2,206,908 |
| Cincinnati Museum Center | - | - | 3,710,432 | 3,721,000 |
| CLEAR | 10,243,784 | 7,303,900 | 6,757,221 | 7,008,840 |
| Clerk of Courts | 17,057,303 | 17,436,012 | 19,733,776 | 18,275,050 |
| Communications Center | 7,234,052 | 7,412,129 | 9,184,041 | 8,734,728 |
| Community Development | 24,386,659 | 26,310,920 | 26,470,065 | 26,767,340 |
| Community Mental Health Board | 32,890,514 | 37,192,677 | 37,086,781 | 37,041,892 |
| Coroner | 3,426,298 | 3,516,033 | 4,244,902 | 3,872,335 |
| County Administrator | 2,211,341 | 2,157,875 | 4,176,730 | 2,925,087 |
| County Engineer | 29,990,953 | 28,812,605 | 38,968,876 | 36,122,750 |
| County Facilities | 17,497,086 | 18,268,323 | 37,569,642 | 17,852,637 |
| County Personnel | 4,040,270 | 4,752,807 | 5,679,089 | 5,790,161 |
| Court of Appeals | 90,483 | 82,829 | 134,761 | 194,699 |
| Court of Common Pleas | 10,066,949 | 10,896,301 | 11,354,504 | 11,305,952 |
| Court of Domestic Relations | 5,228,927 | 5,642,358 | 5,774,760 | 5,625,850 |
| Court Reporters | 2,456,166 | 2,342,276 | 2,960,738 | 2,521,249 |
| Debt Service | 33,976,078 | 81,196,500 | 29,820,650 | 29,448,328 |
| Dog Warden | 894,945 | 918,097 | 1,099,465 | 1,148,368 |
| Economic Dev Department | 920,579 | 686,831 | 764,000 | 1,299,000 |
| Emergency Management | 1,088,524 | 781,373 | 789,375 | 917,745 |
| Environmental Services | 3,291,183 | 3,303,848 | 3,096,887 | 3,112,273 |
| Family&Children First Council | 2,834,535 | 2,412,403 | 2,205,669 | 2,455,439 |
| Health and Hospitalization Tax | 56,701,999 | 59,098,745 | 56,134,282 | 53,331,123 |
| Hospital Commission | 76,685 | 79,198 | 86,448 | 82,363 |
| IPAC | 1,096,239 | 991,987 | 1,405,137 | 1,199,863 |
| JFS Entitlements | 1,052,542,046 | 1,123,674,208 | 1,191,399,801 | 1,191,399,801 |
| Job and Family Services | 302,584,093 | 298,522,618 | 336,091,633 | 341,739,787 |
| Juvenile Court | 33,687,934 | 34,580,809 | 35,457,738 | 34,372,545 |
| Metropolitan Sewer District | 125,974,000 | 139,396,000 | 153,944,772 | 151,469,440 |
| Municipal Court | 7,278,020 | 7,109,119 | 7,456,863 | 7,467,566 |
| Parking Facilities | 928,544 | 1,016,986 | 983,725 | 983,725 |
| Probate Court | 3,436,084 | 3,151,005 | 3,621,400 | 3,718,867 |
| Probation | 12,874,116 | 14,059,773 | 16,677,997 | 17,363,855 |
| Prosecutor | 13,380,944 | 14,016,700 | 14,570,693 | 14,311,876 |
| Public Defender | 10,290,173 | 11,347,203 | 12,947,218 | 11,257,138 |
| Public Works | 3,205,976 | 3,419,776 | 3,613,287 | 3,559,691 |
| Recorder | 2,828,753 | 2,490,677 | 2,457,396 | 2,368,749 |
| Rural Zoning Commission | 435,601 | 430,230 | 436,183 | 438,206 |
| Senior Services | 16,465,507 | 18,780,824 | 20,298,874 | 20,220,574 |
| Sheriff | 73,475,784 | 77,814,543 | 84,380,180 | 80,612,747 |
| Stadiums | 57,077,368 | 59,806,392 | 59,368,523 | 58,204,826 |
| Treasurer | 2,631,711 | 2,321,538 | 2,335,667 | 2,260,380 |
| Veterans Service Commission | 1,009,083 | 981,218 | 1,222,747 | 1,128,652 |
| Zoological Gardens | 6,481,340 | 4,767,215 | 6,355,103 | 6,329,919 |
| Total | \$2,115,078,863 | \$2,272,646,022 | \$2,403,579,755 | \$2,367,424,733 |

2005 Combined Fund Summary

Sources, Uses and Fund Balances by Major Fund

| | General Fund* | Special Revenue - Public Assistance | Special Revenue - Entitlements | Special Revenue - Other | Tax Levies Operating Funds | Special Revenue - Calendar Grants |
|-----------------------------------|--------------------|--|-----------------------------------|----------------------------|-------------------------------|--------------------------------------|
| Beginning Balance | 29,488,000 | 24,072,944 | - | 89,281,079 | 58,974,835 | 5,834,864 |
| Revenues (by Source) | | | | | | |
| Other Intergovernmental | 23,621,682 | 120,994,444 | 1,160,139,573 | 35,632,638 | 102,102,599 | 26,339,752 |
| Charges for Service Fees | 60,183,663 | 59,792,085 | - | 25,740,360 | - | - |
| Property Taxes | 38,374,481 | - | - | 11,000 | 216,061,413 | - |
| Sales & Use Taxes | 65,144,184 | - | - | - | - | - |
| Miscellaneous | 8,586,127 | 8,749,517 | 31,260,228 | 11,431,618 | 4,982,345 | 841,500 |
| Transfers - In | 40,840 | 1,943,741 | - | 9,909,131 | 957,000 | 81,385 |
| State & Local Government | 25,276,150 | - | - | - | - | - |
| Other Taxes | 130,000 | - | - | 22,005,030 | - | - |
| Investments Interest | 14,547,202 | - | - | 345,000 | - | - |
| Fines & Forfeitures | 10,566,845 | - | - | 2,459,400 | - | - |
| Other Financing Sources | 3,306,217 | - | - | 115,000 | - | - |
| Licenses | 2,527,499 | - | - | 3,526,560 | - | - |
| Total | 252,304,890 | 191,479,787 | 1,191,399,801 | 111,175,736 | 324,103,357 | 27,262,637 |
| Expenditures (by Function) | | | | | | |
| Economic Development | 1,392,465 | - | - | - | - | 26,673,875 |
| Environmental Control | - | - | - | 2,970,773 | - | 141,500 |
| General Government | 51,186,321 | - | - | 10,865,497 | 3,060,415 | - |
| Health | - | - | - | 6,558,870 | 182,555,194 | 299,008 |
| Judicial | 97,481,698 | - | - | 9,567,561 | 4,664,679 | 388,833 |
| Public Safety | 85,360,375 | - | - | 3,276,169 | 14,660,903 | 63,083 |
| Public Works | 2,626,255 | - | - | 37,056,185 | - | - |
| Recreational Activities | - | - | - | - | 10,050,919 | - |
| Social Services | 3,082,868 | 203,483,082 | 1,191,399,801 | 47,995,932 | 110,982,570 | - |
| Debt Service | 8,055,295 | - | - | - | - | - |
| Total | 249,185,279 | 203,483,082 | 1,191,399,801 | 118,290,988 | 325,974,680 | 27,566,298 |
| Ending Balance | 32,607,611 | 12,069,649 | - | 82,165,827 | 57,103,512 | 5,531,203 |

| | Debt Service | Capital Project Note/Bond | Internal Service | Enterprise - Sewer District | Enterprise | TOTAL All Funds |
|-----------------------------------|-------------------|------------------------------|-------------------|--------------------------------|-------------------|----------------------|
| Beginning Balance | 6,237,023 | 63,286 | 11,614,355 | 43,897,151 | 15,699,866 | 285,163,403 |
| Revenues (by Source) | | | | | | |
| Other Intergovernmental | 286,811 | - | - | - | - | 1,469,117,498 |
| Charges for Service Fees | 3,909,699 | - | 10,671,345 | 153,591,000 | 11,096,782 | 324,984,934 |
| Property Taxes | 3,030,107 | - | - | - | - | 257,477,001 |
| Sales & Use Taxes | - | - | - | - | 49,814,620 | 114,958,804 |
| Miscellaneous | - | - | 1,768,542 | 160,000 | 165,300 | 67,945,176 |
| Transfers - In | 8,866,360 | - | 5,292,642 | - | - | 27,091,098 |
| State & Local Government | - | - | - | - | - | 25,276,150 |
| Other Taxes | - | - | - | - | - | 22,135,030 |
| Investments Interest | - | - | - | 1,200,000 | - | 16,092,202 |
| Fines & Forfeitures | - | - | - | - | - | 13,026,245 |
| Other Financing Sources | - | 3,085,000 | - | - | 138,075 | 6,644,292 |
| Licenses | - | - | - | - | 18,665 | 6,072,724 |
| Total | 16,092,977 | 3,085,000 | 17,732,529 | 154,951,000 | 61,233,441 | 2,350,821,154 |
| Expenditures (by Function) | | | | | | |
| Economic Development | - | - | - | - | 983,725 | 29,050,065 |
| Environmental Control | - | - | - | - | - | 3,112,273 |
| General Government | - | - | 6,227,474 | - | - | 71,339,707 |
| Health | - | - | - | - | - | 189,413,072 |
| Judicial | - | - | - | - | - | 112,102,771 |
| Public Safety | - | - | 13,246,108 | - | - | 116,606,639 |
| Public Works | - | - | - | 151,469,440 | - | 191,151,881 |
| Recreational Activities | - | - | - | - | 58,204,826 | 68,255,745 |
| Social Services | - | - | - | - | - | 1,556,944,253 |
| Debt Service | 18,308,033 | 3,085,000 | - | - | - | 29,448,328 |
| Total | 18,308,033 | 3,085,000 | 19,473,582 | 151,469,440 | 59,188,551 | 2,367,424,733 |
| Ending Balance | 4,021,967 | 63,286 | 9,873,302 | 47,378,711 | 17,744,757 | 268,559,824 |

* The general fund balance presentation later in this section does not match the one above because it includes payable and receivable amounts in addition to the expenditures and revenues taken into account above.

All Funds Full-Time Equivalents

2005 Budget by Department

| Department | 2003 Actual | 2004 Approved | 2004 Actual (as of 12/31/04) | 2005 Approved |
|---------------------------------|-----------------|-----------------|---------------------------------|-----------------|
| ADAS Board | 14.00 | 15.00 | 15.00 | 15.00 |
| Administrative Services | 43.10 | 21.50 | 22.45 | 23.70 |
| Auditor | 137.00 | 135.00 | 132.00 | 132.00 |
| Board of County Commissioners | 11.00 | 11.00 | 11.00 | 11.00 |
| Board of Elections | 43.30 | 43.30 | 43.30 | 43.30 |
| Board of Mental Retardation | 667.22 | 672.87 | 653.42 | 653.41 |
| Board of Zoning Appeals | 1.95 | 1.95 | 1.95 | 1.95 |
| Building Inspections | 29.60 | 29.50 | 29.50 | 29.50 |
| CBCF - River City | 103.50 | 100.00 | 100.00 | 100.50 |
| Clerk of Courts | 305.47 | 328.48 | 330.82 | 328.48 |
| Communications Center | 90.00 | 90.00 | 90.00 | 91.00 |
| Community Development | 28.50 | 27.50 | 27.50 | 27.50 |
| Community Mental Health Board | 42.14 | 42.14 | 42.14 | 42.14 |
| Coroner | 42.60 | 40.65 | 41.85 | 43.86 |
| County Administrator | 24.12 | 23.37 | 26.37 | 10.25 |
| County Engineer | 198.00 | 198.00 | 198.00 | 198.00 |
| County Facilities | 98.00 | 94.00 | 94.00 | 91.00 |
| County Personnel | 16.32 | 16.40 | 16.63 | 16.63 |
| Court of Common Pleas | 88.75 | 89.75 | 89.75 | 92.25 |
| Court of Domestic Relations | 82.00 | 82.00 | 82.00 | 82.00 |
| Court Reporters | 47.00 | 47.00 | 47.50 | 42.50 |
| Dog Warden | 0.50 | 0.50 | 0.50 | 0.50 |
| Emergency Management | 6.60 | 7.10 | 6.10 | 9.10 |
| Environmental Services | 61.14 | 61.83 | 62.41 | 62.90 |
| Family & Children First Council | 14.50 | 14.50 | 14.50 | 14.50 |
| Job and Family Services | 1,642.00 | 1,642.00 | 1,642.25 | 1,642.25 |
| Juvenile Court | 593.37 | 579.99 | 579.99 | 587.54 |
| Municipal Court | 125.75 | 126.75 | 125.00 | 125.00 |
| Ohio Soil Conservation | 7.00 | 8.00 | 8.00 | 8.00 |
| Probate Court | 46.00 | 46.59 | 46.59 | 44.93 |
| Probation | 221.00 | 218.75 | 218.75 | 218.75 |
| Prosecutor | 210.65 | 210.86 | 210.90 | 210.90 |
| Public Defender | 103.75 | 104.00 | 104.00 | 104.00 |
| Public Works | 36.63 | 36.31 | 37.31 | 37.31 |
| Recorder | 40.46 | 40.46 | 40.46 | 42.02 |
| Regional Planning Commission | 18.55 | 18.75 | 18.75 | 18.75 |
| Rural Zoning Commission | 8.30 | 8.10 | 8.10 | 8.10 |
| Sheriff | 1,016.00 | 1,027.00 | 1,027.00 | 1,027.00 |
| Stadiums | 32.60 | 31.10 | 30.40 | 30.40 |
| TASC | - | - | - | 14.00 |
| Treasurer | 38.00 | 38.00 | 38.00 | 38.00 |
| Veterans Service Commission | 9.15 | 9.15 | 9.15 | 9.15 |
| Total | 6,345.52 | 6,339.15 | 6,323.34 | 6,329.07 |

Changes to Full Time Equivalents

All Funds, 2003-2005

Administrative Services FTEs were inflated in 2003 due to the brief re-assignment of Clerk of Courts employees to Administrative Services. During 2004 the department added 0.50 FTEs for an intern and adjusted allocations for another 0.45 FTEs. In the 2005 budget DAS added a procurement specialist in the purchasing division.

Board of MR/DD 2005 FTE reflects the reduction of vacant 2004 positions. The reduction of FTE is consistent with the MR/DD request to the Board of County Commissioners for a new MR/DD levy.

CBCF (Community Based Correctional Facility) - CBCF's 2001 grant award was reduced resulting in a reduction of 9.5 FTEs. The 2003 grant award allowed CBCF to reinstate 3.5 FTEs during the 2003 budget process.

Clerk of Courts FTEs increased in 2004 due to the brief re-assignment of Clerk of Courts employees to Administrative Services in 2003. The slight increase from 2004 Approved to 2004 Actual is the result of an individual being hired in anticipation of a 2005 retirement and part-time positions' percentage of FTE count increased.

Communications Center FTE increase in 2005 was the addition of the CAD Specialist to administer and maintain the new CAD system that is being deployed in 2005.

Community Development, through additional funding for Section 8 housing units, added two positions in the 2003 budget: a housing inspector and a housing specialist.

Coroner - The increase in 2005 FTEs consist of an Evidence Technician resuming full-time hours, a Firearms Examiner and a DNA Analyst.

County Administrator - Reduction of approximately 15 positions in the County Administrator's 2005 budget is due to the shift of employees to a new department set up for TASC. Other changes in 2004 and 2005 stem from adjustments to Homeland Security staff.

Court of Common Pleas - In 2005, there was an addition of one position in mediation services as well as the transition of RCC payments to 1.5 CMS FTEs.

Court Reporters - All vacancies were removed in 2005.

Emergency Management Agency (EMA) - From an increase in grant funding, EMA added a part-time administrative assistant in 2004. They also removed one person from EMA while adding a terrorist preparedness coordinator, criminal intelligence analyst and administrative assistant.

Job and Family Services - The Child Support Enforcement Agency (CSEA) faced increased mandates for child support enforcement efforts. In an effort to fulfill those mandates, increase agency incentive earnings, and to improve overall performance, the CSEA program added 64 positions. The new staff also assumed program responsibilities that were previously contracted.

Juvenile Court - Due to grant funding lost in 2003-2004, many positions were eliminated through attrition. Additional grant funding in 2005 allowed for a new treatment coordinator and probation officer. Additionally in 2005, four positions were moved to Juvenile from County Facilities. Additional funding was provided for educational services staff.

Municipal Court added a law clerk to do research for the judges in 2004.

Ohio Soil Conservation - Soil & Water added an urban technician in 2004. The new FTE is funded entirely by the State of Ohio and the Hamilton County Stormwater District.

Public Works - During 2004 Public Works added one temporary employee to substitute for an employee called to active duty in the Iraqi war.

Recorder - In 2005, there was an addition of part-time temporary employees.

Sheriff - In the 2004 budget the county added eight positions due to increases in township patrols, all fully reimbursed by the requesting townships, and three positions due to new grant funding for inmate education.

Revenues

Revenue estimates contained in this budget are based on a combination of factors: real growth, inflation, historical trends and the recognition of new revenue sources. In the county, a number of officials provide revenue estimates based on their internal review of the above factors. For example, the Budget Commission estimates the proceeds from tax levies, the Treasurer calculates the interest to be earned for the budget year, and the Local Government Fund is set by the state, as are numerous other revenues.

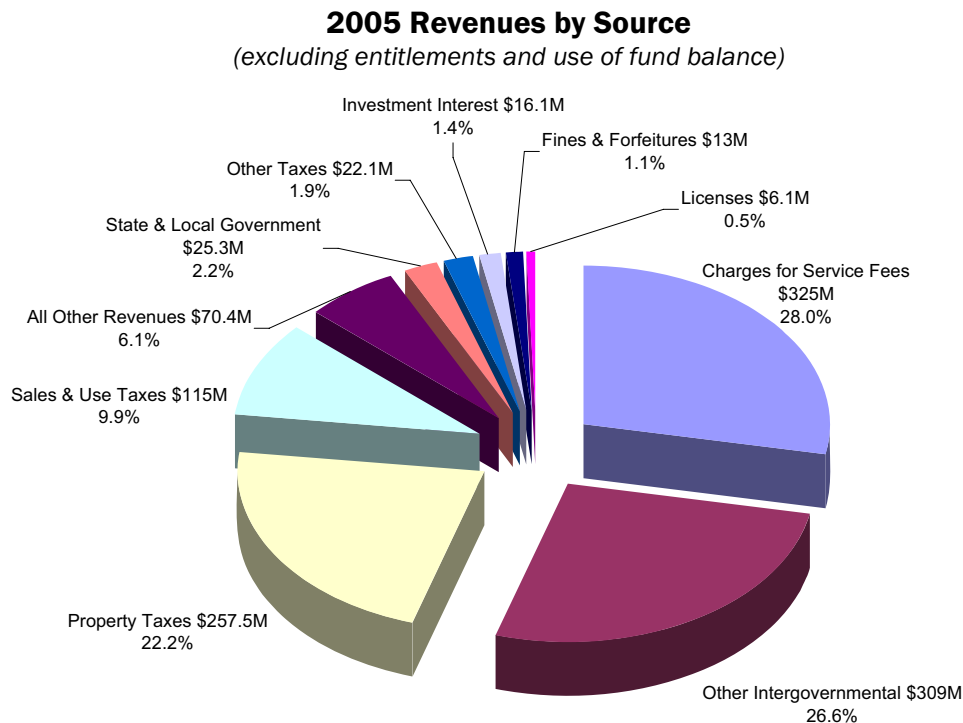
The county is by no means dependent on a single revenue stream and makes every effort to maintain diversity in funding sources. Key revenues are:

- Property tax
- Sales tax
- Intergovernmental funds (from apportioned state tax collections, entitlement funding and reimbursements for services rendered for other government entities)
- Fees charged for public services

In addition, the county receives substantial revenues from fines and forfeitures, interest on investments, licenses, transfers, and other taxes.

During the budget process, departments provide estimates of their revenues for the budget year. Analysts confirm these amounts after a review of current and prior year receipts. Unless the revenue amounts are derived from another source, as described above (e.g., state, federal or specific elected official), a manipulation of the amount may take place after a review of local economic conditions, historical patterns, occurrences in the budget year (e.g., if an election year, will there be election reimbursements) and other data available to the analyst.

The following pages summarize the major revenue sources for the county.



Sales and Use Tax

| | |
|--|---|
| Legal Authorization for Collection: | By Ohio law, the county may levy a one and one-half percent (1.5%) piggyback sales tax on permissible sales made within the county. |
| Approval Date: | 1970 - Original 1/2 percent & 1996 - Additional Dedicated 1/2 percent One-half percent remains authorized yet unapproved. |

| | |
|----------------|--|
| Source: | Consumers |
| Use: | 1970: operations and capital improvements 1996: 70% of collected tax for stadiums, 30% for property tax relief for county property owners |

| | |
|-----------------------------|---|
| Revenue Description: | The Ohio sales tax applies to the retail sales and rental of tangible personal property and sale of selected services in Ohio. The Ohio Use Tax applies to the purchase or rental of tangible personal property from outside of Ohio and the provision of selected services in Ohio by out of state firms. These taxes are collected and paid to the state by retailers located in Ohio and sellers located outside of Ohio making sales for use in Ohio. The state tax rate for either tax is 6%. Counties and regional transit authorities may levy local taxes at specified rates in addition to the state rate. |
|-----------------------------|---|

| | |
|---------------------------------|--|
| Fee Schedule: | 7% tax on retail sales |
| Method of Payment: | Collected at time of purchase; vendor remits to State; State remits monthly to the county. |
| Frequency of Collection: | Monthly |
| Exemptions: | |
| Expiration: | |
| Special Requirements: | |
| Revenue Collector: | State of Ohio |

| Revenue History and Projections | | | | | |
|--|--------------------|-----------------|---|--------------------|-----------------|
| <i>Original (1970 1/2 percent) Sales Tax</i> | | | <i>Dedicated (1996 1/2 percent) Sales Tax</i> | | |
| Year | Collections | % Change | Year | Collections | % Change |
| 1996 | \$51,704,534 | 7.84% | 1996 (Partial) | \$16,808,343 | |
| 1997 | \$53,037,950 | 2.58% | 1997 | \$52,802,505 | |
| 1998 | \$56,101,018 | 5.78% | 1998 | \$55,473,922 | 5.06% |
| 1999 | \$59,630,656 | 6.29% | 1999 | \$59,638,109 | 7.51% |
| 2000 | \$60,902,479 | 2.13% | 2000 | \$60,703,717 | 1.79% |
| 2001 | \$59,283,175 | -2.66% | 2001 | \$59,107,215 | -2.63% |
| 2002 | \$60,588,814 | 2.20% | 2002 | \$60,416,724 | 2.22% |
| 2003 | \$60,388,908 | -0.33% | 2003 | \$60,385,228 | -0.05% |
| 2004 | \$62,750,000 | 3.91% | 2004 | \$62,750,000 | 3.92% |
| 2005 budget | \$65,144,184 | 3.20% | 2005 budget | \$65,074,556 | 3.20% |

Sales tax total differs from amount on summary page, as all proceeds of dedicated tax are not transferred into the operating budget each year.

| | |
|----------------------------|--|
| Revenue Assumption: | The estimate for sales tax is generated by the budget office and considers the local economy, retail sales and historic trends. The General Fund original sales tax revenue amount of \$65.1 million was determined using a 3.2% growth factor. This amount was calculated after looking at current economic trends within the region. |
|----------------------------|--|

Property Tax

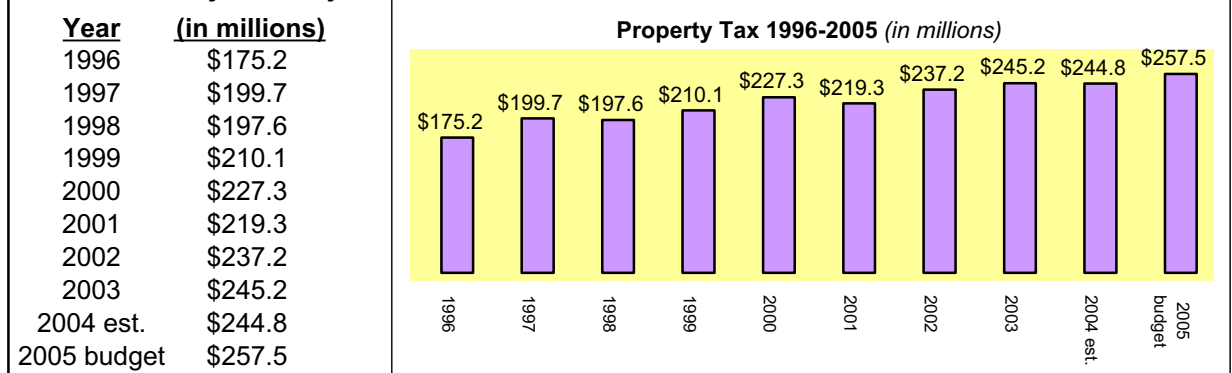
| | | | | |
|--|--|------|-----------------|------|
| Legal Authorization for Collection: | Under Ohio law, 10 mills are the maximum that may be levied for collection against real and personal property without a direct vote. This 10 mill "inside" authority is allocated to various taxing jurisdictions within the county. Hamilton County's share of this unvoted millage is 2.26 mills, with all receipts paid to the General Fund. Voter approval has been received for levies outside the 10 mill limitation. These taxes are paid to the levy special revenue funds and are spent only on those activities identified in the ballot language. | | | |
| Most Recent Approval Date: | Bond Retirement | 1986 | Mental Health | 2002 |
| | Children's Services | 2001 | MR/DD | 2004 |
| | CLEAR | 1982 | Museum Center | 2004 |
| | Drake Center | 2004 | Senior Services | 2002 |
| | Indigent Health Care | 2001 | Zoo | 2003 |

| | |
|----------------|---|
| Source: | Levied, both inside and outside, in one of seven categories of property: (1) Residential; (2) Commercial; (3) Industrial; (4) Agricultural; (5) Public Utility Real Property; (6) Public Utility Personal Property; and (7) Tangible Personal Property. |
| Use: | Specific purpose contained in ballot language of each voted levy. County inside millage of 2.26 is deposited in the general fund. |

| | |
|-----------------------------|--|
| Revenue Description: | <p>- Levied, both inside and outside, against seven categories of property. The taxable portion of these property categories represents the assessed valuation. The assessed valuation for categories 1-5 is 35% of market value. Category 6 will comprise certain property at 88% and other property at 25%. Category 7 is 25% of market value. Property values are reappraised every six years with the equalization adjustments or updates every third year following reappraisal. A new sexennial reappraisal will be done in 2005 and payable in 2006.</p> <p>- Voted property tax levies, except those collected to finance the issuance of debt, are adjusted annually through the use of tax reduction factors. These reduction factors are calculated to ensure that taxes collected from a voted tax levy do not exceed the amount collected on an existing property in the levy's first year. The reduction factors do not eliminate the increase in the tax base for new construction, which is why the total amount collected generally increases each year for voted levies, albeit a modest 1% to 2%.</p> <p>- The tax bill is reduced through the State's 10% rollback. Owner-occupied residences are also eligible to receive an additional 2.5% homestead reduction and the county's sales tax credit, currently 3.82%. Further reductions are available to qualified elderly and disabled homeowners through the Homestead Exemption Program. These rollbacks, reductions, and exemptions are reimbursed by the State for each levy. The reimbursements are classified as intergovernmental revenue. The sales tax credit is reimbursed from the proceeds of the county's ½% sales tax that was approved for constructing the stadiums.</p> |
|-----------------------------|--|

| | |
|---------------------------------|--|
| Fee Schedule: | Varies depending on location of property and levy amounts. |
| Method of Payment: | All levies within the county are collected by the County Treasurer via mortgage escrow accounts, direct payments by homeowners or through the Treasurer's Optional Payment (TOP) plan. |
| Frequency of Collection: | Real property: Two times per year (January and July) Personal property: Filed annually with two payments TOPs program: Participants may pay monthly 1/12 of total tax due |
| Exemptions: | Certain properties are eligible for exemption: city, county, school, township, state, and federal property; churches; and cemeteries. |
| Expiration: | Varies |
| Special Requirements: | |
| Revenue Collector: | County Treasurer |

Revenue History and Projections



Children's Services levy increased substantially in 1997; reduced by \$13 million for 2001; Part of CLEAR levy expired in 2004. The 1999 reappraisal impacted 2000 receipts. MR/DD levy increased substantially in 2004, increasing 2005 receipts.

- Revenue Assumption:**
- The County Auditor provides a revenue estimate based on new construction, building permits and the latest reappraisal. The Auditor's amounts appear in the budget for departments funded by levies. The County Budget Commission certifies these amounts for the budget year prior to adoption of the budget.
 - The Auditor's appraisers studied the real estate market in each jurisdiction in Hamilton County. For appraisal purposes, neighborhood boundaries were defined by analyzing the characteristics of residential properties. Homes within a given neighborhood usually share schools, shopping and recreation areas. The 1999 mass reappraisal of the entire county included a review and analysis of all 1996, 1997 and 1998 sales of homes in each neighborhood and considered the trend of the marketplace and its reflection on the 1999 valuation. The 2005 reappraisal will impact values for the 2006 collection.
 - The mass reappraisal is conducted every six years, and a triennial statistical reappraisal occurs halfway between the mass reappraisal dates. A triennial statistical reappraisal was conducted in 2002 in the Auditor's office by statistically adjusting the value of property in various areas of the county. For the 1999 appraisal, the state required that the reappraisal include a physical viewing of all properties, and this was accomplished. The information gathered has been reviewed and used to make value adjustments since 1999.

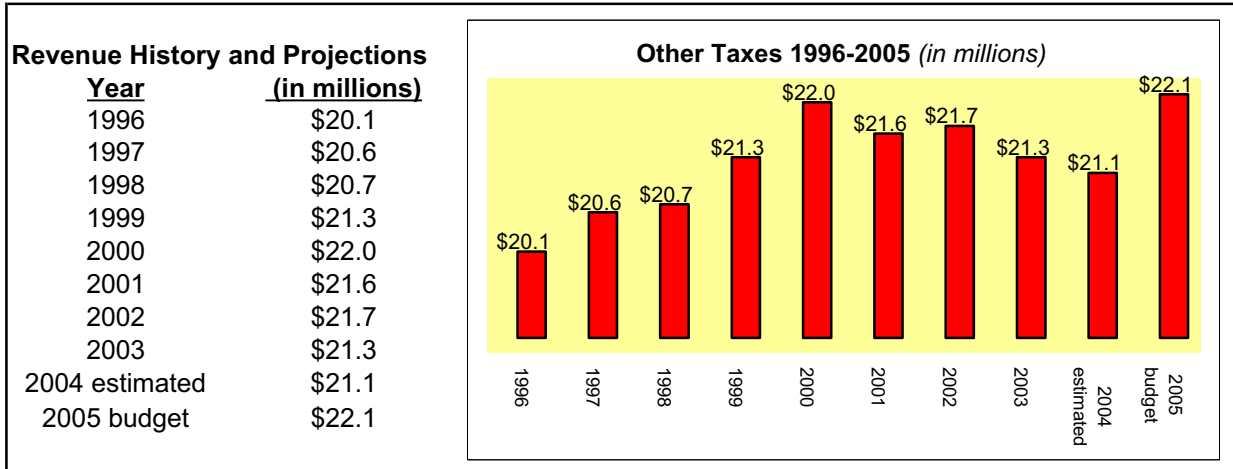
Other Taxes

| | |
|--|---------------------------|
| Legal Authorization for Collection: | ORC 4501, 4503-4504, 5735 |
| Approval Date: | Varies by tax |

| | |
|----------------|---|
| Source: | <ul style="list-style-type: none"> - Motor Vehicle License Tax - County Permissive Motor Vehicle License Tax - Motor Vehicle Fuel Tax <p>All of these taxes are collected by the state and remitted to the county.</p> |
| Use: | Motor Vehicle License Taxes are earmarked for highway purposes. |

| | |
|-----------------------------|--|
| Revenue Description: | Motor Vehicle License Tax County Permissive Motor Vehicle License Tax Motor Vehicle Fuel Tax |
|-----------------------------|--|

| | |
|---------------------------------|--------------------|
| Fee Schedule: | |
| Method of Payment: | Payment from State |
| Frequency of Collection: | Monthly |
| Exemptions: | |
| Expiration: | |
| Special Requirements: | |
| Revenue Collector: | County Treasurer |



Revenue Assumption: The budget office works with the Engineer to determine the amount of these taxes. Historical trends are reviewed as well as the number of vehicles within the county and the amount of gasoline sold within the county. Population is also reviewed to determine if a significant increase in autos/gasoline should be anticipated.

Intergovernmental Revenue

Local Government Fund

| | |
|--|--|
| Legal Authorization for Collection: | ORC 5747.5 |
| Approval Date: | 1983 |
| Source: | Sales and Use Tax, State Personal Income Tax, the Public Utilities Excise Tax and Corporate Franchise Tax |
| Use: | General operations |
| Revenue Description: | The taxes above are distributed to each county and then allocated among the county, cities, villages and townships located within the county on the basis of a statutory formula. Hamilton County utilizes an alternative method of distribution. The alternative method, allowable by statute, was reached through an agreement between the City of Cincinnati, Hamilton County and all the municipalities within the county. |
| Fee Schedule: | The state sets a complex funding formula and applies it to Sales and Use Tax, Personal Income Tax, Public Utilities Excise Tax and Corporate Franchise Tax |
| Method of Payment: | Payments made to the County Auditor from the state |
| Frequency of Collection: | Monthly |
| Exemptions: | |
| Expiration: | |
| Special Requirements: | |
| Revenue Collector: | County Auditor |

| Revenue History and Projections | | Local Government Fund 1996-2005 (in millions) |
|--|----------------------|--|
| <u>Year</u> | <u>(in millions)</u> | |
| 1996 | \$18.5 | |
| 1997 | \$19.3 | |
| 1998 | \$20.8 | |
| 1999 | \$21.4 | |
| 2000 | \$21.9 | |
| 2001 | \$22.7 | |
| 2002 | \$21.6 | |
| 2003 | \$21.3 | |
| 2004 estimate | \$21.3 | |
| 2005 budget | \$21.8 | |

Revenue Assumption: The revenue estimate is based on amounts contained in the state budget. The state provides the projection of anticipated revenue based on economic conditions. Note that in 2001 the state imposed reductions effective mid-year that reduced receipts, and receipts continue to be flat.

Intergovernmental Revenue

Local Government Revenue Assistance Fund and Financial Institution Tax

| | |
|--|-------------|
| Legal Authorization for Collection: | ORC 5747.61 |
| Approval Date: | 1999 |

| | |
|----------------|---|
| Source: | Sales and Use Tax, State Personal Income Tax, Public Utilities Excise Tax and the Corporate Franchise Tax |
| Use: | General operations |

| | |
|-----------------------------|---|
| Revenue Description: | Designation of additional state revenues for distribution to each county to be allocated in the same manner as the Local Government Fund. Distributed to counties based on the most recent census figures received from the U.S. Census. These funds are unrestricted in use. Financial institutions pay at a rate determined by the state. |
|-----------------------------|---|

| | |
|---------------------------------|---|
| Fee Schedule: | Rates used in Sales and Use Tax, Personal Income Tax, Public Utilities Excise Tax and Corporate Franchise Tax |
| Method of Payment: | Payments made to the County Auditor |
| Frequency of Collection: | Monthly |
| Exemptions: | |
| Expiration: | |
| Special Requirements: | |
| Revenue Collector: | County Auditor |

| <u>Year</u> | <u>(in millions)</u> |
|---------------|----------------------|
| 1996 | \$3.3 |
| 1997 | \$3.6 |
| 1998 | \$3.5 |
| 1999 | \$3.7 |
| 2000 | \$4.1 |
| 2001 | \$4.4 |
| 2002 | \$3.9 |
| 2003 | \$3.5 |
| 2004 estimate | \$3.5 |
| 2005 budget | \$3.5 |

(in millions)

| Year | Revenue (in millions) |
|---------------|-----------------------|
| 1996 | \$3.3 |
| 1997 | \$3.6 |
| 1998 | \$3.5 |
| 1999 | \$3.7 |
| 2000 | \$4.1 |
| 2001 | \$4.4 |
| 2002 | \$3.9 |
| 2003 | \$3.5 |
| 2004 estimate | \$3.5 |
| 2005 budget | \$3.5 |

Revenue Assumption: The revenue is based on the prior year projection completed late in the budget process. This figure is used if there is no notification from the state at that point in the budget process. The state provides the projection of anticipated revenue based on economic factors. The amount of funding available is determined by the State of Ohio. Revenues continue to decline since 2002 due to reductions by the state.

Other Intergovernmental Revenue

| | |
|--|---|
| Legal Authorization for Collection: | County operations provide services that are reimbursed by various federal, state and other governmental agencies. |
| Approval Dates: | Varies by agency and type of revenue |

| | |
|----------------|--|
| Source: | Reimbursements for public assistance payments, elections, defense of the indigent, educational and other subsidies, grants, and homestead and property tax rollback reimbursements from the State of Ohio. Local funds include reimbursement from county agencies to the general fund for indirect costs and Family and Children First reimbursement for placement of children. These reimbursements are funded by county agencies. Also included in this revenue are the entitlements passed through the Department of Job and Family Services. |
|----------------|--|

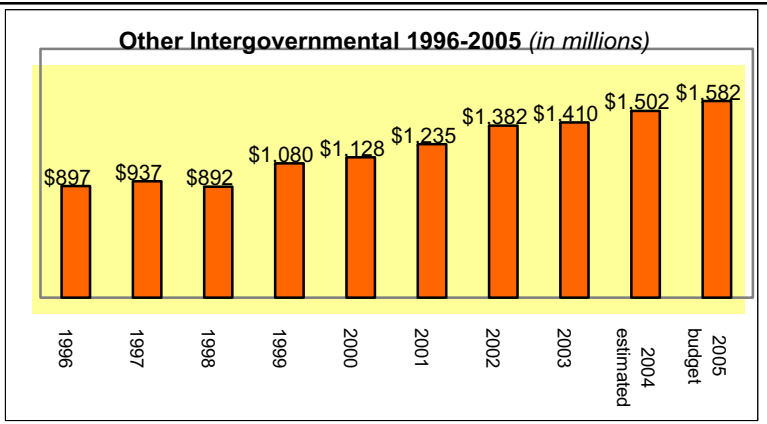
| | |
|-----------------------------|---|
| Revenue Description: | Reimbursement from state and local sources for services provided by a specific county agency. |
|-----------------------------|---|

| | |
|---------------------------------|--|
| Fee Schedule: | |
| Method of Payment: | Payment from State or internal accounting transfers for indirect costs |
| Frequency of Collection: | Varies |
| Exemptions: | |
| Expiration: | |
| Special Requirements: | |
| Revenue Collector: | County Treasurer |

Revenue History and Projections

| <u>Year</u> | <u>(in millions)</u> |
|----------------|----------------------|
| 1996 | \$897 |
| 1997 | \$937 |
| 1998 | \$892 |
| 1999 | \$1,080 |
| 2000 | \$1,128 |
| 2001 | \$1,235 |
| 2002 | \$1,382 |
| 2003 | \$1,410 |
| 2004 estimated | \$1,502 |
| 2005 budget | \$1,582 |

Significant increases due to entitlements.



| | |
|----------------------------|--|
| Revenue Assumption: | The budget office works with departments to determine the amount of this revenue. In most cases, contracts are in place for reimbursements. Entitlements are determined by the federal government based on county activity. Indirect costs are determined by the annual cost plan developed each year. |
|----------------------------|--|

Interest Income

| | |
|--|--|
| Legal Authorization for Collection: | Ohio Revised Code 135 |
| Approval Date: | County Investment Policy - last revision, 1992 |

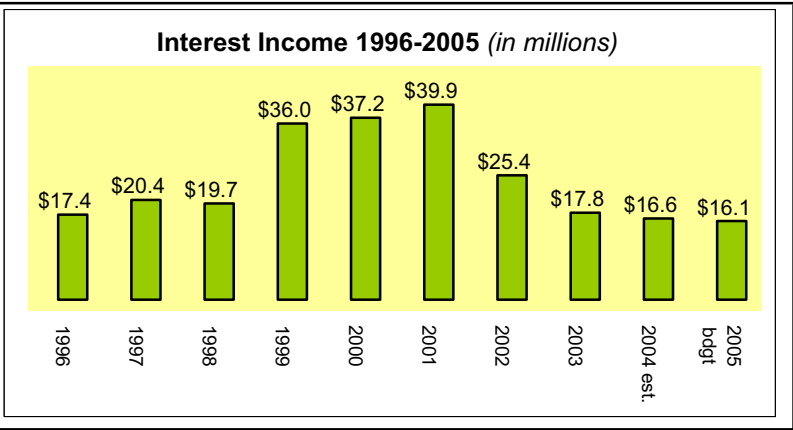
| | |
|----------------|---|
| Source: | Investment Income |
| Use: | General Purpose. The law requires that all interest be credited to the general fund unless specifically exempted. |

| | |
|-----------------------------|---|
| Revenue Description: | Interest earned on the investment of available county funds |
|-----------------------------|---|

| | |
|-----------------------------------|---|
| Fee Schedule: | |
| Method of Payment: | The County Treasurer is responsible for making investments. |
| Frequency of Exemptions: | Determined by maturity dates |
| Expiration: | |
| Special Revenue Collector: | County Auditor |

Revenue History and Projections

| <u>Year</u> | <u>(in millions)</u> |
|-------------|----------------------|
| 1996 | \$17.4 |
| 1997 | \$20.4 |
| 1998 | \$19.7 |
| 1999 | \$36.0 |
| 2000 | \$37.2 |
| 2001 | \$39.9 |
| 2002 | \$25.4 |
| 2003 | \$17.8 |
| 2004 est. | \$16.6 |
| 2005 bdgt | \$16.1 |



Revenue Assumption: - The budget office works with the County Treasurer to arrive at the budget year estimate. The Treasurer provides a regular update on investment income as a member of the Investment Advisory Committee. This report includes a listing of Treasury notes and other investment instruments and the respective maturity dates. In addition to this locked-in interest, the report contains estimates for interest on certificates and other investments for the current and future years. The estimates consider real growth, inflation, and the amount of money available for investment. Interest remains low.

- The spikes in 1999-2001 are due to the payment schedule of billings related to Paul Brown Stadium and the Great American Ball Park. (Monthly sales tax receipts to provide funding of construction contracts were initially accumulated, then expended over time. They were invested until contract payments were made. PBS was completed in 2001 and the GABP opened in March 2003.) For several years, interest allocable to voted levies has been calculated and the amount credited to the Children's Services fund, with a corresponding reduction in millage. This revenue shift is in response to the request from levy agencies that interest earnings on each levy be credited to the specific levy.

Licenses

| | |
|--|----------------------|
| Legal Authorization for Collection: | Various ORC sections |
| Approval Date: | Varies |

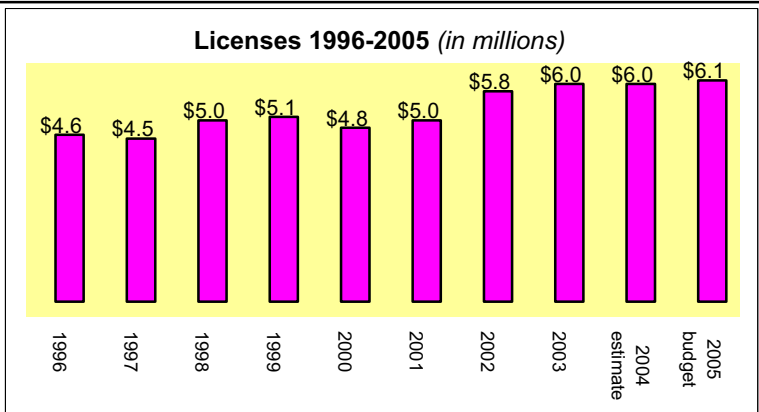
| | |
|----------------|--|
| Source: | Licenses for vendors, dogs, kennels, building permits and auto and boat titles. |
| Use: | General county operations for all except dog and kennel. Dog and Kennel is used to fund Dog Warden activities including the contract with the SPCA. Note: Auto licenses are purchased from the Ohio Bureau of Motor Vehicles (BMV), a separate agency of the state. |

| | |
|-----------------------------|---|
| Revenue Description: | Licenses collected for various purposes as mentioned above: building permits, annual dog or kennel licenses, annual vendor licenses or costs for car and boat titles. |
|-----------------------------|---|

| | |
|---------------------------------|---|
| Fee Schedule: | Costs for building permits is determined by the type and size of the improvement. Dog licenses are \$13 annually; kennel licenses are \$65. Vendor's Licenses are \$25 annually for each business location. |
| Method of Payment: | Cash, check or credit card. |
| Frequency of Collection: | Annual for dog, kennel and vendor licenses. Titles and building permits, as needed. |
| Exemptions: | |
| Expiration: | None |
| Special Requirements: | |
| Revenue Collector: | County Auditor |

Revenue History and Projections

| <u>Year</u> | <u>(in millions)</u> |
|---------------|----------------------|
| 1996 | \$4.6 |
| 1997 | \$4.5 |
| 1998 | \$5.0 |
| 1999 | \$5.1 |
| 2000 | \$4.8 |
| 2001 | \$5.0 |
| 2002 | \$5.8 |
| 2003 | \$6.0 |
| 2004 estimate | \$6.0 |
| 2005 budget | \$6.1 |



| | |
|----------------------------|---|
| Revenue Assumption: | Dog and Kennel revenue is based on the number of licenses projected to be sold. These numbers are provided by the County Auditor who handles administration of Dog Warden operations. Building permit fees increased 30% in 2002 and will increase or decrease annually based on the Consumer Price Index. The Clerk of Courts projects the auto and boat title revenues by reviewing historical trends as well as current year activity. |
|----------------------------|---|

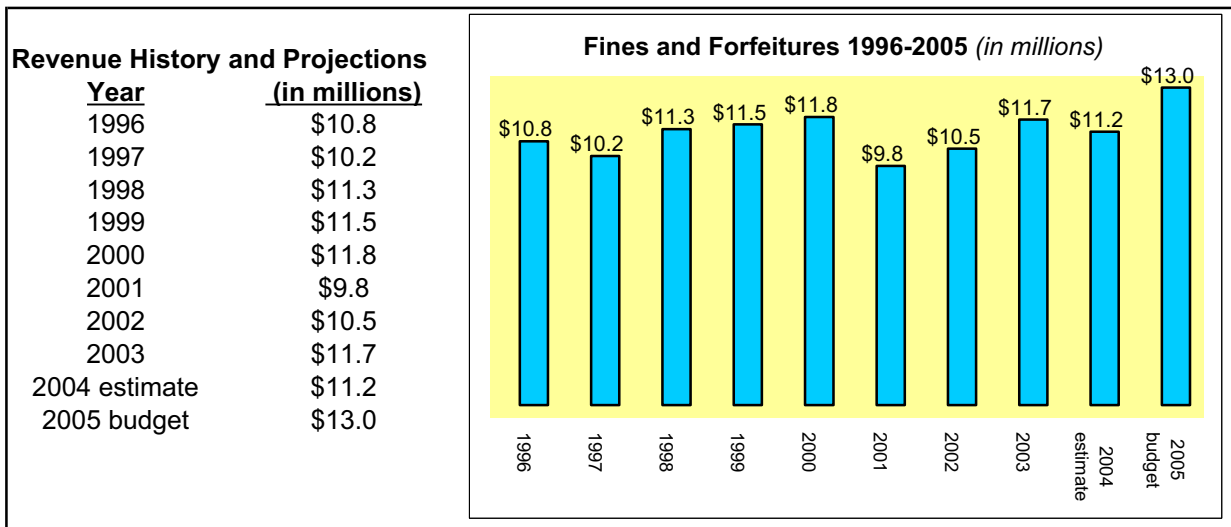
Fines and Forfeitures

| | |
|--|--------------------------------|
| Legal Authorization for Collection: | State Laws and Municipal Codes |
| Approval Date: | Varies |

| | |
|----------------|--|
| Source: | Fines for various offenses and bond forfeitures. |
| Use: | General operations |

| | |
|-----------------------------|--|
| Revenue Description: | Fines paid for various traffic and other violations. Bonds forfeited upon order of the Court. |
|-----------------------------|--|

| | |
|---------------------------------|---|
| Fee Schedule: | Depends on violation and amount of bond set |
| Method of Payment: | Cash or credit cards Payments made to the Clerk of Courts forwarded to Auditor |
| Frequency of Collection: | Daily |
| Exemptions: | |
| Expiration: | |
| Special Requirements: | |
| Revenue Collector: | Clerk of Courts |



Revenue Assumption: - The budget office confers with the Clerk of Courts to determine if new fines have been implemented during the current year. Estimates are based on historical data with consideration given to local law enforcement activity and any law changes that impact the number and type of citations issued.

Charges for Service

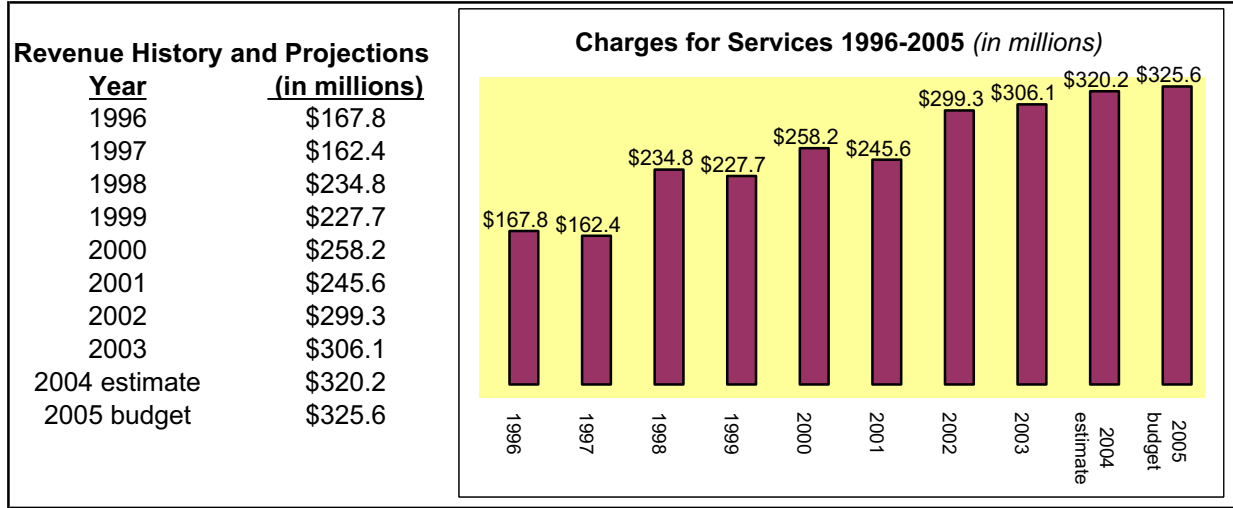
Legal Authorization for Collection: Varies by purpose of the charge

Approval Date: Varies

Source: Primarily the public
Use: General operations, unless specified by law

Revenue Description: Includes revenues realized for services provided to the public, including building inspections, real estate fees, personal property tax fees, laboratory fees and charges paid by the Metropolitan Sewer District (MSD) customers and other miscellaneous fees.

Fee Schedule: Depends on service delivered. Many fees are set by local or state laws.
Method of Payment: Consumer payments: cash/check made to department providing the service.
Frequency of Collection: As often as daily
Exemptions:
Expiration:
Special Requirements:
Revenue Collector: County Auditor



Revenue Assumption:

- For fees charged to the public: Based on historical trends, projected by department by type of fee with additional input from the department considering any fee increases or other factors that may impact increases or decreases.
- In the case of MSD, historical trends are considered as well as the impact of any proposed rate increases. The 2005 rate increase was scheduled to be 8.6% for the year but was increased to generate the same revenue in nine months since passage of the budget.

Miscellaneous Revenue

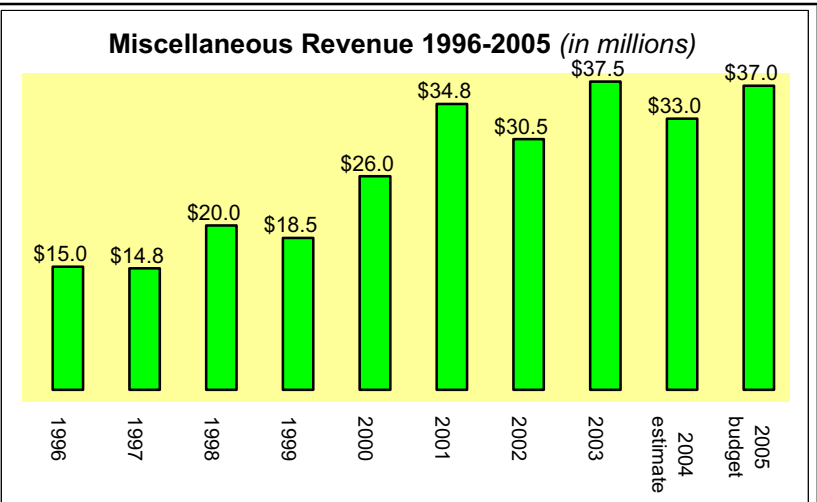
| | |
|--|--------|
| Legal Authorization for Collection: | Varies |
| Approval Date: | Varies |

| | |
|----------------|-----------------------|
| Source: | See description below |
| Use: | Senior Services |

| | |
|-----------------------------|---|
| Revenue Description: | A variety of revenues that do not fit into other categories, including refund of expenses, and miscellaneous reimbursements and receipts. Also included in this category is parking income. |
|-----------------------------|---|

| | |
|---------------------------------|--------------------------|
| Fee Schedule: | |
| Method of Payment: | Cash or check |
| Frequency of Collection: | Varies: daily or monthly |
| Exemptions: | |
| Expiration: | |
| Special Requirements: | |
| Revenue Collector: | County Auditor |

| Revenue History and Projections | |
|--|----------------------|
| <u>Year</u> | <u>(in millions)</u> |
| 1996 | \$15.0 |
| 1997 | \$14.8 |
| 1998 | \$20.0 |
| 1999 | \$18.5 |
| 2000 | \$26.0 |
| 2001 | \$34.8 |
| 2002 | \$30.5 |
| 2003 | \$37.5 |
| 2004 estimate | \$33.0 |
| 2005 budget | \$37.0 |



Revenue Assumption: Revenue is based on departmental estimates and takes into consideration one-time revenue. Departments work with the budget office in confirming their estimates. Most estimates are based on historical trends while considering changes in policy. The increase in revenue for 2001 was a result of payments made to the county from the Cincinnati Reds as a part of the construction financing of Great American Ball Park. The increase for 2003 was from a CLEAR match for the COPSMART grant. In 2005, there was an accounting change showing tax receipts used for the expansion of the Convention Center.

Other Revenue Sources

OTHER FINANCING SOURCES

This classification contains miscellaneous refunds within funds but primarily reflects the proceeds of bonds and notes as they are issued and appear in the debt service funds.

Revenue Assumption:

Activity related to debt is reviewed to determine the debt to be issued and the amounts of interest and principal to be retired during the budget year. Miscellaneous potential refunds are identified by each department.

TRANSFERS

This grouping includes various transfers between funds for reimbursement purposes.

Revenue Assumption:

The Public Assistance mandated share amount is provided by the State and refined by the Dept. of Job and Family Services to reflect projected actual expenditures. Transfers related to debt reflected in the amounts of interest and principal to be retired during the budget year.

General Fund Highlights

The 2005 budget reflects the efforts of all county departments and elected officials and is significantly less than the 2004 annual appropriation. Reduction of revenue and the need to build general fund reserves were the prime factors in this reduced budget.

Commissioner Initiatives

A total of \$1.025 million has been approved to fund various board initiatives. A preliminary breakout of these costs is provided below. The amount of funding for the individual items will likely change over time depending on needs and as we have more information with which to determine better estimates.

- Health Care Review Commission 90,000
(Funding from non-general fund sources will be sought as a first option.)
- Managed Competition Committee 85,000
(Funding from non-general fund sources will be sought as a first option.)
- Report Card/Performance measurement 50,000
- Secret Shopper/Customer Service measurement and improvement 200,000
- Website improvements 50,000
- County Information Number Improvements 100,000
- One-Stop development initiative and building permit process improvement 300,000
- Economic development initiatives 150,000

Economic Development

The budget contains funding for Hamilton County Development Corporation (HCDC), the Greater Cincinnati Convention and Visitor's Bureau, Greater Cincinnati Partnership, the Brownfield portion of the Port Authority funding and the Northern Hamilton County Convention and Visitors Bureau. The majority of the Port Authority is now funded in the Riverfront Development Fund.

General Government

The **Auditor's** 2005 budget includes the cost of tax settlement fees for the county. In the past, this amount was deducted from revenues.

Administrative Services' 2005 budget is reduced primarily due to the elimination of the \$1.5 million base in unallocated contingency. The items in contingency are earmarked for specific purposes. If emergencies arise during the year, fund balance will be utilized for these costs.

The **Board of Elections** may be required to convert their voting system to optical scan or touch screen devices by the November elections in 2005. This results in additional costs for the portion of the system not covered by the state as well as changes in how business is done. For example, the print shop will no longer be able to print absentee ballots, as the quality may not be acceptable for scanning (this task may be outsourced); there may be additional costs for technicians on election day; and there may be additional polling place costs due to services required for computer operation.

The **Board of Zoning Appeals** will experience a \$2,500 reduction in revenue and a loss of 20 cases, as a result of Springfield Township implementing a zoning plan.

The **Building Inspection** budget includes funding for an ombudsman who will facilitate questions from the public and contractors as they progress through a project.

The inmate phone contract within the telecommunication division of the **Communication Center** has been awarded. The contract will generate \$1.2 million per year for three years. The amount will be paid in full for all three years.

County Facilities has budgeted \$2.26 million dollars for capital maintenance projects. This amount varies each year and is the result of departmental requests, cost estimates and prioritization of needed repairs. A new cost engineer position is budgeted consistent with the recommendation of a 2004 management review. The position will develop cost estimates and proposals for operating and capital projects (tasks currently performed by a contracted architectural firm).

The **IPAC** budget contains funding for various IT projects throughout the county as submitted by departments and ranked by IPAC participants.

Due to budget constraints, the subsidy to the **Ohio State University Extension** was reduced compared to previous years. Funding was limited to 4-H youth and horticulture/green industry activities. The extension still has the ability to request an additional subsidy that will increase its overall budget with state and federal leveraged dollars.

The **Personnel Department** created a new section to track county tuition reimbursement. There will be several labor negotiations occurring in 2005. This will increase the cost for consultants relating to these contracts.

The **County Recorder** has had to postpone some aspects of its multiple phase project to image all records intended for public use, purchase technology to increase the efficiency of accessing these records, and create an office design that maximizes public use. The Recorder hopes to continue this project in 2005. Funding is being made available for this project. The budget reflects continued strong activity but is constructed to reflect an increase in interest rates that would directly impact these receipts.

In 2005, the **Regional Planning Commission** will begin the implementation phase of the 2005 county plan. Some implementation challenges that lay ahead are conducting analysis and feasibility studies of biotech economic clusters and evaluation of economic public policies.

Rural Zoning will issue fewer zoning certificates and conduct fewer inspections as a result of Springfield Township implementing a zoning program. The loss of revenue will be offset by new development in Green Township and Harrison Township.

The **Treasurer's** 2005 interest projection is relatively level with the estimate for 2004 at \$14.4 million. By comparison, in 2003, interest proceeds were \$16.8 million; in 2002, \$21 million; and in 2001, \$28 million. Additionally, \$957,000 in 2005 interest proceeds are being allocated to the Children's Services levy representing the interest attributable to all voted tax levies.

Judicial

In 2005, the **Clerk of Courts** is adjusting fines and fees. Many of these items have not been changed for 8-10 years. These adjustments will result in the Clerk generating an additional \$1.5 million dollars in revenue.

The county funds a continuation budget for the operation of the **Court of Appeals**. All personnel and related costs are funded by the State of Ohio.

The budgets for the **Court of Common Pleas, Municipal Court, Court Reporters and Probation** have been reduced through the elimination of vacancies and the shifting of expenses to special revenue funds.

The **Court of Domestic Relations** is provided with a continuation budget. There was no change in the court's staffing level.

The **Juvenile Court** budget contains four new custodian positions for the Youth Center. During 2004 these positions were budgeted in County Facilities' budget.

The **Probate Court's** 2005 budget has decreased by 2% from the 2004 budget, including a decrease of 1.66 employee positions.

The **Public Defender's** budget is increased primarily due to the costs associated with contracted attorneys. The 2005 budget includes funding for these services at the adjusted 2004 level. During 2005, the Public Defender's office will implement an AT Hudson recommendation for an Internal Felony Pilot Division project. This three-person team will be created by transferring existing employees and utilizing vacant positions. This change will add some felony cases to the workload of the Public Defender's office and should reduce assigned counsel costs somewhat.

Public Safety

The **Coroner's** office was awarded a \$79,175 Paul Coverdale grant to replace antiquated instrumentation in its Trace Evidence section

The **Prosecutor's** 2005 budget is a continuation budget. Staffing levels are consistent with the past few years.

The **Emergency Management Agency (EMA)** has relocated to the Regional Emergency Operations Center at 2000 Radcliff Drive within the City of Cincinnati. They are co-located with Hamilton County's Homeland Security Division and the City of Cincinnati's

Communications Center, Police Tactical Planning, and the Fire Department's Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) unit. EMA will also be the fiscal agent for the 2005 Urban Area Security Initiative (UASI) grant of \$5.9 million and state Homeland Security grant of \$1.8 million.

The **Sheriff's** 2005 budget includes funding for employees covered by the corrections officers' and supervisors' unions, and patrol officers' and supervisors' unions. Sheriff's revenue for foreclosures has increased significantly from prior years. The correction officers' union contract begins negotiations during 2005 – funding is available in county contingency. During 2004, the county resolved the corrections supervisors' contract that expired at the end of 2002. The new contract will expire at the end of 2005. The 2005 budget includes a decrease of almost \$350,000 in reimbursement from Job and Family Services for security at the 800 Broadway Building as the result of an audit finding.

Public Works

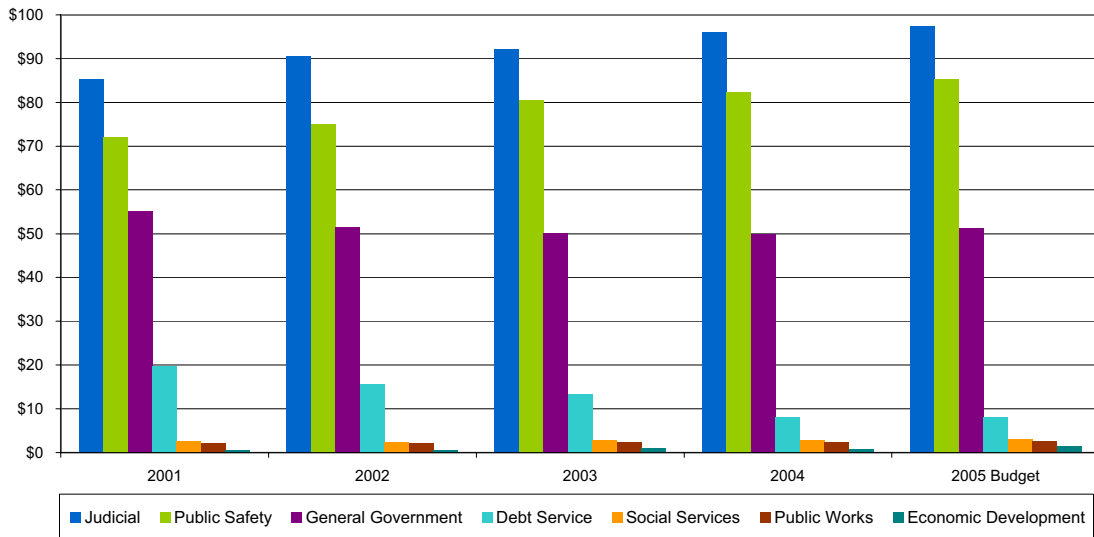
Public Works' 2005 budget has decreased by 3.3% from the 2004 budget.

Social Services

Veterans' Services reflects a non-recurring reduction in salary for the executive director for a portion of 2005 as he serves as the national president of the AMVETS organization. This group is picking up a significant portion of his salary during his presidential year.

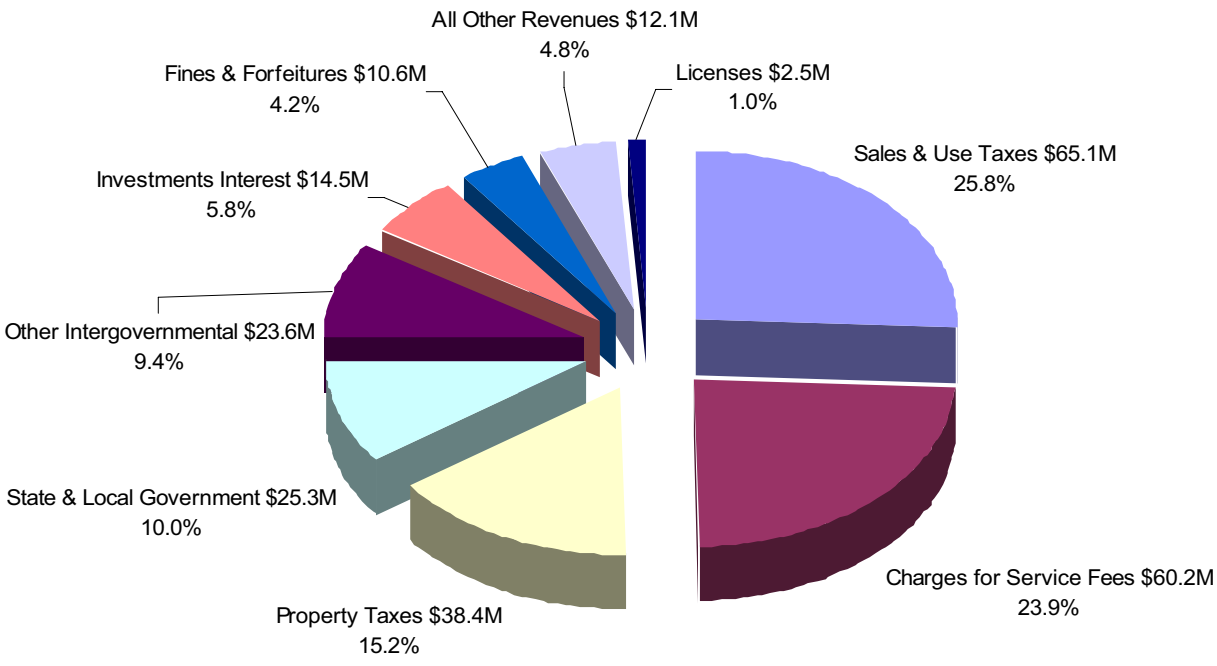
Debt Service

The **Debt Service** budget provides funding for all 2005 obligations for debt currently outstanding. It does not provide funding for any currently anticipated projects – Communication Center Upgrade, Phase I or the Regional Emergency Operations Center at Radcliff.

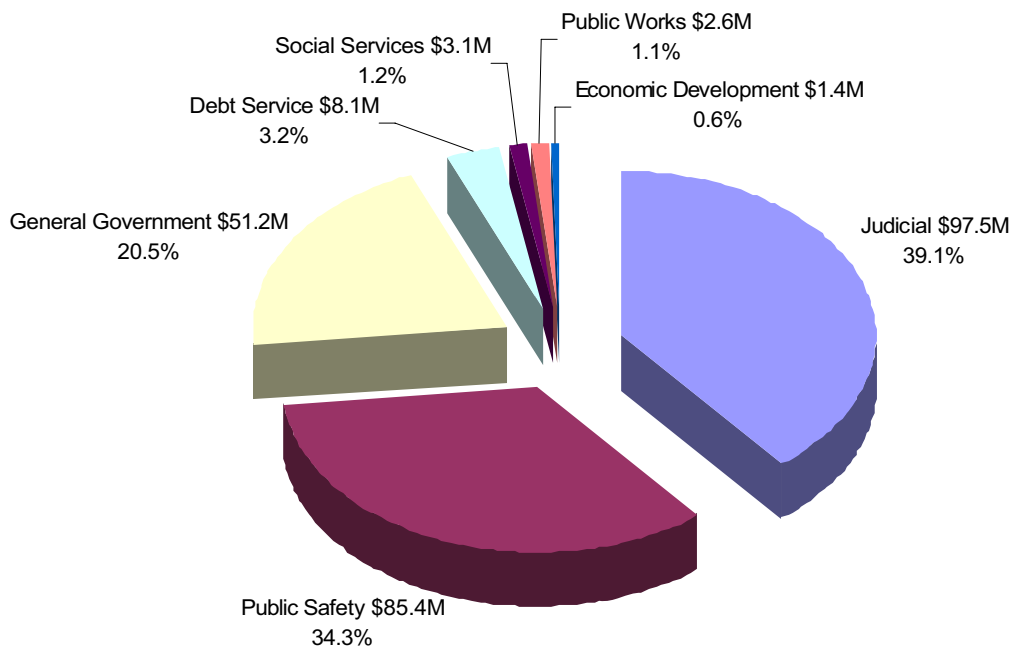


Expenditures by Function. *The 2005 general fund budget for general government and debt service functions are down 7% and 59% respectively from 2001 actual spending, while public safety and judicial functions (the general fund's largest mandated functions) have increased 14% and 18% from 2001 actual spending. Most of the increases are in personnel expenditures.*

2005 General Fund Resources by Source



2005 General Fund Expenditures by Function



General Fund Revenue

2005 Budget by Department

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|-------------------------------|----------------------|----------------------|----------------------|----------------------|
| Administrative Services | 7,394,734 | 6,131,248 | 6,314,677 | 6,236,436 |
| Auditor | 142,285,993 | 147,958,013 | 142,123,605 | 151,829,946 |
| Board of County Commissioners | 10 | - | - | - |
| Board of Elections | 308,183 | 1,322,565 | 232,100 | 348,550 |
| Board of Zoning Appeals | 19,807 | 18,613 | 17,500 | 17,500 |
| Building Inspections | 2,462,669 | 2,383,005 | 2,449,000 | 2,449,000 |
| Clerk of Courts | 12,886,872 | 13,240,553 | 13,045,200 | 14,863,583 |
| Communications Center | 1,425,728 | 264,765 | 1,000,000 | 4,700,000 |
| Community Development | - | 4,500 | - | - |
| Coroner | 717,736 | 836,225 | 948,100 | 1,022,100 |
| County Administrator | 3,212,808 | 584,967 | 701,940 | 1,001,940 |
| County Facilities | 38,640 | 1,072,131 | 1,012,728 | 1,017,773 |
| County Personnel | 4,938 | 106,351 | - | - |
| Court of Appeals | 1,279 | 476 | 100 | 100 |
| Court of Common Pleas | 34,993 | 27,426 | 35,000 | 35,000 |
| Court of Domestic Relations | 1,326,219 | 1,408,988 | 800,526 | 1,241,213 |
| Court Reporters | 23,081 | 18,303 | 20,000 | 20,000 |
| Juvenile Court | 19,286,867 | 18,368,044 | 19,278,011 | 21,399,831 |
| Municipal Court | 77,542 | 90,817 | 86,147 | 201,147 |
| Probate Court | 983,793 | 1,028,327 | 1,013,687 | 1,025,500 |
| Probation | 690,179 | 856,817 | 806,489 | 3,727,162 |
| Prosecutor | 3,691,907 | 3,686,767 | 3,730,500 | 3,878,487 |
| Public Defender | 4,120,740 | 3,421,957 | 3,758,901 | 4,068,784 |
| Public Works | 575,584 | 734,664 | 772,330 | 754,589 |
| Recorder | 9,721,601 | 6,712,731 | 6,000,000 | 6,500,000 |
| Rural Zoning Commission | 329,260 | 300,640 | 310,200 | 310,200 |
| Sheriff | 8,020,552 | 8,551,380 | 8,006,220 | 8,245,621 |
| Treasurer | 19,739,224 | 17,771,846 | 16,817,842 | 17,305,427 |
| Veterans Service Commission | 66,598 | 210,000 | 105,000 | 105,000 |
| Total | \$239,447,535 | \$237,112,119 | \$229,385,803 | \$252,304,890 |

General Fund Expenditures

2005 Budget by Department

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|-------------------------------|----------------------|----------------------|----------------------|----------------------|
| Administrative Services | 12,198,390 | 14,079,808 | 13,658,165 | 10,372,798 |
| Auditor | 3,763,907 | 4,261,517 | 4,301,959 | 4,414,185 |
| Board of County Commissioners | 745,293 | 813,348 | 858,718 | 780,106 |
| Board of Elections | 4,552,603 | 6,081,586 | 6,162,804 | 5,722,473 |
| Board of Zoning Appeals | 85,299 | 88,300 | 96,974 | 97,650 |
| Building Inspections | 2,023,090 | 2,053,566 | 2,165,634 | 2,206,908 |
| Clerk of Courts | 14,448,755 | 14,801,052 | 16,669,389 | 15,228,505 |
| Communications Center | 2,239,474 | 2,041,390 | 2,492,478 | 2,362,042 |
| Community Development | 60,190 | 79,833 | 88,627 | 93,465 |
| Coroner | 3,414,156 | 3,510,538 | 3,786,422 | 3,592,855 |
| County Administrator | 2,211,341 | 2,157,875 | 4,176,730 | 2,925,087 |
| County Engineer | 930,399 | 871,292 | 895,091 | 895,091 |
| County Facilities | 17,497,086 | 18,268,323 | 37,569,642 | 17,852,637 |
| County Personnel | 1,446,299 | 1,594,485 | 1,666,669 | 1,677,741 |
| Court of Appeals | 90,483 | 82,829 | 134,761 | 194,699 |
| Court of Common Pleas | 8,494,413 | 8,880,202 | 9,230,980 | 8,920,094 |
| Court of Domestic Relations | 5,228,927 | 5,642,358 | 5,774,760 | 5,625,850 |
| Court Reporters | 2,456,166 | 2,342,276 | 2,960,738 | 2,521,249 |
| Debt Service | 13,328,694 | 13,926,192 | 8,261,891 | 8,055,295 |
| Economic Dev Department | 920,579 | 686,831 | 764,000 | 1,299,000 |
| Emergency Management | 527,655 | 286,385 | - | 408,409 |
| IPAC | 1,096,239 | 991,987 | 1,405,137 | 1,199,863 |
| Job and Family Services | 1,750,588 | 2,010,174 | 2,226,053 | 1,954,216 |
| Juvenile Court | 32,071,874 | 33,185,781 | 33,917,738 | 32,856,545 |
| Municipal Court | 6,283,904 | 6,407,041 | 6,924,251 | 6,730,391 |
| Probate Court | 3,086,774 | 2,972,416 | 3,262,000 | 3,309,467 |
| Probation | 9,714,273 | 10,379,575 | 11,206,910 | 10,837,760 |
| Prosecutor | 12,568,876 | 13,034,832 | 13,436,212 | 13,162,971 |
| Public Defender | 10,290,173 | 11,347,203 | 12,947,218 | 11,257,138 |
| Public Works | 1,536,499 | 1,544,894 | 1,804,654 | 1,731,164 |
| Recorder | 2,828,753 | 2,490,677 | 2,457,396 | 2,368,749 |
| Rural Zoning Commission | 435,601 | 430,230 | 436,183 | 438,206 |
| Sheriff | 61,355,618 | 63,364,507 | 69,419,775 | 65,834,100 |
| Treasurer | 1,204,476 | 1,199,773 | 1,207,813 | 1,129,918 |
| Veterans Service Commission | 1,009,083 | 981,218 | 1,222,747 | 1,128,652 |
| Total | \$241,895,929 | \$252,890,292 | \$283,590,519 | \$249,185,279 |

Projected Fund Balance - General Fund, 2005

(in thousands)

| | |
|---|------------------|
| Cash balance 12/31/2004 less Budget Stabilization Fund monies | \$ 29,488 |
| Plus: Advances due the general fund | 2,751 |
| Less: Encumbrances 12/31/2004 | <u>(11,800)</u> |
| Fund balance, 12/31/2004 | \$ 20,439 |
| Plus: Loan to Woodlawn receivable - Not available for appropriation | 1,667 |
| Plus: Unallocated Budget Stabilization Fund | 7,500 |
| Adjusted fund balance 12/31/2004 | \$ 29,606 |
| Plus: 2005 Budgeted Revenues | 252,305 |
| Minus: 2005 Budgeted Expenditures | <u>(249,185)</u> |
| Plus: Proceeds from sale of the Hartford Building | 3,300 |
| Plus: Prior year encumbrance cancellations | 1,500 |
| Minus: Woodlawn loan payment receivable (for 2005 payment) | (333) |
| Minus: Communications Center payments reserved for 2006-07 | <u>(2,400)</u> |
| Projected fund balance 12/31/2005 | \$ 34,793 |

Reserve Requirement

| | |
|---|----------------|
| Total 2005 budgeted expenditures | 249,185 |
| Minus: Non-recurring expenditures | <u>(4,569)</u> |
| Total ongoing expenditures | \$ 244,616 |
| Reserve requirement: 20% of ongoing expenditures (by 2006) | \$ 48,923 |
| Projected fund balance, 12/31/04 (12.2% of ongoing 2004 expenditures) | \$ 29,606 |
| Projected fund balance, 12/31/05 (14.2% of ongoing 2005 expenditures) | \$ 34,793 |

The above summary of the cash balance in the Hamilton County general fund is a key calculation closely monitored by the Department of Administrative Services during the budget process and throughout each calendar year. The general fund is essentially the county's main checking account; it is available for any authorized purpose and is used to account for all financial resources except those required to be accounted for in another fund.

The fund balance, as demonstrated above, is the excess of the assets of a fund over its liabilities and reserves. This definition also applies to each of the county's restricted funds, the balances of which are outlined later in this section.

General Fund Revenue Comparison 2002-2005

| Source | 2002 Actual | 2003 Actual | Variance | 2004 Estimate | Variance | 2005 Budget | Variance |
|--------------------------|--------------------|--------------------|------------|--------------------|------------|--------------------|-----------|
| Charges for Service Fees | 57,759,959 | 57,845,356 | 0% | 52,177,020 | -10% | 60,183,663 | 15% |
| Fines & Forfeitures | 8,149,062 | 9,181,770 | 13% | 8,724,649 | -5% | 10,566,845 | 21% |
| Investments Interest | 21,138,769 | 16,972,813 | -20% | 15,014,511 | -12% | 14,547,202 | -3% |
| Licenses | 2,157,496 | 2,456,547 | 14% | 2,339,617 | -5% | 2,527,499 | 8% |
| Miscellaneous | 7,266,052 | 6,869,336 | -5% | 7,515,824 | 9% | 8,586,127 | 14% |
| Other Financing Sources | 794,735 | 564,984 | -29% | 1,492,677 | 164% | 3,306,217 | 121% |
| Other Intergovernmental | 24,019,509 | 23,171,280 | -4% | 23,563,346 | 2% | 23,621,682 | 0% |
| Other Taxes | 166,003 | 153,274 | -8% | 147,674 | -4% | 130,000 | -12% |
| Property Taxes | 34,300,675 | 37,062,796 | 8% | 37,684,823 | 2% | 38,374,481 | 2% |
| Sales & Use Taxes | 60,588,814 | 60,388,908 | 0% | 63,502,701 | 5% | 65,144,184 | 3% |
| State & Local Government | 25,475,038 | 24,756,202 | -3% | 24,925,006 | 1% | 25,276,150 | 1% |
| Transfers - In | 1,785,725 | 24,270 | -99% | 24,270 | 0% | 40,840 | 68% |
| Total | 243,601,838 | 239,447,535 | -2% | 237,112,119 | -1% | 252,304,890 | 6% |

Charges for Service Fees - The County Administrator's and Administrative Services's revenue from the sale and rent of land decreased by \$3.9 million from 2003 to 2004, and the Communications Center received no revenue from the inmate phone service agreement during 2004 negotiations. Also in 2004, Recorder's revenue decreased due to increased interest rates driving a decrease in refinancing activity. In 2005 the Auditor's estimated revenue from real estate conveyance fees increased by \$1.3 million. Juvenile Court anticipates increased Job and Family Services reimbursements for the court's Hillcrest School and for the prevention, retention and contingency program (PRC). The probation fees fund has absorbed \$1.5 million in operating expenses from the general fund as a one-time occurrence to assist with the current budget shortfalls, and the Communications Center has finalized a \$3.6 million, three-year contract paid in one lump sum for inmate phone service.

Fines and Forfeitures - In 2003, the Clerk of Courts generated approximately \$591,000 more in revenue than in 2002, due to an increase in the number of court cases, which increased the amount of traffic fines and court cost collected. Also in 2003, the Sheriff collected several back years of payments from the Auditor's undivided court costs fund for housing DUI offenders who chose to serve time at the Justice Center. In 2005, the Clerk of Courts anticipates revenue growth due primarily to increases in court fines and fees charged to defendants.

Investment Interest - The decreases in 2003 and 2004 reflects low interest rates and falling reserve funds.

Licenses - The growth in 2003 is due to increased activity in Building Inspections.

Miscellaneous - Juvenile Court's 2005 budget anticipates an increased reimbursement from Job and Family Services for the dependency program. The 2005 budget also includes miscellaneous increases to revenue estimates per the County Administrator.

Other Financing Sources - In 2003 County Administrator revenue from the sale of county land dropped by \$200,000, a variance that's not atypical for this item. In 2004, County Facilities' revenues increased with the reimbursement for building services to the Educational Service Center and to JFS at 237 William Howard Taft. (Neither was collected in 2003.) Also in 2004 Public Works' general fund reimbursement for capital project work increased due to increased activity. In 2005 the probation fees fund is reimbursing \$1.5 million of general fund expenditures on a one-time basis. Also the County Administrator's revenue is expected to increase \$300,000 in through the sale of real estate.

Other Taxes - The decrease in 2005 is the result of \$15,000 in other taxes revenue being miscoded during 2004. The revenue should have been applied to charges for service fees.

Property Taxes - The increase in 2003 is due to the impact of the triennial reassessment.

Transfers-In - The decrease in 2003 in the result of a one-time transfer in from the Clerk of Courts to the County Administrator in 2002; the transfer was made to facilitate the Convention Center expansion agreement. The increase in 2005 is primarily in County Facilities, due to reimbursement of building accessibility projects from the Sheriff's handicapped parking violations fund.

General Fund Expenditure Comparison 2002-2005

| Function | 2002 Actual | 2003 Actual | Variance | 2004 Estimate | Variance | 2005 Budget | Variance |
|----------------------|--------------------|--------------------|-----------|--------------------|-----------|--------------------|------------|
| Debt Service | 15,719,940 | 13,328,694 | -15% | 13,926,192 | 4% | 8,055,295 | -42% |
| Economic Development | 666,050 | 980,769 | 47% | 766,664 | -22% | 1,392,465 | 82% |
| General Government | 51,507,638 | 50,088,376 | -3% | 54,511,474 | 9% | 51,186,321 | -6% |
| Judicial | 90,607,441 | 92,165,742 | 2% | 96,040,733 | 4% | 97,481,698 | 2% |
| Public Safety | 75,083,088 | 80,105,779 | 7% | 82,237,651 | 3% | 85,360,375 | 4% |
| Public Works | 2,166,734 | 2,466,898 | 14% | 2,416,187 | -2% | 2,626,255 | 9% |
| Social Services | 2,346,949 | 2,759,671 | 18% | 2,991,392 | 8% | 3,082,868 | 3% |
| Total | 238,097,839 | 241,895,929 | 2% | 252,890,292 | 5% | 249,185,279 | -1% |

Debt Service - The 2003 decrease is due to funds reserved in the bond retirement fund late in 2002 to retire four non-callable issues. The 2005 decrease is the result of a one-time expense of \$5,738,000 in 2004 to call the outstanding debt on the courthouse issue.

Economic Development - The increase in 2003 was due to a new contribution for the Northern Hamilton County Convention and Visitors Bureau. The 2004 decrease is due to the transfer of the Partnership for Greater Cincinnati agreement to Administrative Services. The growth in 2005 is attributable to centralizing economic development agreements within the Economic Development department. These agreements consist of the Convention and Visitor's Bureau, Cincinnati USA Partnership and the Port Authority.

Public Works - The increase in 2003 is due to a larger general fund subsidy to the Engineer's Road and Bridge fund.

Social Services - The increase in 2003 is due to a larger mandated share payment to Job and Family Services.

General Fund Full-Time Equivalents

2005 Budget by Department

| Department | 2003 Actual | 2004 Approved | 2004 Actual (as of 12/31/04) | 2005 Approved |
|-------------------------------|-----------------|------------------|---------------------------------|------------------|
| Administrative Services | 42.75 | 21.15 | 22.10 | 23.35 |
| Auditor | 60.15 | 54.15 | 52.65 | 52.65 |
| Board of County Commissioners | 11.00 | 11.00 | 11.00 | 11.00 |
| Board of Elections | 43.30 | 43.30 | 43.30 | 43.30 |
| Board of Zoning Appeals | 1.95 | 1.95 | 1.95 | 1.95 |
| Building Inspections | 29.60 | 29.50 | 29.50 | 29.50 |
| Clerk of Courts | 252.21 | 275.09 | 277.43 | 275.09 |
| Communications Center | 11.08 | 11.08 | 11.08 | 11.08 |
| Community Development | 1.50 | 1.50 | 1.50 | 1.50 |
| Coroner | 42.60 | 40.65 | 41.85 | 43.86 |
| County Administrator | 24.12 | 8.37 | 11.37 | 10.25 |
| County Facilities | 98.00 | 94.00 | 94.00 | 91.00 |
| County Personnel | 16.32 | 16.40 | 16.63 | 16.63 |
| Court of Common Pleas | 85.75 | 86.75 | 86.75 | 85.85 |
| Court of Domestic Relations | 82.00 | 82.00 | 82.00 | 82.00 |
| Court Reporters | 47.00 | 47.00 | 47.50 | 42.50 |
| Juvenile Court | 542.33 | 542.33 | 542.33 | 547.12 |
| Municipal Court | 110.25 | 110.75 | 113.75 | 113.75 |
| Probate Court | 46.00 | 46.59 | 44.93 | 44.93 |
| Probation | 192.00 | 190.75 | 190.75 | 189.75 |
| Prosecutor | 198.48 | 198.42 | 196.59 | 196.59 |
| Public Defender | 103.75 | 104.00 | 104.00 | 104.00 |
| Public Works | 25.68 | 25.36 | 25.75 | 25.75 |
| Recorder | 40.46 | 40.46 | 40.46 | 42.02 |
| Rural Zoning Commission | 8.30 | 8.10 | 8.10 | 8.10 |
| Sheriff | 935.00 | 943.00 | 943.00 | 943.40 |
| Treasurer | 19.49 | 18.85 | 18.45 | 18.45 |
| Veterans Service Commission | 9.15 | 9.15 | 9.15 | 9.15 |
| Total | 3,080.22 | 3,061.65 | 3,067.87 | 3,064.52 |

Administrative Services FTEs were inflated in 2003 due to the brief re-assignment of Clerk of Courts employees to Administrative Services. During 2004 the department added 0.50 FTEs for an intern and adjusted allocations for another 0.45 FTEs. In the 2005 budget DAS added a procurement specialist in the purchasing division.

Auditor - The Auditor shifted FTEs from general fund to Real Estate Assessment fund in the 2004 Budget.

Clerk of Courts FTEs increased in 2004 due to the brief re-assignment of Clerk of Courts employees to Administrative Services in 2003. The slight increase from 2004 Approved to 2004 Actual is the result of an individual being hired in anticipation of a 2005 retirement and part-time positions percentage of FTE count increased.

Coroner - The increases during 2004 and in the 2005 budget consist of an Evidence Technician resuming full-time hours, a Firearms Examiner and a DNA Analyst.

County Administrator - Reduction of approximately 15 positions in the County Administrator's 2004 budget is due to the shift to the grant-funded TASC budget. Changes in 2004 and 2005 stem from adjustments to Homeland Security staff.

County Facilities added personnel to staff the Hartford Building in 2003.

Court of Common Pleas - There was an addition of staff for the mediation division for a net of one FTE.

Court Reporters - All vacancies were removed in 2005.

Juvenile Court - In 2005 four positions were moved to Juvenile from County Facilities. Also, additional funding was provided for educational services staff.

Municipal Court - In 2004, three positions were moved to the general fund from the LLEBG grant.

Sheriff - Added eight FTEs to township patrols in the 2004 budget, all fully reimbursed by the requesting townships.

Recorder - In 2005, there was an addition of part-time, temporary employees.

Restricted Fund Highlights

Economic Development

Funding for **Community Development** includes rent payments for the Hartford Building. The department relocated to this location in August 2004.

General Government

In 2005, the **Auditor's** Real Estate Assessment division will complete the six-year real estate assessment through contracted services. Additionally, the Auditor's computer services continues to support the upgraded series of the county's accounting software.

In 2004, the premium for Workers Compensation, administered by **County Personnel**, was reduced by \$600,000 due to a rebate from the state. This rebate is not expected in 2005. Additionally, the cost for Workers Comp is expected to increase slightly in 2005.

The role of the **Soil and Water Conservation District** as a partner to the Storm Water District continues to increase. The Soil and Water Conservation District's funding from the Storm Water District will increase by approximately \$100,000 in 2005.

Health

The **Alcohol and Drug Addiction Services (ADAS)** budget includes funding from two levies: the Indigent Health Care Levy and the Health and Hospitalization/Drake Levy. The ADAS budget related to the Indigent Health Care Levy decreases by 12% in 2005. The ADAS budget related to the Health and Hospitalization/Drake Levy increases by 1%. Both of these changes are consistent with five-year levy plans. Additionally, ADAS has received \$589,000 in additional funding from the Job and Family Services for the Impact program. ADAS will also receive approximately \$1,860,000 more in grant funding during 2005.

The levy for the **Board of Mental Retardation/Developmental Disabilities (MRDD)** expired at the end 2004. On November 2, 2004, voters approved a new 3.62 mills MRDD levy. The new levy will generate approximately \$68 million annually over the next five years, expiring in 2009.

The 2005 anticipated expenditures for the **Mental Health Board** levy are approximately \$900,000 more than planned to compensate for reduced state funding and increases in Medicaid agency budgets.

The 2005 tax levy revenue estimate for the **Health and Hospitalization Tax – University and Children's Hospital** is less than the originally planned. 2005 expenses for Inmate Health Care exceed the levy plan due to an increased number of inmates and increased costs for the Correctional Medical Services (CMS) contract. The costs for the Children with Medical Handicaps Program are also increasing consistent with state code requirements. As a result of less estimated revenue and increases in the legally mandated programs for inmate health care and the Children with Medical Handicaps Program, 2005

funding for the several other recipients of the Health and Hospitalization Levy has been reduced.

On November 2, 2004, voters passed a .84 mills replacement levy for the **Health and Hospitalization Tax – Drake Hospital**. The new levy will generate approximately \$16 million annually over the next five years, expiring in 2009. The annual distribution of the funds between Drake Center, Inc. and county entities must still be determined by the Board of County Commissioners.

Judicial

The probation fees fund has absorbed \$1.5 million in operating expenses from the general fund as a one-time occurrence to assist with the current budget shortfalls.

Public Safety

Emergency Management has received a significant increase in grant funding for support of emergency mitigation plans, first responders, equipment and urban search and rescue. The total subsidy from the General Fund in 2005 has decreased from 2004 by 32%.

The 2005 budget for the **CLEAR** system is more than the continuing levy revenues, as a result of funding for the final stage of the COPS MART mobile data computers installation and capital expenditures for the Sheriff's mugshot system.

The **Dog Warden** requires a general fund subsidy in 2005 of \$312,639. During the year, strategies will be discussed that should result in the elimination of a general fund subsidy to this fund. A new contract was accepted by the SPCA to cover the year 2005.

The **Communication Center** requires a general fund subsidy in 2005 of \$1.4 million, largely due to the 800MHz Radio System Maintenance contract. The detail rate will remain at \$14, the rate in effect for the past four years.

The **Sheriff's** concealed carry fund requires a subsidy from the general fund in 2005 because of the non-recurring expenditures of posting signage on all county buildings and because concealed carry license sales are well below expectations.

Recreational Activities

Riverfront operating costs will be essentially unchanged from 2004 to 2005, but overall spending will dip by around \$2 million due to a temporary decrease in debt service.

In March 2004 voters approved a new five-year 0.20 mill levy for maintenance, operation and repair of the Cincinnati Union Terminal Building occupied by the **Cincinnati Museum Center**. The new levy is anticipated to generate approximately \$3.5 million annually over the five-year term.

Public Works

Public Works maintains the Water Rotary Fund. This fund receives revenue from the City of Cincinnati's UAI (Unincorporated Area Improvement) account. The Water

Rotary Fund supports debt service related to certain projects and supports fire hydrant maintenance and repair.

The **County Engineer** includes funding to continue construction and maintenance of Hamilton County roads and bridges. The tax map costs are increasing in 2005 due to salary increases related to the staff that provides this service.

The **Metropolitan Sewer District** budget includes funding for the implementation of the capital project aspect of the Global Consent Decree. It contains a 4.5% rate increase for regular operations and an additional 7.5% rate increase for implementation of the Consent Decree. Due to the delay in adopting the 2005 budget until March, the 8.6% planned annual rate increase was adjusted to 12% to generate the expected revenue.

Social Services

The fund balance of the **Family and Children First Council** is being spent down. The council executive committee has chosen to extend funding for the Children First Plan from various participating agencies in 2005 and will continue to monitor the agency's fund balance. While the council receives numerous grants, decisions will eventually need to be made regarding future funding in its special revenue fund.

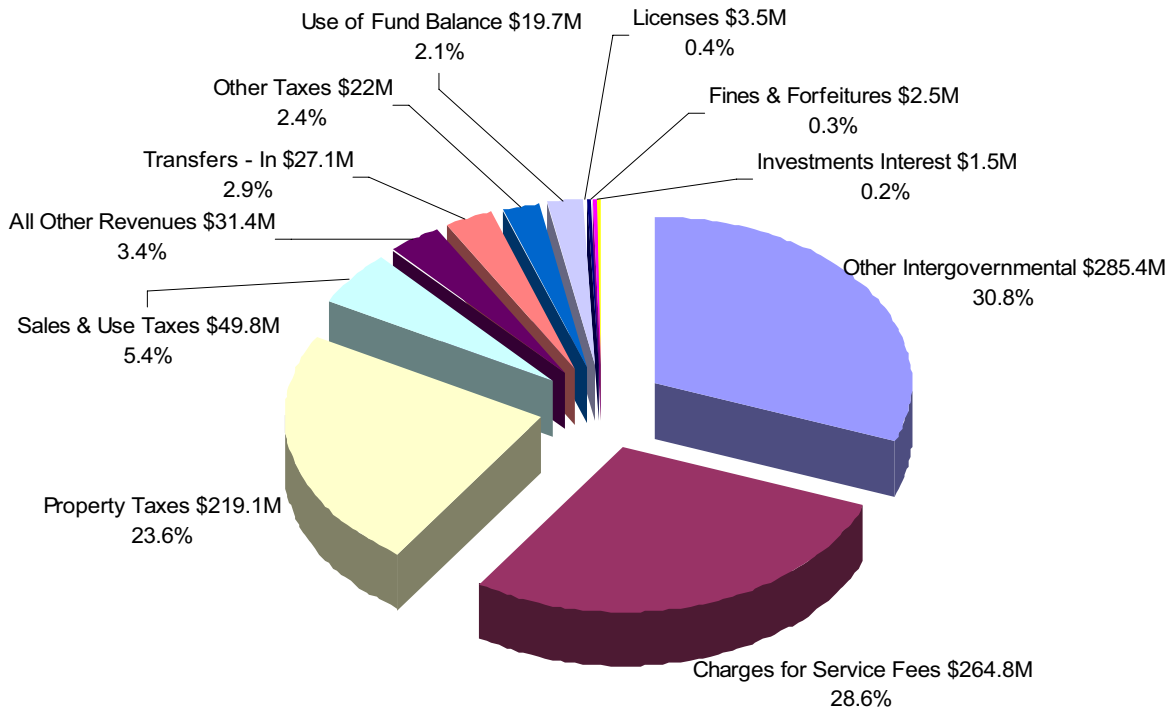
The **Job and Family Services** Children's Services tax levy expenditures will decrease as closeout bills for Magellan have been retired and cost savings resulting from bringing those activities in-house are being realized. The budget recommendation also reflects savings in child care as a result of screening consumers for Title XX day care funds prior to utilization of levy funds. Additionally, the recommendation reflects a loss of \$8 million of state pass-through child care funding.

Expenditures for the **Senior Services** tax levy are approximately \$1.9 million more than the levy plan for the Council on Aging contract in order to eliminate the waiting list in 2005. This \$1.9 million increase is consistent with the information presented by the Council on Aging to the Board of Commissioners in August 2004. The Council on Aging received an additional \$1 million in 2004 to eliminate their waiting list and to serve approximately 6,800 clients. The additional funds in 2005 will allow the council to serve approximately 7,500 clients or 1,500 clients more in 2005 than in the original levy plan. Current projections for the balance of the levy plan for 2006 and 2007, however, indicate that revenues may not be able to continue to support this increased level of service.

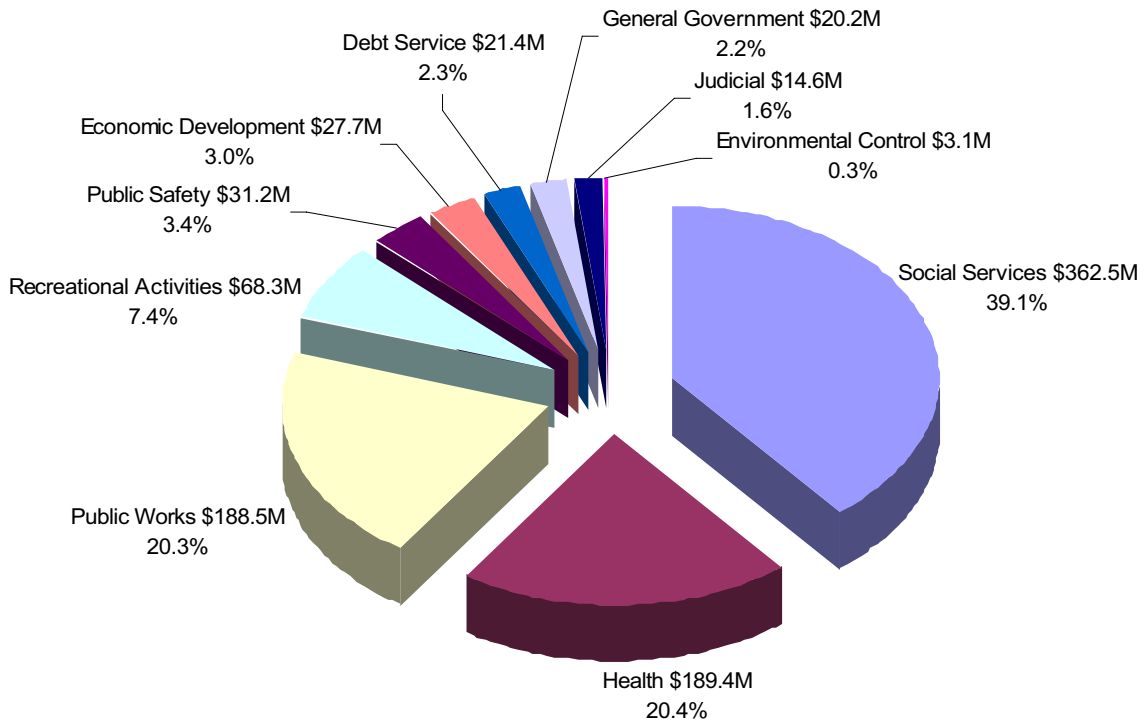
Debt Service

The **Debt Service** budget provides funding for all 2005 obligations for debt currently outstanding. It does not provide funding for any currently anticipated projects – Communication Center Upgrade, Phase I or the Regional Emergency Operations Center at Radcliff.

2005 Restricted Fund Resources by Source



2005 Restricted Fund Expenditures by Function



*Both charts above exclude entitlements funds.
All other revenues include miscellaneous revenues and other financing sources.*

Restricted Fund Revenue

2005 Budget by Department

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|---------------------------------|------------------------|------------------------|------------------------|------------------------|
| ADAS Board | 4,524,817 | 4,456,545 | 4,694,031 | 4,694,031 |
| Administrative Services | 3,540,069 | 3,373,634 | 5,500,000 | 5,550,000 |
| Auditor | 10,626,526 | 11,141,769 | 9,100,500 | 10,206,281 |
| Board of Mental Retardation | 73,431,842 | 74,448,876 | 94,654,145 | 94,654,145 |
| Cincinnati Museum Center | - | - | 3,721,000 | 3,721,000 |
| CLEAR | 9,219,052 | 5,968,262 | 4,910,592 | 4,910,592 |
| Clerk of Courts | 3,023,597 | 2,971,201 | 2,914,000 | 2,914,000 |
| Communications Center | 4,919,948 | 5,496,040 | 6,351,723 | 6,354,713 |
| Community Development | 24,367,428 | 25,439,137 | 26,483,700 | 26,600,744 |
| Community Mental Health Board | 35,051,477 | 37,900,459 | 35,342,580 | 35,342,580 |
| Coroner | 242,377 | 229,078 | 237,000 | 237,000 |
| County Engineer | 24,637,179 | 25,358,437 | 28,098,851 | 27,854,904 |
| County Personnel | 3,046,361 | 3,509,047 | 350,000 | 3,472,178 |
| Court of Common Pleas | 2,220,202 | 2,230,989 | 1,774,000 | 2,265,000 |
| Debt Service | 18,354,273 | 66,602,318 | 19,362,745 | 19,177,977 |
| Dog Warden | 78,857 | 139,414 | - | 397,679 |
| Emergency Management | 596,321 | 307,185 | 1,884,066 | 443,891 |
| Environmental Services | 2,839,311 | 3,485,652 | 2,958,088 | 2,989,588 |
| Family & Children First Council | 1,778,258 | 1,246,737 | 1,978,000 | 2,103,000 |
| Health and Hospitalization Tax | 72,130,843 | 74,349,647 | 70,461,226 | 70,461,226 |
| Hospital Commission | 44,500 | 45,077 | 86,448 | 82,363 |
| Human Services Entitlements | 1,052,542,046 | 1,123,674,208 | 1,191,399,801 | 1,191,399,801 |
| Job and Family Services | 304,854,919 | 296,515,054 | 328,095,548 | 328,989,495 |
| Juvenile Court | (86,001) | (1,050) | - | - |
| Metropolitan Sewer District | 135,530,000 | 151,268,000 | 154,951,000 | 154,951,000 |
| Municipal Court | 770,434 | 584,360 | 716,575 | 483,175 |
| Parking Facilities | 785,954 | 910,237 | 900,000 | 900,000 |
| Probate Court | 397,121 | 392,930 | 382,200 | 404,200 |
| Probation | 1,176,859 | 1,092,484 | 1,177,550 | 1,177,550 |
| Prosecutor | 1,081,291 | 1,143,487 | 1,018,500 | 1,018,500 |
| Public Works | 1,793,083 | 2,055,775 | 1,975,300 | 1,225,300 |
| Senior Services | 18,134,823 | 18,544,482 | 18,472,183 | 18,472,183 |
| Sheriff | 9,296,785 | 7,118,126 | 7,235,770 | 7,288,917 |
| Stadiums | 54,247,827 | 63,281,700 | 58,586,824 | 60,333,441 |
| Treasurer | 1,073,770 | 1,165,106 | 1,134,000 | 1,134,000 |
| Zoological Gardens | 6,493,151 | 6,332,230 | 6,305,811 | 6,305,811 |
| Total | \$1,882,765,301 | \$2,022,776,635 | \$2,093,213,756 | \$2,098,516,264 |

Restricted Fund Expenditures

2005 Budget by Department

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|---------------------------------|------------------------|------------------------|------------------------|------------------------|
| ADAS Board | 8,559,644 | 8,337,190 | 8,907,423 | 8,689,979 |
| Administrative Services | 1,432,843 | 4,831,452 | 7,946,287 | 8,060,415 |
| Auditor | 7,081,550 | 7,586,216 | 6,269,895 | 6,850,090 |
| Board of Mental Retardation | 80,347,617 | 85,230,178 | 90,383,865 | 90,267,714 |
| Cincinnati Museum Center | - | - | 3,710,432 | 3,721,000 |
| CLEAR | 10,243,784 | 7,303,900 | 6,757,221 | 7,008,840 |
| Clerk of Courts | 2,608,548 | 2,634,961 | 3,064,388 | 3,046,545 |
| Communications Center | 4,994,578 | 5,370,740 | 6,691,563 | 6,372,687 |
| Community Development | 24,326,469 | 26,231,086 | 26,381,438 | 26,673,875 |
| Community Mental Health Board | 32,890,514 | 37,192,677 | 37,086,781 | 37,041,892 |
| Coroner | 12,142 | 5,495 | 458,480 | 279,480 |
| County Engineer | 29,060,554 | 27,941,313 | 38,073,785 | 35,227,659 |
| County Personnel | 2,593,971 | 3,158,322 | 4,012,420 | 4,112,420 |
| Court of Common Pleas | 1,572,536 | 2,016,099 | 2,123,524 | 2,385,858 |
| Debt Service | 20,647,384 | 67,270,309 | 21,558,759 | 21,393,033 |
| Dog Warden | 894,945 | 918,097 | 1,099,465 | 1,148,368 |
| Emergency Management | 560,869 | 494,988 | 789,375 | 509,337 |
| Environmental Services | 3,291,183 | 3,303,848 | 3,096,887 | 3,112,273 |
| Family & Children First Council | 2,834,535 | 2,412,403 | 2,205,669 | 2,455,439 |
| Health and Hospitalization Tax | 56,701,999 | 59,098,745 | 56,134,282 | 53,331,123 |
| Hospital Commission | 76,685 | 79,198 | 86,448 | 82,363 |
| Human Services Entitlements | 1,052,542,046 | 1,123,674,208 | 1,191,399,801 | 1,191,399,801 |
| Job and Family Services | 300,833,505 | 296,512,444 | 333,865,580 | 339,785,571 |
| Juvenile Court | 1,616,060 | 1,395,028 | 1,540,000 | 1,516,000 |
| Metropolitan Sewer District | 125,974,000 | 139,396,000 | 153,944,772 | 151,469,440 |
| Municipal Court | 994,116 | 702,078 | 532,612 | 737,174 |
| Parking Facilities | 928,544 | 1,016,986 | 983,725 | 983,725 |
| Probate Court | 349,310 | 178,589 | 359,400 | 409,400 |
| Probation | 3,159,842 | 3,680,198 | 5,471,087 | 6,526,095 |
| Prosecutor | 812,068 | 981,868 | 1,134,481 | 1,148,905 |
| Public Works | 1,669,477 | 1,874,882 | 1,808,633 | 1,828,526 |
| Senior Services | 16,465,507 | 18,780,824 | 20,298,874 | 20,220,574 |
| Sheriff | 12,120,166 | 14,450,036 | 14,960,405 | 14,778,648 |
| Stadiums | 57,077,368 | 59,806,392 | 59,368,523 | 58,204,826 |
| Treasurer | 1,427,235 | 1,121,765 | 1,127,854 | 1,130,462 |
| Zoological Gardens | 6,481,340 | 4,767,215 | 6,355,103 | 6,329,919 |
| Total | \$1,873,182,934 | \$2,019,755,729 | \$2,119,989,236 | \$2,118,239,455 |

Projected Fund Balances Restricted Funds - 2005

| Fund-Subfund | 2004 Beginning Balance | 2004 Revenue Estimate | 2004 Expenditure Estimate | 2004 Ending Balance | 2005 Revenue Budget | 2005 Expenditure Budget | Projected Ending Balance |
|---|------------------------------|-----------------------------|---------------------------------|---------------------------|---------------------------|-------------------------------|--------------------------------|
| 002-001 Real Estate Assessment | 19,364,420 | 8,342,068 | 5,993,630 | 21,712,858 | 8,312,500 | 4,619,634 | 25,405,723 |
| 002-002 Solid Waste Management Fund | 2,477,388 | 3,053,313 | 3,034,886 | 2,495,816 | 2,831,500 | 2,954,443 | 2,372,873 |
| 002-005 Dog & Kennel | 92,382 | 1,001,591 | 1,042,101 | 51,871 | 1,261,239 | 1,263,769 | 49,341 |
| 002-006 Emergency Management Agency | 317,616 | 307,185 | 494,988 | 129,813 | 443,891 | 509,337 | 64,367 |
| 002-007 Victims of Domestic Violence | 92,846 | 166,759 | 168,712 | 90,893 | 185,000 | 185,000 | 90,893 |
| 002-008 Probate Court Conduct of Business | 32,020 | 11,318 | 1,735 | 41,604 | 9,200 | 9,000 | 41,804 |
| 002-009 Bureau of Support | 3,215,967 | 31,498,971 | 30,858,497 | 3,856,441 | 36,389,026 | 36,468,347 | 3,777,120 |
| 002-010 Delinquent Tax Assessment Collection | 1,668,688 | 1,080,041 | 1,013,371 | 1,735,358 | 1,054,000 | 1,026,580 | 1,762,777 |
| 002-011 Prosecutors Delinquent Real Estate | 1,688,156 | 1,143,487 | 981,868 | 1,849,775 | 1,018,500 | 1,148,905 | 1,719,370 |
| 002-012 County Hospital Facility Fund | 600,466 | 45,077 | 79,198 | 566,344 | 82,363 | 82,363 | 566,344 |
| 002-013 Indigent Guardianship | 343,221 | 103,851 | 60,224 | 386,847 | 110,000 | 100,000 | 396,847 |
| 002-014 Enforcement & Education | 148,452 | 16,519 | 22,106 | 142,866 | 12,300 | 95,000 | 60,166 |
| 002-015 Clerk of Courts Automation | 2,148,219 | 1,324,455 | 1,316,534 | 2,156,140 | 1,304,000 | 1,282,000 | 2,178,140 |
| 002-016 Probate Court Automation | 378,220 | 159,464 | 16,666 | 521,017 | 155,000 | 130,000 | 546,017 |
| 002-017 Treasurers Optional Payment | 98,926 | 85,066 | 108,393 | 75,598 | 80,000 | 103,881 | 51,717 |
| 002-018 Title Administration | 3,003,580 | 2,892,961 | 2,554,513 | 3,342,029 | 2,829,000 | 2,961,545 | 3,209,483 |
| 002-019 Water Rotary | 985,266 | 2,055,775 | 1,874,882 | 1,166,160 | 1,225,300 | 1,828,526 | 562,934 |
| 002-020 Juv Indigent Driver Alcohol Treatment | 9,413 | (1,050) | - | 8,363 | - | - | 8,363 |
| 002-022 Probate Court Legal Research | 65,359 | 29,778 | 11,700 | 83,437 | 30,000 | 20,000 | 93,437 |
| 002-023 Public Assistance | 19,415,655 | 176,849,332 | 172,192,043 | 24,072,944 | 191,479,787 | 203,483,082 | 12,069,649 |
| 002-024 Permissive Auto Tax Municipal | 3,269,570 | 2,175,641 | 1,416,477 | 4,028,735 | 2,310,000 | 2,400,000 | 3,938,735 |
| 002-025 Permissive Auto Tax County | 9,815,904 | 5,093,726 | 7,270,398 | 7,639,232 | 5,138,000 | 8,000,000 | 4,777,232 |
| 002-026 Roads & Bridges | 10,490,638 | 17,523,568 | 18,658,135 | 9,356,071 | 18,413,030 | 22,242,935 | 5,526,166 |
| 002-027 Legal Research Services | 496,779 | 425,030 | 250,168 | 671,641 | 420,000 | 518,500 | 573,141 |
| 002-029 Court Delay Reduction | 64,925 | 113,952 | 78,491 | 100,385 | 120,000 | 117,641 | 102,744 |
| 002-031 Administration of Justice | 157,847 | 65,475 | 49,689 | 173,633 | 114,000 | 155,000 | 132,633 |
| 002-032 Probation Services | 3,483,149 | 1,092,484 | 795,361 | 3,780,272 | 1,177,550 | 3,377,416 | 1,580,406 |
| 002-038 Water Quality Management | 16,349 | 16,057 | 16,311 | 16,095 | 16,588 | 16,330 | 16,353 |
| 002-039 Human Services Special Trust | 74,766 | 3,961 | 23,822 | 54,904 | 4,000 | 4,000 | 54,904 |
| 002-040 Family & Children First Council | 2,198,606 | 1,246,737 | 2,412,403 | 1,032,940 | 2,103,000 | 2,455,439 | 680,501 |
| 002-042 27th Pay Reserve | 3,500,000 | 500,000 | - | 4,000,000 | 550,000 | - | 4,550,000 |
| 002-044 Municipal Court Special Projects | 407,245 | 330,242 | 168,209 | 569,277 | 330,000 | 230,701 | 668,577 |
| 002-045 Mental Health Local Fund | 10,359,016 | 3,963,797 | 2,242,703 | 12,080,110 | 1,637,098 | 1,729,215 | 11,987,993 |
| 002-046 Common Pleas Mediation | 234,544 | 253,575 | 345,269 | 142,850 | 267,000 | 279,085 | 130,765 |
| 002-047 ADAS Special Revenues | 1,284,232 | 4,456,545 | 4,158,293 | 1,582,484 | 4,694,031 | 4,747,292 | 1,529,223 |
| 002-049 Dispute Resolution Fund | 50,400 | - | - | 50,400 | - | 50,400 | - |
| 002-050 Sheriff's Parking Violations | 22,384 | 2,300 | - | 24,684 | 1,600 | 12,000 | 14,284 |

Projected Fund Balances Restricted Funds - 2005

| Fund-Subfund | 2004 Beginning Balance | 2004 Revenue Estimate | 2004 Expenditure Estimate | 2004 Ending Balance | 2005 Revenue Budget | 2005 Expenditure Budget | Projected Ending Balance |
|---|------------------------------|-----------------------------|---------------------------------|---------------------------|---------------------------|-------------------------------|--------------------------------|
| 002-051 Coroner's Out of County Fees | 372,508 | 229,078 | 5,495 | 596,091 | 237,000 | 279,480 | 553,611 |
| 002-054 Common Pleas Court Special Projects | 267,082 | 162,454 | 54,439 | 375,097 | 160,000 | 151,272 | 383,825 |
| 002-055 Major Highway Operations - County | 2,624,647 | 43,402 | 11,500 | 2,656,549 | 52,900 | 800,000 | 1,909,449 |
| 002-057 Hamilton County Storm Water District | 419,119 | 522,100 | 584,802 | 356,417 | 1,940,974 | 1,784,724 | 512,667 |
| 002-058 Convention Center | - | 2,873,634 | 2,873,634 | - | 5,000,000 | 5,000,000 | - |
| 002-059 Sheriff's Concealed Handgun License | - | 60,408 | 61,307 | (899) | 88,000 | 83,080 | 4,021 |
| 002-060 WIA County Fund | - | 750,124 | 750,124 | - | 9,068,147 | 9,068,147 | - |
| 003-001 Children's Services | 11,667,585 | 87,375,173 | 91,322,418 | 7,720,340 | 92,029,636 | 89,349,547 | 10,400,429 |
| 003-002 Board of Mental Retardation | 26,057,011 | 74,448,876 | 85,230,178 | 15,275,709 | 94,654,145 | 90,267,714 | 19,662,139 |
| 003-003 Community Mental Health Board | 11,722,693 | 33,490,914 | 34,505,156 | 10,708,450 | 33,281,474 | 35,013,669 | 8,976,255 |
| 003-004 Indigent Health Care | 7,005,626 | 55,458,557 | 58,153,247 | 4,310,937 | 54,538,312 | 57,552,711 | 1,296,538 |
| 003-005 CLEAR | 11,644,627 | 5,968,262 | 7,303,900 | 10,308,989 | 4,910,592 | 7,008,840 | 8,210,741 |
| 003-006 Senior Services | 7,190,600 | 18,544,482 | 19,043,125 | 6,691,958 | 18,472,183 | 20,524,315 | 4,639,825 |
| 003-007 Health & Hospitalization Levy / Drake | 2,890,980 | 19,176,977 | 19,863,828 | 2,204,130 | 16,190,204 | 16,206,964 | 2,187,370 |
| 003-008 Zoological Gardens | 189,307 | 6,332,230 | 4,767,215 | 1,754,323 | 6,305,811 | 6,329,919 | 1,730,215 |
| 003-009 Cincinnati Museum Center | - | - | - | - | 3,721,000 | 3,721,000 | - |
| 300-001 Litter Control Program | 5,608 | 416,281 | 252,650 | 169,239 | 141,500 | 141,500 | 169,239 |
| 300-002 Sheriff Traffic Safety | 76,659 | 43,182 | 44,097 | 75,743 | 63,210 | 63,083 | 75,870 |
| 300-003 CDBG - Community Development | 1,702,638 | 25,439,137 | 26,231,086 | 910,690 | 26,600,744 | 26,673,875 | 837,559 |
| 300-006 Cops More | 4,657,574 | 370,069 | 709,613 | 4,318,030 | - | - | 4,318,030 |
| 300-008 Local Law Enforcement | 675,443 | 140,167 | 455,377 | 360,233 | 33,175 | 388,833 | 4,575 |
| 300-013 Mental Health Cal Yr Grants | - | 445,749 | 444,819 | 930 | 424,008 | 299,008 | 125,930 |
| 900-001 G.O. Voted | 899,399 | 2,799,718 | 2,883,369 | 815,748 | 2,790,750 | 2,882,800 | 723,698 |
| 900-002 G. O. Non Voted | 5,976,081 | 61,794,732 | 63,071,340 | 4,699,473 | 12,718,998 | 14,902,267 | 2,516,205 |
| 900-003 Special Assessment | 629,532 | 594,437 | 502,168 | 721,801 | 583,229 | 522,966 | 782,064 |
| 921-002 Notes Court Management System | - | 600,000 | 600,000 | - | - | - | - |
| 921-009 Special Assessment Note Fund | 63,286 | 813,431 | 813,431 | 63,286 | 3,085,000 | 3,085,000 | 63,286 |
| 931-001 Sheriff's Rotary Fund | 474,715 | 4,368,776 | 4,234,660 | 608,831 | 4,677,500 | 4,677,500 | 608,831 |
| 931-002 Central Warrant ID Unit | 388 | 2,008,478 | 1,979,797 | 29,070 | 2,197,917 | 2,195,921 | 31,066 |
| 931-003 Workers' Compensation Reserve | 8,162,311 | 2,886,575 | 2,631,771 | 8,417,115 | 3,072,178 | 3,712,420 | 7,776,873 |
| 931-004 Auditor's Computer Center | 1,689,024 | 1,937,524 | 1,468,581 | 2,157,967 | 1,030,221 | 2,115,054 | 1,073,134 |
| 931-005 County Communication Center | 162,622 | 5,496,040 | 5,370,740 | 287,922 | 6,354,713 | 6,372,687 | 269,948 |
| 931-007 Workers' Compensation Reds Stadium | 17,529 | 622,472 | 526,551 | 113,450 | 400,000 | 400,000 | 113,450 |
| 946-001 MSD Fund | 32,025,151 | 151,268,000 | 139,396,000 | 43,897,151 | 154,951,000 | 151,469,440 | 47,378,711 |
| 946-003 Paul Brown Stadium Operations | 683,415 | 37,592,209 | 33,564,238 | 4,711,386 | 35,336,857 | 34,002,759 | 6,045,484 |
| 946-005 Baseball Stadium Operations | 3,375,184 | 17,332,144 | 17,043,802 | 3,663,526 | 16,574,686 | 16,183,585 | 4,054,626 |
| 946-006 Parking & Public Improvement Operations | 3,383 | - | - | 3,383 | 246,617 | 250,000 | - |

Projected Fund Balances Restricted Funds - 2005

| Fund-Subfund | 2004 Beginning Balance | 2004 Revenue Estimate | 2004 Expenditure Estimate | 2004 Ending Balance | 2005 Revenue Budget | 2005 Expenditure Budget | Projected Ending Balance |
|---|------------------------------|-----------------------------|---------------------------------|---------------------------|---------------------------|-------------------------------|--------------------------------|
| 946-008 Main Street Parking Garage Operations | 431,714 | 910,237 | 1,016,986 | 324,965 | 900,000 | 983,725 | 241,240 |
| 946-010 Paul Brown Capital Repair Fund | 3,019,002 | 1,076,411 | 1,261,590 | 2,833,823 | 1,000,000 | 1,856,000 | 1,977,823 |
| 946-013 Parking Revenue Fund | 2,175,484 | 7,280,936 | 7,293,637 | 2,162,783 | 5,500,000 | 5,237,200 | 2,425,583 |
| 946-014 Great American Ballpark Capital Reserve | 1,000,000 | 1,000,000 | - | 2,000,000 | 1,000,000 | - | 3,000,000 |
| 946-015 Great American Ballpark O and M Reserve | - | 643,125 | 643,125 | - | 675,281 | 675,281 | - |

Notes

- 002-001 Real Estate Assessment - Fund balance is increasing due to expected increased revenues from the 2005 property re-evaluation. Per ORC, residual fund balance will be returned to entities that have contributed since the last property re-evaluation.
- 002-019 Water Rotary - Fund balance is decreasing because the Cincinnati Water Works Unincorporate Area Improvement surcharge is insufficient to cover the cost of fire hydrant repairs.
- 002-023 Public Assistance - The decrease in fund balance is due to JFS' planned payback to the state as a result of audit findings.
- 002-025 Permissive Auto Tax County - The decrease is a planned spend-down of the accumulated fund balance.
- 002-026 Roads & Bridges - The decrease is a planned spend-down of the accumulated fund balance.
- 002-032 - The Probation Fees Fund is absorbing \$1.5 million of general fund expenditures on a one-time basis.
- 002-042 27th Pay Reserve - The increase in fund balance is an annual set-aside for the coming 27-pay-period year.
- 002-055 Major Highway Operations - County - The 2005 fund balance decrease is a factor of the department's worst-case scenario budgeting in this subfund.
- 002-057 Hamilton County Stormwater District - The beginning fund balance was a transfer of equity from a fund not previously under county control.
- 003-001 Children's Services - The fund balance buildup is part of JFS' reserve-building plan to pay back the state for audit findings.
- 003-002 Board of Mental Retardation - The fund balance is consistent with the balance anticipated in the 2005-2009 levy plan.
- 003-003 Community Mental Health Board - The fund balance is consistent with the balance anticipated in the the 2003-2007 levy plan.
- 003-004 Indigent Health Care - The fund balance is consistent with the balance anticipated in the 2002-2006 levy plan.
- 003-005 CLEAR - The decrease in fund balance is due to planned spend-down during implementation of the COPSMART project.
- 003-006 Senior Services - The fund balance is consistent with the balance anticipated in the 2003-2007 levy plan.
- 900-002 General Obligation Unvoted Debt Service - The fund contains a reserve to pay non-callable debt. This reserve is declining as the debt is paid. The reserve will be expended in 2007.
- 921-002 Court Management System Notes - This fund is used for the repayment of the advance from the general fund. The repayment is not treated as an expenditure, and does not appear in the operating budget.
- 931-004 Auditor's Computer Center - The decrease is a planned utilization of the accumulated fund balance.
- 946-003 Paul Brown Stadium Operations - The fund balance buildup is a sales tax drawdown to cover early 2006 expenses.
- 946-010 Paul Brown Capital Repair Fund - The fund balance will vary annually depending on the projects accomplished each year.
- 946-014 Great American Ballpark Capital Reserve - 2004 revenues were coded as transfers from the residual equity of an (unappropriated) agency fund and do not appear in operating revenues elsewhere in this book. The fund balance continues to grow as no capital improvement projects have yet been adopted for the ball park.
- 946-015 Great American Ballpark Operating and Maintenance Reserve - 2004 revenues were coded as transfers from the residual equity of an (unappropriated) agency fund and do not appear in operating revenues elsewhere in this book.

Restricted Fund Revenue Comparison 2002 - 2005

| Source | 2002 Actual | 2003 Actual | Variance | 2004 Estimate | Variance | 2005 Budget | Variance |
|--------------------------|----------------------|----------------------|-----------|----------------------|-----------|----------------------|-----------|
| Charges for Service Fees | 237,744,104 | 256,853,760 | 8% | 255,559,509 | -1% | 264,801,271 | 4% |
| Fines & Forfeitures | 2,281,965 | 2,439,111 | 7% | 2,445,141 | 0% | 2,459,400 | 1% |
| Investments Interest | 2,580,064 | 1,879,424 | -27% | 2,396,422 | 28% | 1,545,000 | -36% |
| Licenses | 3,611,688 | 3,574,084 | -1% | 3,641,679 | 2% | 3,545,225 | -3% |
| Miscellaneous | 22,790,961 | 27,757,584 | 22% | 25,472,218 | -8% | 28,098,822 | 10% |
| Other Financing Sources | 922,435 | 1,538,886 | 67% | 58,095,417 | 3675% | 3,338,075 | -94% |
| Other Intergovernmental | 1,254,144,368 | 1,287,351,080 | 3% | 1,379,637,633 | 7% | 1,476,756,044 | 7% |
| Other Taxes | 21,480,562 | 21,161,409 | -1% | 20,995,863 | -1% | 22,005,030 | 5% |
| Property Taxes | 202,886,752 | 208,154,859 | 3% | 207,200,636 | 0% | 219,102,520 | 6% |
| Sales & Use Taxes | 41,457,608 | 44,959,755 | 8% | 37,572,541 | -16% | 49,814,620 | 33% |
| Transfers - In | 27,648,618 | 27,095,348 | -2% | 29,759,577 | 10% | 27,050,258 | -9% |
| Total | 1,817,549,125 | 1,882,765,301 | 4% | 2,022,776,635 | 7% | 2,098,516,264 | 4% |

Investment Interest - In 2003 interest earnings decreased as funding from the stadium projects was expended. 2004 revenues increased primarily because the County Commissioners allocated accumulated levy interest to the Children's Services levy. The decrease in 2005 is due to the lack of that interest income in the current year.

Miscellaneous - In 2003, the Sheriff received a non-recurring match from CLEAR for the COPS/SMART grant. The county also received its first reconciliation payment from Children's Hospital of approximately \$3 million and in 2004 the County received approximately \$400,000 pursuant to the contract between the County, University Hospital and Children's Hospital for Indigent Health Levy funds. The decrease in 2004 reflects the lack of these prior year one-time revenues, offset by increases in CLEAR (reimbursement from the five-year CLEARPath reconciliation and from the state of Ohio for the AFIS grant) and the Water Rotary fund (late payment of some prior year revenue from the Cincinnati Water Works Unincorporate Area Improvement surcharge). In 2005 pass-through revenue for the Convention Center subfund is credited as miscellaneous revenue, whereas the funds in the 2004 budget were included in charges for services. Also, Children's Services 2005 miscellaneous receipts increased by several million due to an accounting change.

Other Financing Sources - The increase in 2003 is due primarily to a late payment of prior year revenue to the Water Rotary Fund from the Cincinnati Water Works Unincorporate Area Improvement surcharge. The increase in 2004 is due to the receipt of \$5.6M to call the Court House debt and \$42.1 million of refunding bond proceeds to pay off outstanding debt. Paul Brown Stadium shows a increase of \$14 million in 2004 due to the one-time settlement receipt from stadium construction litigation. Public Works revenues also increased in 2004 as income from Cincinnati Water Works' unincorporated area improvement surcharge was coded to other financing sources instead of miscellaneous revenue. The 2005 budget decreases as the majority of the 2004 increase is non-recurring, offset by an increase due to the provision in the budget for potential issuance of notes for construction of special assessment water lines.

Sales & Use Taxes - The Paul Brown Stadium Capital Repair fund's annual contribution was credited to other intergovernmental revenue in 2004, while the 2005 revenue is budgeted to sales and use tax. The transfer of funds (\$1.6M) for both the Great American Ballpark O&M reserve and GABP Capital Reserve are coded in 2005 to sales and use tax, whereas the actual transfers in 2004 were coded as transfers of residual equity. Great American Ball Park's 2005 credit for debt service is reduced \$7 million vs. 2004. The stadium budget sales and use tax receipts will vary from year to year, as the tax receipts are transferred here from the undivided sales tax fund on an as-needed basis.

Transfers-In - In 2004 the JFS transfer from the Children's Services Levy to the Bureau of Support increased by approximately \$1 million. Personnel expenses increased with changes in future liabilities in the Workers Compensation Reserve and general obligation unvoted debt saw an increase for a one-time call of debt.

Restricted Fund Expenditure Comparison 2002 - 2005

| Function | 2002 Actual | 2003 Actual | Variance | 2004 Estimate | Variance | 2005 Budget | Variance |
|-------------------------|----------------------|----------------------|-----------|----------------------|-----------|----------------------|-----------|
| Debt Service | 20,655,172 | 20,647,384 | 0% | 67,270,309 | 226% | 21,393,033 | -68% |
| Economic Development | 21,108,461 | 25,255,013 | 20% | 27,248,073 | 8% | 27,657,600 | 2% |
| Environmental Control | 3,055,949 | 3,291,183 | 8% | 3,303,848 | 0% | 3,112,273 | -6% |
| General Government | 11,782,214 | 12,535,598 | 6% | 16,697,755 | 33% | 20,153,386 | 21% |
| Health | 171,765,369 | 178,576,458 | 4% | 189,937,989 | 6% | 189,413,072 | 0% |
| Judicial | 9,655,643 | 10,300,412 | 7% | 10,606,952 | 3% | 14,621,072 | 38% |
| Public Safety | 23,423,517 | 29,638,552 | 27% | 29,525,124 | 0% | 31,246,264 | 6% |
| Public Works | 149,919,867 | 156,704,032 | 5% | 169,212,195 | 8% | 188,525,625 | 11% |
| Recreational Activities | 59,373,161 | 63,558,709 | 7% | 64,573,607 | 2% | 68,255,745 | 6% |
| Social Services | 1,323,192,201 | 1,372,675,593 | 4% | 1,441,379,879 | 5% | 1,553,861,385 | 8% |
| Total | 1,793,931,554 | 1,873,182,934 | 4% | 2,019,755,729 | 8% | 2,118,239,455 | 5% |

Debt Service - The increase in 2004 expenditures and the corresponding decrease in 2005 is due to the call of the courthouse debt (\$5.6M) and the issuance of refunding bonds (\$42.1M) to refund four outstanding issues.

Economic Development - The increase in 2003 expenditures corresponds to an increase in block grants in the Community Development department.

General Government - Portions of the increases in both 2004 and 2005 are related to the convention center subfund, which is used to distribute the 3.5% lodging tax for the renovation and expansion of the downtown convention center. The budget for this subfund is set high so that no delays will occur in transferring the tax. 2005 also includes significant growth in the Children with Medical Handicaps program, a state-administered program which is funded from the Indigent Health Care Levy. The 2005 budget is about \$1 million over 2004 expenditures because the county historically budgets the maximum amount of reimbursement which it could be liable for pursuant to state code. Also in 2005, Personnel's workers' compensation reserve expenses are higher than 2004, because the prior year included a rebate against expenditures.

Judicial - The growth in judicial expenditures in 2005 is primarily in the probation services fund for capital expenses, consulting services and a non-recurring general fund subsidy.

Public Safety - The growth in expenditures in 2003 is due to increase costs for inmate medical care in the Sheriff's corrections division and increased activity in the COPSMART (community-oriented policing) program in CLEAR.

Public Works - The Metropolitan Sewer District's (MSD) 2005 budget increased due to its capital program required under the consent decree entered into with the the EPA in 2003. MSD has also seen dramatic increases in utility costs, sewer repairs and line inspections. The Engineer's Roads and Bridges Fund and Permissive Auto Tax - Municipal Fund are both higher than 2004 because the department budgets include substantial contingencies.

Restricted Fund Full-Time Equivalents

2005 Budget by Department

| Department | 2003 Actual | 2004 Approved | 2004 Actual (as of 12/31/04) | 2005 Approved |
|---------------------------------|------------------------|--------------------------|---|--------------------------|
| ADAS Board | 14.00 | 15.00 | 15.00 | 15.00 |
| Administrative Services | 0.35 | 0.35 | 0.35 | 0.35 |
| Auditor | 76.85 | 80.85 | 79.35 | 79.35 |
| Board of Mental Retardation | 667.22 | 672.87 | 653.42 | 653.42 |
| CBCF - River City | 103.50 | 100.00 | 100.00 | 100.50 |
| Clerk of Courts | 53.26 | 53.39 | 53.39 | 53.39 |
| Communications Center | 78.92 | 78.92 | 78.92 | 79.92 |
| Community Development | 27.00 | 26.00 | 26.00 | 26.00 |
| Community Mental Health Board | 42.14 | 42.14 | 42.14 | 42.14 |
| County Administrator | - | 15.00 | 15.00 | - |
| County Engineer | 198.00 | 198.00 | 198.00 | 198.00 |
| Court of Common Pleas | 3.00 | 3.00 | 7.00 | 6.40 |
| Dog Warden | 0.50 | 0.50 | 0.50 | 0.50 |
| Emergency Management | 6.60 | 7.10 | 6.10 | 9.10 |
| Environmental Services | 61.14 | 61.83 | 62.41 | 62.90 |
| Family & Children First Council | 14.50 | 14.50 | 14.50 | 14.50 |
| Job and Family Services | 1,642.00 | 1,642.00 | 1,642.25 | 1,642.25 |
| Juvenile Court | 51.04 | 37.66 | 37.66 | 40.42 |
| Municipal Court | 15.50 | 16.00 | 11.25 | 11.25 |
| Ohio Soil Conservation | 7.00 | 8.00 | 8.00 | 8.00 |
| Probation | 29.00 | 28.00 | 28.00 | 29.00 |
| Prosecutor | 12.17 | 12.44 | 14.31 | 14.31 |
| Public Works | 10.95 | 10.95 | 11.56 | 11.56 |
| Regional Planning Commission | 18.55 | 18.75 | 18.75 | 18.75 |
| Sheriff | 81.00 | 84.00 | 84.00 | 83.60 |
| Stadiums | 32.60 | 31.10 | 30.40 | 30.40 |
| TASC | - | - | - | 14.00 |
| Treasurer | 18.51 | 19.15 | 19.55 | 19.55 |
| Total | 3,251.30 | 3,262.50 | 3,242.81 | 3,249.56 |

Changes to Full Time Equivalents

Restricted Funds, 2003-2005

Auditor - The Auditor shifted four FTEs from general fund to Real Estate Assessment fund in 2004.

Board of MR/DD - 2005 FTEs reflects the reduction of vacant 2004 positions. The reduction of FTE is consistent with the MR/DD request to the Board of County Commissioners for a new MR/DD levy.

Community Based Correctional Facility - The 2001 grant award was reduced resulting in a reduction of 9.5 FTEs. The 2003 grant award allowed CBCF to reinstate 3.5 FTEs during the 2003 budget process.

Communications Center - The FTE increase in 2005 was the addition of the CAD Specialist to administer and maintain the new CAD system that is being deployed in 2005.

Community Development, through additional funding for Section 8 housing units, has added two positions: a housing inspector and a housing specialist.

County Administrator - Reduction of 15 positions in the County Administrator's general fund budget is due to the shift to the grant-funded TASC budget in 2004. In 2005 the positions have been re-coded to a new department set up for TASC.

Court of Common Pleas - A percentage of multiple employees' salaries was added in 2004 and that percentage was reduced in 2005.

Emergency Management Agency (EMA) - From an increase in grant funding, EMA added a part-time administrative assistant in 2004. They also removed one person from EMA while adding a terrorist preparedness coordinator, criminal intelligence analyst and administrative assistant.

Job and Family Service - The Child Support Enforcement Agency (CSEA) faced increased mandates for child support enforcement efforts. In an effort to fulfill those mandates, increase agency incentive earnings, and to improve overall performance, the CSEA program added 64 positions. The new staff also assumed program responsibilities that were previously contracted.

Juvenile Court - Due to grant funding lost in 2003-2004, many positions were eliminated through attrition. Additional grant funding in 2005 allowed for a new treatment coordinator and probation officer.

Municipal Court - Three positions were moved from the LLEBG grant to the general fund in 2004 and vacant positions were eliminated in the adjustment.

Ohio Soil Conservation - Soil & Water added an urban technician in 2004. The new FTE is funded entirely by the State of Ohio and the Hamilton County Stormwater District.

Probation - Moved general fund vacancy to the Probation Fees restricted fund account.

Prosecutor - The shifts from 2004 to 2005 are primarily the result of shifting support staff from the General Fund to the Restricted Fund as a response to workload changes in various areas.

Public Works - During 2004 Public Works has added one temporary employee to substitute for an employee called to active duty in the Iraqi war. The FTE's allocation is split between the general fund and restricted funds.

Sheriff - In the 2004 budget the county added three positions due to new grant funding for inmate education.

TASC - Positions formerly coded to the County Administrator are now accounted for here.



Hamilton County First

1853: With the invention of the first practical steam engine by Alexander Bonner Latta, Cincinnati becomes the first U.S. city to form a paid fire department, use a horse drawn steam fire engine and install a firemen's pole.

Economic Development

The agencies within the economic development function provide funding for suitable living for residents and provide funds for economic development activities, job creation and retention.

Community Development administers federal funds authorized to urban County governments under the Housing and Community Development Act of 1974. The department administers the program and coordinates community development in accordance with both Board policy and the regulations of the U.S. Department of Housing and Urban Development. The Community Development Act seeks to develop “suitable living environments” primarily for persons of low to moderate income and to aid in the prevention and elimination of slums and blight. Staff from the Community Development Department administer the Home Improvement Program (HIP), the low interest home improvement program that was established in 2002. Community Development receives a subsidy from the general fund for the HIP Program.

Hamilton County Development Company (HCDC) assists in promoting the economic welfare and improving the economic opportunities of the people in Hamilton County. These functions are accomplished by the retention and expansion of research facilities, industrial, and commercial businesses within the county and encouraging the creation of jobs and

employment opportunities throughout the county. This department also provides small business loans and financial and management assistance to existing and prospective small business owners, and operates a small business incubator to nurture new business start-ups. Other responsibilities include designing, implementing, monitoring and evaluating economic development plans, programs, strategies and policies on behalf of the County.

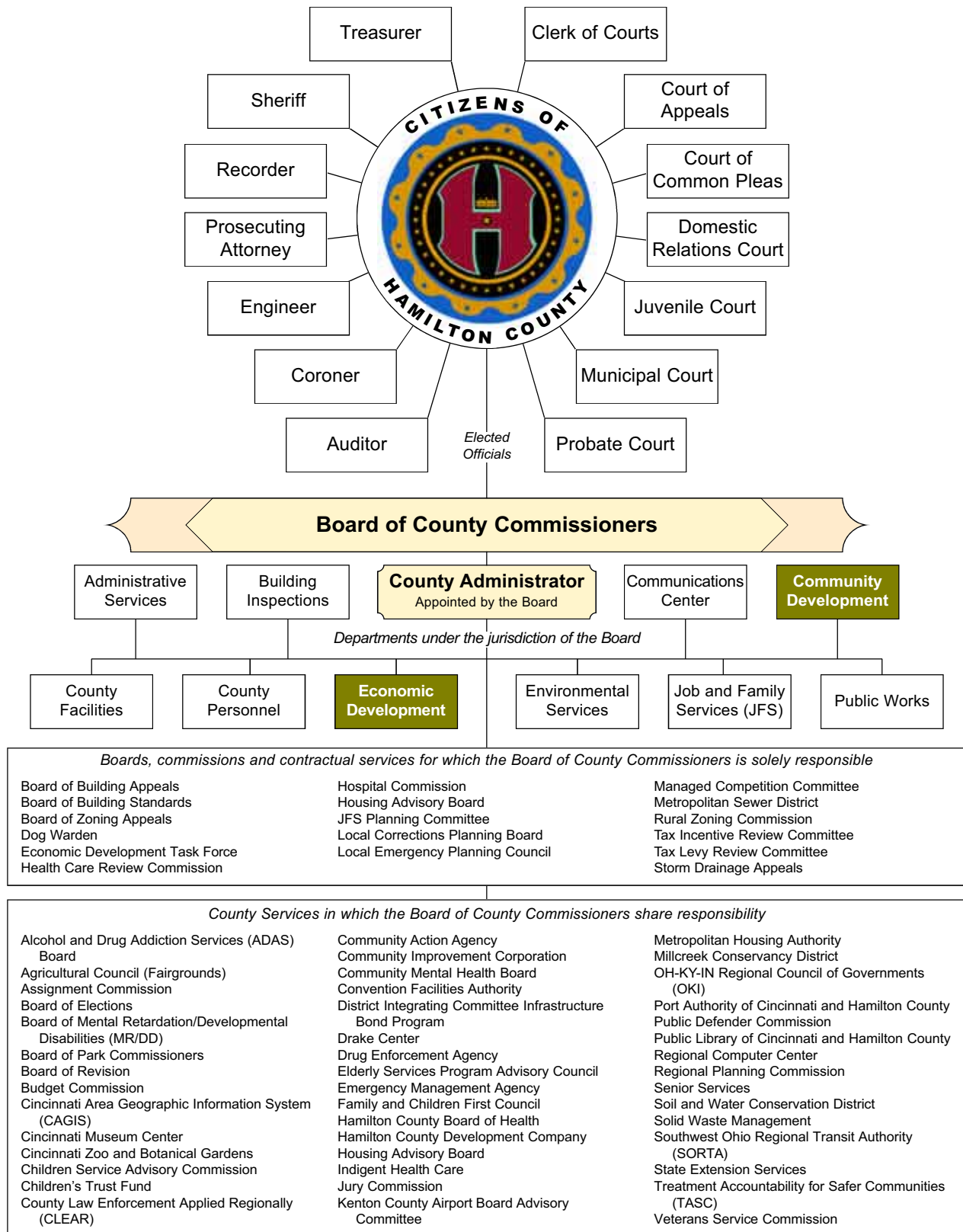
HCDC is a private, not-for-profit economic development organization that assists the **Hamilton County Economic Development Department** by means of a contract with the Board of County Commissioners. The department is overseen by the County Administrator and funded through the general fund.

Since 2004, the department executed contracts with the Greater Cincinnati Convention and Visitor Bureau, Northern Hamilton County Convention Bureau, Cincinnati USA Regional Chamber and the Port Authority.

Parking Facilities includes the operation of the Parkhaus, located adjacent to the Department of Job and Family Services. This 700-space multi-level garage was opened in the fall of 1999 and is in close proximity to many County offices as well as the Main Street entertainment district. The facility is funded through parking revenues.

Hamilton County, Ohio

Economic Development



Economic Development

2005 Approved Budget

Expenditures

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|-------------------------|--------------------|----------------------|---------------------|--------------------|
| Community Development | 24,386,659 | 26,310,920 | 26,470,065 | 26,767,340 |
| Economic Dev Department | 920,579 | 686,831 | 764,000 | 1,299,000 |
| Parking Facilities | 928,544 | 1,016,986 | 983,725 | 983,725 |
| Total | 26,235,782 | 28,014,737 | 28,217,790 | 29,050,065 |

Revenues

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|-----------------------|--------------------|----------------------|---------------------|--------------------|
| Community Development | 24,367,428 | 25,443,637 | 26,483,700 | 26,600,744 |
| Parking Facilities | 785,954 | 910,237 | 900,000 | 900,000 |
| Total | 25,153,381 | 26,353,874 | 27,383,700 | 27,500,744 |

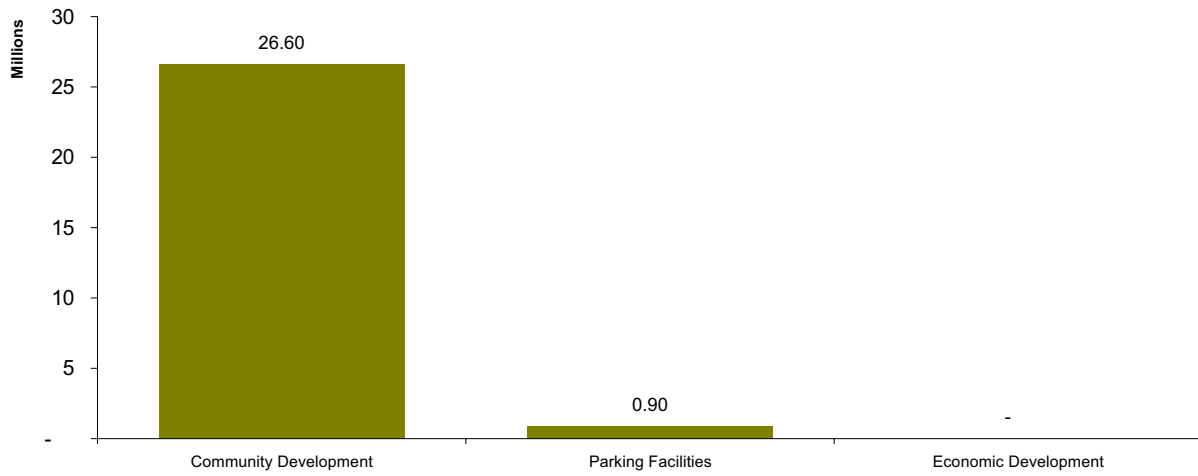
FTEs

| Department | 2003 Actual | 2004 Approved | 2005 Request | 2005 Budget |
|-----------------------|--------------------|----------------------|---------------------|--------------------|
| Community Development | 28.50 | 27.50 | 27.50 | 27.50 |
| Total | 28.50 | 27.50 | 27.50 | 27.50 |

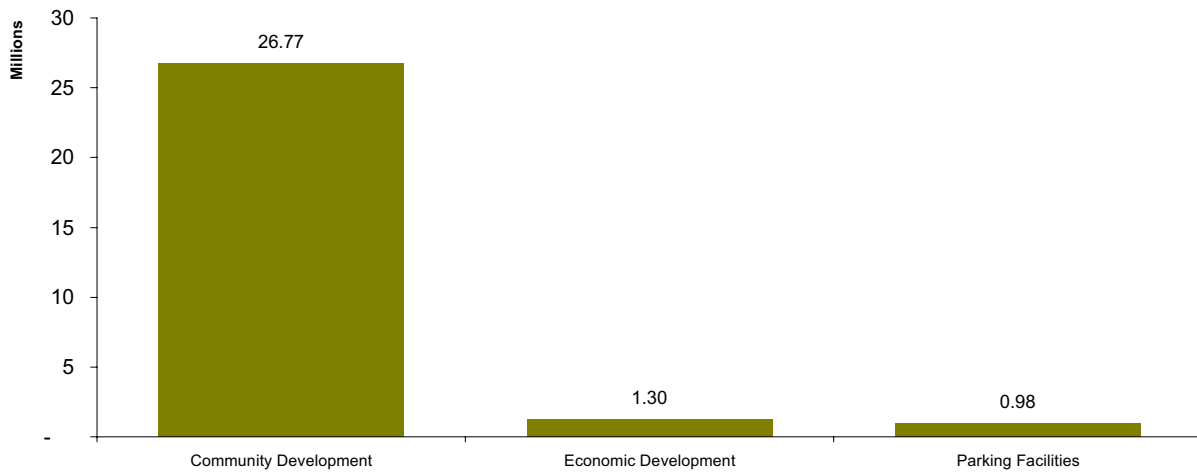
Economic Development

2005 Budget Summary by Department

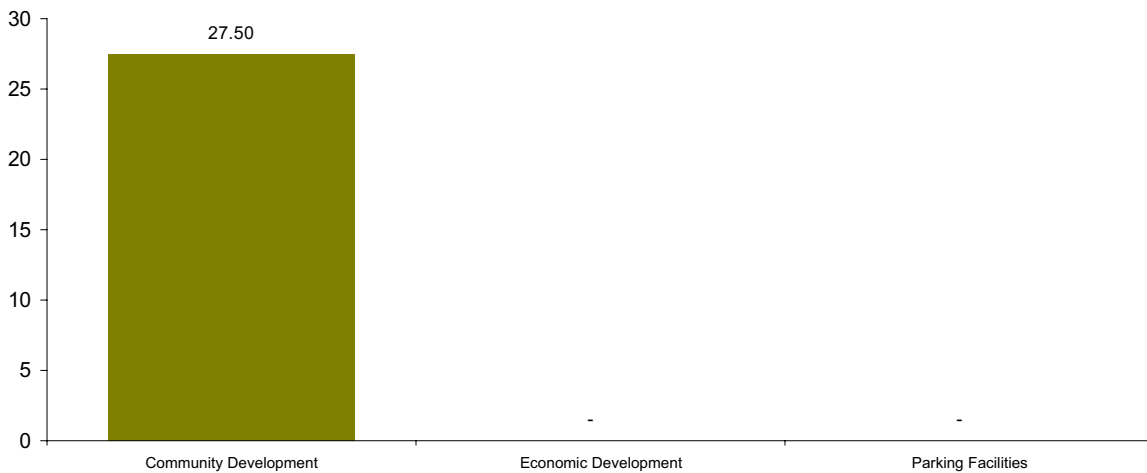
Revenue



Expenditures



Employees



Community Development

Program: Community Development - 1401

Mandated By: Not Mandated

Funding Source: Special Revenue Calendar Grants

| | |
|---|--|
| <p>Program Description: Annual Entitlement funds through US Dept of Housing and Urban Development to address community development and housing needs in suburban municipalities and townships, principally for persons of low and moderate income.</p> | <p>Accomplishments: Implemented 31 CD Projects in 2004 including the repair or rehabilitation of 214 homes.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: Have a balance of less than 1.5 times our current Entitlement on the Letter of Credit two months before the end of the FY. (Per HUD Guidelines) | | | | |
| Demand: 1.5 times current year Entitlement. | 4,800,000 | 4,800,000 | 4,800,000 | 4,800,000 |
| Workload: Letter of Credit balance ten months into FY. | 3,452,000 | 3,452,000 | 3,452,000 | 3,452,000 |
| Efficiency: No. of years on Letter of Credit balance. | .93 yrs | .93 yrs | .93 yrs | .93 yrs |
| Effect./Outcome: By two months before end of FY, have a balance of less than 1.5 the current entitlement. | 100% | 100% | 100% | 100% |
| Objective: Keep administrative costs at 20% or less of Entitlement amount plus Program Income. | | | | |
| Demand: 20% of current Entitle. plus P.I. | 720,000 | 720,000 | 720,000 | 720,000 |
| Workload: Total of Planning and Admin expenditure for FY. | 710,000 | 710,000 | 710,000 | 710,000 |
| Efficiency: % of Grant spent for Planning and Admin | 19% | 19% | 19% | 19% |
| Effect./Outcome: Administrative cost have been kept at 20% or less | 100% | 100% | 100% | 100% |
| Objective: To expend at least 70% of funds during the FY for projects that benefit individuals with low to moderate income. | | | | |
| Demand: Total project funds expended during FY. | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 |
| Workload: Total expenditures benefiting L/M persons FY. | 2,700,000 | 2,700,000 | 2,700,000 | 2,700,000 |
| Efficiency: Percent spent benefiting L/M persons | 90% | 90% | 90% | 90% |
| Effect./Outcome: Expended at least 70% of funds during the FY for projects that benefit individuals with low to moderate income. | 100% | 100% | 100% | 100% |
| Objective: To expend at least 50% of our current Entitlement during the FY. | | | | |
| Demand: 50% of current Entitlement. | 1,600,000 | 1,600,000 | 1,600,000 | 1,600,000 |
| Workload: Total expenditure during last 10 mos. of FY | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 |
| Efficiency: Expenditure at 10 mos/by Entitlement amount. | .95 yrs | .95 yrs | .95 yrs | .95 yrs |
| Effect./Outcome: Expended at least 50% of current entitlement. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|-----------|----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 331,352 | 0 | 350,581 | 357,661 |
| 4 Other Expenditures | 2,722,854 | 0 | 3,034,844 | 3,074,118 |
| 5 Capital Outlay | 5,740 | 0 | 6,195 | 6,195 |
| Total | 3,059,946 | 0 | 3,391,620 | 3,437,974 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|----------------------------|-----------|----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 35 Other Intergovernmental | 2,340,048 | 0 | 2,894,000 | 2,929,864 |
| 40 Miscellaneous | 654,763 | 0 | 500,000 | 500,000 |
| 45 Other Financing Sources | 0 | 0 | 0 | 0 |
| Total | 2,994,811 | 0 | 3,394,000 | 3,429,864 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 5.00 | 5.00 | 5.00 | 5.00 |
| New Positions | -1.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Either a countywide agency or a unit of local government has started each 2004 CD project.

Budget Office Analysis:

The Hamilton County Department of Community Development was established by the Board of County Commissioners to administer the CD program and to implement Board policy in accordance with the rules and regulations of the Act. With a population of over 200,000 in its particular territory, Hamilton County qualifies as an "urban county" for an annual entitlement grant from the U.S. from the U.S. Department of Housing and Urban Development (HUD). Each year the Board of County Commissioners must file an application by January 15 for HUD approval by March 1 the beginning of the County's CD program year.

Community Development

Program: Emergency Shelter - 1402

Mandated By: N/A

Funding Source: Special Revenue Calendar Grants

| | |
|---|---|
| <p>Program Description: McKinney Act Emergency Shelter Entitlement Funding through the Dept. of Housing & Urban Development to provide Emergency Shelter for the homeless population. Funds support a portion of the operating costs for the Mt. Airy Shelter.</p> | <p>Accomplishments: Operation of the Shelter for one year.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: Rate of expenditure-all program funds must be expended within 2 years of the grant award. | | | | |
| Demand: Total of previous 2 year Entitlements | 122,000.00 | 123,000 | 123,000 | 123,000 |
| Workload: Actual dollars spent during fiscal year | 122,000.00 | 123,000 | 123,000 | 123,000 |
| Efficiency: Percent of grant spent to benefit homeless persons | 100% | 100% | 100% | 100% |
| Effect./Outcome: Program funds are expended within 2 years of grant award. | 100% | 100% | 100% | 100% |
| Objective: Overall benefit-all programmed funds must be expended for facilities or services that benefit homeless persons or families. | | | | |
| Demand: Total of dollars spent during FY. | 122,000.00 | 123,000 | 123,000 | 123,000 |
| Workload: Total dollars spent benefiting homeless persons. | 122,000.00 | 123,000 | 123,000 | 123,000 |
| Efficiency: Number of homeless persons who benefited. | 789 | 789 | 789 | 789 |
| Effect./Outcome: All funds are expended for facilities or services that benefit Homeless | 100% | 100% | 100% | 100% |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Expenditures | | | | |
| 4 Other Expenditures | 123,000 | 0 | 125,000 | 125,000 |
| Total | 123,000 | 0 | 125,000 | 125,000 |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------------|----------------|------------------|-----------------|------------------|
| Revenues | | | | |
| 35 Other Intergovernmental | 123,000 | 0 | 125,000 | 125,000 |
| Total | 123,000 | 0 | 125,000 | 125,000 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

No FTEs are attributed to this program due to minimal amount of time expended by Community Development staff (15 hrs/yr). 100% of Federal Funds are spent.

Budget Office Analysis:

The McKinney Act creates, authorizes, and provides for a range of services to homeless people, including emergency shelter, transitional housing, job training, primary health care, education and permanent housing.

For the last 3 years, Community Development has provided assistance to the same number of individuals at the Mt. Airy Shelter. This is a great accomplishment since the awarded amount of the yearly grants has remained constant and the cost of living continues to increase.

Community Development

Program: Home - 1403

Mandated By: Not Mandated

Funding Source: Special Revenue Calendar Grants

| | |
|---|---|
| <p>Program Description: A Block Grant from Department of Housing & Urban Development (HUD) to support the development of housing for low-income persons.</p> | <p>Accomplishments: The delivery of 195 units of rental housing under Tenant Based Assistance (TBA) and the development of 2 other project based programs.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To commit all HOME funds within two years of receipt. | | | | |
| Demand: Total of 2 most recent HOME Entitlements | 2,906,000 | 2,906,000 | 2,906,000 | 2,906,000 |
| Workload: Total uncommitted HOME funds at end of FY | 800,000 | 800,000 | 800,000 | 800,000 |
| Efficiency: Number of years of available funding. | .59 yrs | .59 yrs | .59 yrs | .59 yrs |
| Effect./Outcome: All funds have been committed within 2 years of receipt. | 100% | 100% | 100% | 100% |
| Objective: Overall benefit requires that at least 90% of rental funds benefit people at 60% of median income. | | | | |
| Demand: Total rental funds expended during FY | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Workload: Rental funds expended benefiting persons at 60%. | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Efficiency: Number of persons served at 60% of median income. | 175 | 160 | 160 | 160 |
| Effect./Outcome: At least 90% of rental funds benefit people at 60% of medium income. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 0 | 0 | 0 | 0 |
| 4 Other Expenditures | 2,240,142 | 0 | 1,945,600 | 1,945,600 |
| Total | 2,240,142 | 0 | 1,945,600 | 1,945,600 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------------|----------------|------------------|-----------------|------------------|
| 35 Other Intergovernmental | 2,068,157 | 0 | 1,845,600 | 1,845,600 |
| 40 Miscellaneous | 112,573 | 0 | 100,000 | 100,000 |
| Total | 2,180,730 | 0 | 1,945,600 | 1,945,600 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

All HOME funds were committed to programmed activities. In addition to TBA, HOME funds were also used to acquire and rehab rental housing for low-income families and to construct new houses in Lincoln Heights and Lockland for low-income homebuyers.

Budget Office Analysis:

Funds received from HOME grants must be committed within 24 months and expended within five years. In 2005, approximately \$1 million dollars in rental funds will be expended.

Community Development

Program: Linked Deposit Program - 1405

Mandated By: N/A

Funding Source: General Fund

| | |
|--|--|
| <p>Program Description: Hamilton County's HIP (Home Improvement Program) allows homeowners in Hamilton County communities to borrow money to repair or remodel their homes or rental property at interest rates 3% below the lowest rate a bank would normally offer.</p> | <p>Accomplishments: During the calendar year of 2003, 261 HIP loans were closed. The average dollar amount of these loans was \$15,435 with an average interest rate (including both secured and unsecured loans) of 3.91%. Secured only rates were typically between 3.00% and 3.75%. Loan recipients will hire in excess of 300 area contractors to complete projects financed with HIP funds. The majority of loans, 84% were for homes with assessed values of \$50,000-\$199,999. The remaining is for homes under \$50,000 (3%) or between \$200,000 and \$300,000 (13%).</p> |
|--|--|

| | | | |
|----------------|------------------|-----------------|------------------|
| 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------|------------------|-----------------|------------------|



Objective: To administer 1,000 loans valued at \$10 million dollars.

| | | | | |
|---|--------|----------|----------|----------|
| Demand: Number of loans applications | 700 | 800 | 800 | 800 |
| Workload: Number of loans processed | 700 | 800 | 800 | 800 |
| Efficiency: Average amount of the loan | 14,000 | \$16,500 | \$16,500 | \$16,500 |
| Effect./Outcome: Percentage of loans processed | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 62,258 | 71,059 | 73,627 | 72,116 |
| 4 Other Expenditures | 6,191 | 7,429 | 12,000 | 19,350 |
| 5 Capital Outlay | 0 | 0 | 3,000 | 2,000 |
| Total | 68,449 | 78,488 | 88,627 | 93,466 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 40 Miscellaneous | 4,500 | 4,500 | 0 | 0 |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| Total | 4,500 | 4,500 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 2.00 | 2.00 | 2.00 | 2.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The types of improvements financed can be categorized as follows: Interior remodeling-26%, interior maintenance or replacement-13%, interior updating or modernization-12%. For exterior projects the numbers are: space additions-17%, maintenance/replacement-57%, and updating/modernization-12%. The most frequent interior improvements are kitchen and bath updates and basement remodeling and HVAC upgrade or replacement. The most popular exterior improvements are replacement windows and doors and roof replacement.

Budget Office Analysis:

The Home Improvement program continues to be a success. During 2005, the Linked Deposit Program will provide the same quality of services with less funding.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Community Development

Program: Section 8 - 1404

Mandated By: Not Mandated

Funding Source: Special Revenue Calendar Grants

| | |
|---|--|
| <p>Program Description: Provides rental assistance to low-income families.</p> | <p>Accomplishments: In 2003-2004, this office leased a higher number of Vouchers than originally budgeted and now we are decreasing the # leased to within the # allowed by the budget.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To provide rental assistance to very low-income families. | | | | |
| Demand: # of low income families able to serve with available \$ | 2,823 | 2,884 | 2,901 | 2,901 |
| Workload: Average # of clients served throughout the year. | 2,850 | 2,884 | 2,901 | 2,901 |
| Efficiency: Aver. # of clients served per Hsg. Spec. Indicators changed for 2003 | 407 | 481 | 414 | 414 |
| Effect./Outcome: % of clients served | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|------------------|------------------|-------------------|-------------------|
| 3 Personnel | 461,018 | 0 | 919,549 | 982,010 |
| 4 Other Expenditures | 8,277,234 | 0 | 19,969,414 | 20,153,035 |
| 5 Capital Outlay | 10,666 | 0 | 30,255 | 30,255 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 8,748,918 | 0 | 20,919,218 | 21,165,300 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------------|------------------|------------------|-------------------|-------------------|
| 2 Sales & Use Taxes | 2,327 | 0 | 0 | 0 |
| 30 Investments Interest | 11,289 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 8,771,865 | 0 | 20,919,100 | 21,000,280 |
| 40 Miscellaneous | 5,915 | 0 | 100,000 | 100,000 |
| 45 Other Financing Sources | 25 | 0 | 0 | 0 |
| Total | 8,791,421 | 0 | 21,019,100 | 21,100,280 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 22.00 | 22.00 | 22.00 | 22.00 |
| New Positions | -1.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

We are still waiting to move to larger office space to accommodate existing staff and to be able to add 1 staff position already approved in the 2004 Budget. We hope to move by August 2004.

Budget Office Analysis:

The Section 8 Existing Housing Program is a federally funded program that provides financial help for monthly rental payments on behalf of low-income families, so they can live in decent, safe, sanitary, and affordable housing. Participating families pay between 30% to 40% of their annual adjusted income for rent and utilities. The remaining portion of the rent is paid directly to the landlord through the Section 8 Program. During 2005, Community Development anticipates providing rental assistance to 2901 families.

Economic Dev Department

Program : Economic Program - 4010

Mandated By : Not mandated.

Funding Source : General Fund

| | |
|--|--|
| <p>Program Description : The main functions of the Economic Development department are to assist in promoting the economic welfare and improving the economic opportunities of the people in Hamilton County. These functions are accomplished by the retention, expansion and attraction of research facilities, industrial, and commercial businesses within the County, encouraging the creation of jobs and employment opportunities through out the County. This department also provides small business loans and financial and management assistance to existing and prospective small business owners, and operates a small business incubator to nurture new business start-ups. Other responsibilities include designing, implementing, monitoring and evaluating economic development plans, programs, strategies and policies on behalf of the county.</p> | <p>Accomplishments : At this point in fiscal year 2004 (10 months from October through July) Hamilton County Development Co., Inc. (HCDC) has executed sixteen tax incentive agreements that have accounted for an investment of approximately \$189,690,000.00, the retention of 3,609 jobs and the creation of 242 jobs.</p> <p>HCDC has approved twenty-two SBA 504 and Ohio 166 loans in Hamilton County for a total investment of \$22,017,000.00 and the creation of 134 jobs. HCDC continues to be the highest volume 504 certified development company (CDC) in the State of Ohio. HCDC also ranks 48th in the nation out of 268 CDCs. The Microloan program, the only remaining SBA Microloan program in Ohio, has approved 8 loans.</p> <p>Finally, our business incubator, the Hamilton County Business Center (HCBC), had its 50% increase in funding from the State in 2003 renewed this year at the same level. HCBC currently has forty-five tenants and has graduated nine companies over the past year. HCBC tenants created 30 new jobs.</p> <p>In total, HCDC's programs helped create 406 new jobs in Hamilton County. This total, however, is not final, since two months remain in HCDC's fiscal year.</p> |
|--|--|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: To promote economic development in Hamilton County, by creating/retaining jobs through entrepreneurial development, loans and tax incentive programs.

| | | | | |
|---|-------|-------|-------|-------|
| Demand : Jobs to be created. | 400 | 500 | 500 | 500 |
| Workload: Jobs created. | 683 | 406 | 500 | 500 |
| Efficiency: Time to develop jobs created (hrs). | 8,424 | 8,424 | 8,424 | 8,424 |
| Effect./Outcome: Targeted jobs created/retained. | 171% | 81% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 4 Other Expenditures | 457,664 | 749,000 | 764,000 | 1,299,000 |
| Total | 457,664 | 749,000 | 764,000 | 1,299,000 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------|----------------|------------------|-----------------|------------------|
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

While HCDC increased the goal from 400 jobs created in 2003 to 500 jobs created in 2004, we are still on target to reach our goal. Since the nation is coming out of what some have called a jobless recovery, HCDC is satisfied that we have kept up with our job creation goal. Since HCDC is on target with our goal, we feel that the number of 500 is a good estimate of the jobs to be created during a given year. HCDC is proposing to continue the target number for jobs created to 500 for fiscal year 2005.

Budget Office Analysis:

HCDC's Lending Department is certified by the U.S. Small Business Administration and the Ohio Department of Development to provide loan-financing programs to businesses expanding or locating in Southwest Ohio.

They provide a wide range of financing options including long term, fixed rate financing for real estate through the SBA 504 program, low interest equipment financing through the Ohio 166 program, and smaller loans for new and existing businesses through the SBA Microloan program.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Parking Facilities

Program: Operations - 6902

Mandated By: Not Mandated

Funding Source: Enterprise

| | |
|--|--|
| <p>Program Description: Provide safe, convenient parking for the general public visiting County offices in the Courthouse, County Administration Building, Department of Job and Family Services and for patrons of the Main Street entertainment district.</p> | <p>Accomplishments: A five-year lease has been signed with Cincinnati Bell Wireless for part of the retail space.</p> |
|--|--|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: Generate sufficient revenue from parking operations to cover expenses and debt service.

| | | | | |
|--|---------|-----------|-----------|-----------|
| Demand: Revenue needed to cover expenses | 996,545 | 1,010,500 | 1,010,500 | 1,010,500 |
| Workload: Revenue generated | 850,000 | 878,860 | 900,000 | 900,000 |
| Efficiency: % of spaces occupied daily | 80% | 85% | 85% | 85% |
| Effect./Outcome: % of expenses covered by revenue | 85.3% | 86.9% | 89% | 89% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 4 Other Expenditures | 173,263 | 315,194 | 281,600 | 281,600 |
| 5 Capital Outlay | 0 | 0 | 10,000 | 10,000 |
| 6 Debt Service | 214,128 | 693,255 | 692,125 | 692,125 |
| Total | 387,391 | 1,008,449 | 983,725 | 983,725 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 723,241 | 891,500 | 900,000 | 900,000 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 723,241 | 891,500 | 900,000 | 900,000 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|---------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The remainder of the retail space is vacant but may now be more attractive with Cincinnati Bell in place.

Budget Office Analysis:

The 2005 Operating Expenditures including Debt service of \$983,725 represents a 3% reduction from the 2004 budget primarily due to a modest savings from replacement equipment and the management contract. The current year expenditure estimate of \$ 1,090,496 includes a one-time payment of \$80,000 to Cincinnati Bell Wireless for improvements made to the leased space at A&D Parkhaus.

The residual cash from the parking construction project transferred to the operating fund in 2002 continues to cover expenses and will do so for a number of years. No rate changes were implemented in 2004 nor are rate changes planned for 2005. The 2005 revenue budget will support 88.2% of expenditures including debt service. (Up from 85% in 2004) The Parking fund balance at 12/31/2005 is projected to be \$108,658.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Environmental Control

This function consists of a department that provides the County with the means to address environmental concerns.

The **Department of Environmental Services** consists of the former Litter Control, Air Pollution Control and Solid Waste Departments.

The Hamilton County Solid Waste Management District was established in 1989 to fulfill the mandates of the Ohio Solid Waste law that became effective June 24, 1988. The law requires each county to be part of a Solid Waste Management District and to prepare a comprehensive solid waste management plan. Each district is required to establish a policy committee, which is responsible for preparing the plan.

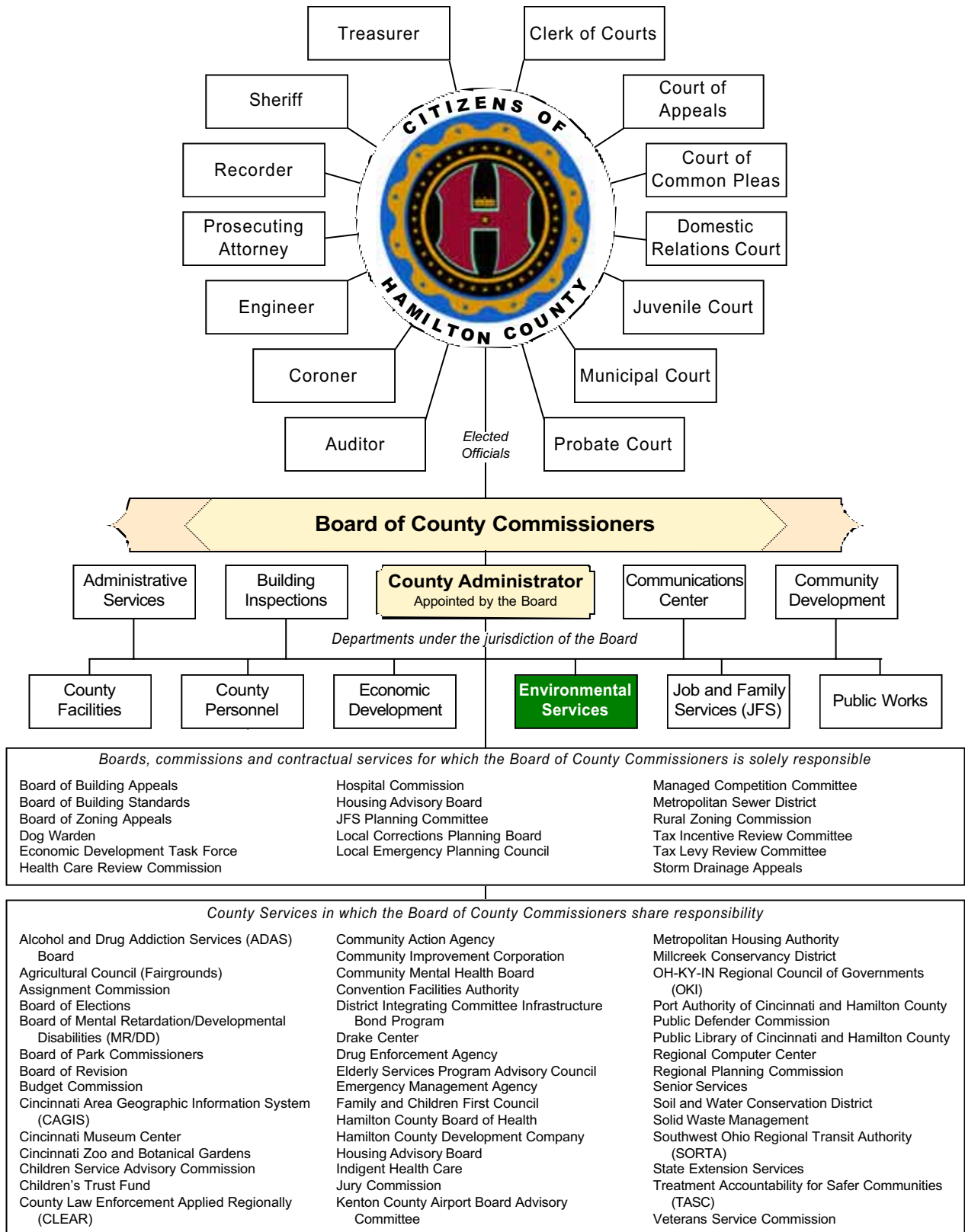
The committee consists of the president of the Board of County Commissioners (or

designee), the chief officer of the largest municipality in the county (or designee), a representative of the township trustees, the health commissioner of the largest territory (or designee), and a public member who is selected by the other four.

The Hamilton County Commissioners are the Board of Directors of the Solid Waste Management District. The Air Quality Management (AQM) division has responsibility for the enforcement of the rules and regulations of the Ohio Environmental Protection Agency in Butler, Clermont, Hamilton and Warren Counties. Hamilton County, as the lead county, has a delegation-of-authority contract with the Ohio EPA, plus concurring contracts with each of the other three counties. The department also addresses the water quality issues related to Metropolitan Sewer District (MSD) capital improvement projects.

Hamilton County, Ohio

Environmental Control



Environmental Control

2005 Approved Budget

Expenditures

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|------------------------|--------------------|----------------------|---------------------|--------------------|
| Environmental Services | 3,291,183 | 3,303,848 | 3,096,887 | 3,112,273 |
| Total | 3,291,183 | 3,303,848 | 3,096,887 | 3,112,273 |

Revenues

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|------------------------|--------------------|----------------------|---------------------|--------------------|
| Environmental Services | 2,839,311 | 3,485,652 | 2,958,088 | 2,989,588 |
| Total | 2,839,311 | 3,485,652 | 2,958,088 | 2,989,588 |

FTEs

| Department | 2003 Actual | 2004 Approved | 2005 Request | 2005 Budget |
|------------------------|--------------------|----------------------|---------------------|--------------------|
| Environmental Services | 61.14 | 61.83 | 62.90 | 62.90 |
| Total | 61.14 | 61.83 | 62.90 | 62.90 |

Environmental Services

Program: Air Quality Management - 5603

Mandated By: Ohio EPA rules and regulations

Funding Source: Special Revenue State Grants, Special Revenue Federal Grants

| | |
|--|---|
| <p>Program Description: Air Quality is responsible for local administration of the SW Ohio air permit system, inspection, compliance monitoring and field surveillance of stationary sources of air pollution. In addition, this program conducts complaint investigations and develops and prepares enforcement actions and documents for possible litigation. This program is also responsible for ambient air quality monitoring, stack test certification, emission inventories, air quality index and mold and pollen reporting.</p> | <p>Accomplishments: We will continue to take part in a five-city urban air toxics project starting in September and running until October 2004.</p> <p>We received a \$206,000 grant from USEPA to assist the University of Cincinnati in a diesel particulate study involving childhood asthma. This project was completed in October 2004.</p> <p>Monitoring & Analysis valid data capture rate exceeds the required 75% annual requirement.</p> <p>Our agency has submitted over 90% of the permit to install recommendations received to Ohio EPA within 45-day time frame.</p> <p>Our agency has submitted all draft Title V permit recommendations to Ohio EPA for review and issuance.</p> <p>We continue to work with Ohio EPA, USEPA and the Chamber of Commerce on getting Butler, Clermont, Hamilton and Warren Counties redesignated to attainment for the one-hour ozone standard.</p> <p>Conducted 3 Air Quality Permitting Seminars in April for regulated facilities.</p> <p>Worked with OEPA and Ohio Attorney General's Office (OAGO) to resolve a long-standing AK Steel enforcement case. The consent order requires installation of controls to reduce emissions and assesses a penalty of more than 1.7 million dollars.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: Inspect a minimum 15% of all asbestos demolition and renovation notifications. | | | | |
| Demand: Number of notifications received | 365 | 365 | 365 | 365 |
| Workload: Number of asbestos inspections performed. | 120 | 135 | 135 | 135 |
| Efficiency: Time spent performing inspections (Hours) | 1,628 | 1,831 | 1,831 | 1,831 |
| Effect./Outcome: Percentage of asbestos inspections performed. | 33% | 36.9% | 36.9% | 36.9% |

| | | | | |
|--|--------|--------|--------|--------|
| Objective: Document facilities as part of emission inventory system (EIS). | | | | |
| Demand: Number of facilities required as part of emission inventory. | 275 | 300 | 310 | 310 |
| Workload: Number of facilities documented as part of emission inventory. | 275 | 300 | 310 | 310 |
| Efficiency: Time Spent to document facilities into the EIS. | 2,750 | 3,000 | 3,100 | 3,100 |
| Effect./Outcome: Percentage of facilities documented annually. | 100% | 100% | 100% | 100% |
| Objective: Submit 90% of completed Permit To Operate (PTO) recommendations to OEPA | | | | |
| Demand: Number of PTO applications received. | 591 | 428 | 500 | 500 |
| Workload: Number of completed PTOs submitted to OEPA. | 395 | 475 | 450 | 450 |
| Efficiency: Time spent completing PTO applications. (Hours) | 4,500 | 6,500 | 6,500 | 6,500 |
| Effect./Outcome: Percentage of completed PTOs submitted to OEPA. | 67% | 100% | 90% | 90% |
| Objective: To assure ambient air quality data is consistent with quality assurance guidelines. | | | | |
| Demand: Number of air quality instruments to be calibrated | 87 | 89 | 90 | 90 |
| Workload: Instruments calibrated | 86 | 89 | 90 | 90 |
| Efficiency: Time to perform calibrations (Hours) | 28,160 | 28,807 | 29,130 | 29,130 |
| Effect./Outcome: Percentage of calibrated instruments within guidelines. | 100% | 100% | 100% | 100% |
| Objective: Publish Air Quality Index daily for the public. | | | | |
| Demand: Update two times daily Monday through Friday. | 520 | 520 | 520 | 520 |
| Workload: Number of updates per year | 524 | 520 | 520 | 520 |
| Efficiency: Time spent to perform Air Quality Index | 1,310 | 1,300 | 1,300 | 1,300 |
| Effect./Outcome: Percentage of updates completed | 100% | 100% | 100% | 100% |
| Objective: Witness all stack test certification annually. | | | | |
| Demand: Number of Potential stack test certifications to be observed | 110 | 107 | 110 | 110 |
| Workload: Number of stack tests completed. | 110 | 107 | 110 | 110 |
| Efficiency: Time to complete stack test certifications. (Hours) | 8,327 | 8,099 | 8,327 | 8,327 |
| Effect./Outcome: Percentage of stack tests observed. | 100% | 97% | 100% | 100% |
| Objective: Investigate and resolve all air quality complaints by providing knowledgeable, professional and courteous service. | | | | |
| Demand: Number of air quality complaints. | 449 | 430 | 415 | 415 |
| Workload: Number of air quality complaints investigated & resolved | 436 | 409 | 394 | 394 |
| Efficiency: Time spent investigating & resolving air quality complaints.(Hours) | 2,550 | 2,500 | 2,500 | 2,500 |
| Effect./Outcome: Percentage of air quality complaints resolved. | 97% | 95% | 95% | 95% |
| Objective: Inspect & document the compliance status of air contaminant facilities as required by the state contract. | | | | |
| Demand: # of regulated facilities requiring inspection. | 727 | 734 | 730 | 730 |
| Workload: Number of facilities inspected. | 700 | 734 | 730 | 730 |
| Efficiency: Time spent inspecting air contaminant facilities. (Hours) | 2,300 | 2,500 | 2,500 | 2,500 |
| Effect./Outcome: Percentage of state required facility inspections completed. | 96% | 100% | 100% | 100% |

| | | | | |
|---|-------|-------|-------|-------|
| Objective: Submit 90% completed PTI recommendations to OEPA within 45 days of receipt. | | | | |
| Demand: Number of PTI applications sent to OEPA. | 114 | 100 | 100 | 100 |
| Workload: # of permit recomm. forwarded to OEPA within 45 days of receipt. | 110 | 90 | 90 | 90 |
| Efficiency: Time spent completing PTI applications. (Hours) | 9,500 | 9,500 | 9,500 | 9,500 |
| Effect./Outcome: Percentage of PTI recommendations submitted to OEPA within 45 days. | 96% | 90% | 90% | 90% |

| | | | | |
|---|-----|-------|-----|-----|
| Objective: Complete all Title V Draft Permit recommendations and renewals within required OEPA timeframes. | | | | |
| Demand: # of Title V Permit recommend & renewals received. | n/a | 26 | 20 | 20 |
| Workload: # of Title V recommended & renewals submitted to OEPA. | n/a | 16 | 15 | 15 |
| Efficiency: Time Spent submitting Title V recommended and renewals to OEPA. | n/a | 1,000 | 900 | 900 |
| Effect./Outcome: Percentage received Title V submitted to OEPA within guidelines. | n/a | 62% | 75% | 75% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|-----------|----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 2,013,173 | 0 | 2,547,677 | 2,547,677 |
| 4 Other Expenditures | 352,564 | 0 | 584,500 | 584,500 |
| 5 Capital Outlay | 87,156 | 0 | 100,700 | 100,700 |
| Total | 2,452,893 | 0 | 3,232,877 | 3,232,877 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|-----------|----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 431,467 | 0 | 423,000 | 423,000 |
| 25 Fines & Forfeitures | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 1,685,626 | 0 | 2,542,800 | 2,542,800 |
| 40 Miscellaneous | 91,067 | 0 | 215,000 | 215,000 |
| Total | 2,208,160 | 0 | 3,180,800 | 3,180,800 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 47.00 | 48.00 | 48.00 | 48.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Title V Modifications/Renewals - This is a new category since previously issued Title V permits are coming up for renewal for the first time in 2004.

Air Quality Complaints - Due to the time it takes to complete a complaint investigation, all complaints received at the end of the year may not be completed until the start of the next year.

Permits to Operate - Ohio EPA switched from a three-year permit cycle to a five year permit cycle several years ago. At this time the first of the five-year permits are expiring, thus giving us a large number of renewal applications being submitted in 2003. Also permits to operate have a lower priority compared to Permits to Install and Title V permits.

Twenty-five percent of the monitors are audited by the state or USEPA each quarter. All monitors are calibrated quarterly. Quality assurance guidelines require precision and accuracy reports within 45 days after the end of each calendar quarter.

Approximately 120 stack tests are certified annually. Emissions inventories are updated throughout the year.

15% of all asbestos notifications are required by contract with the Ohio EPA. We consistently exceed 25%.

Budget Office Analysis:

Air Quality Management anticipates submitting 90% of completed Permit To Operate (PTO) recommendations to OEPA. In 2003, this division estimated that 349 permits would be completed. It is anticipated that the number of permits completed during 2004 will increase by 20% - 420 permits.

Environmental Services

Program: Solid Waste Management - 5601

Mandated By: Section 3734

Funding Source: Special Revenue Operating Fund

| | |
|---|---|
| <p>Program Description: To ensure timely and efficient implementation of the Hamilton County Solid Waste Management Plan. The approved Plan identifies the following activities: -Provides grant funding to surrounding communities for the implementation of recycling programs. -Provides direct recycling services where such service is not provided by the private sector or where there are under-served markets (Household Hazardous Waste, Yard waste, Mixed Paper drop-offs, etc.) -Assists local business and industry with recycling related projects while seeking to develop markets for recycled materials. -Implements programming for Household Hazardous Waste, tires, yard waste, etc. -Plans for adequate solid waste disposal capacity for Hamilton County. -Administer contracts with local health departments to ensure compliance of local solid waste facilities.</p> | <p>Accomplishments: Hamilton County Communities recycled 38,000 tons of material in 2003. Over 40 million pounds of material have been exchanged through the Interchange material exchange since 1996. 215 tons of computer and electronic equipment were collected at the District's 2003 collection event. 200 tons of household hazardous waste was collected at the District's 2003 collection events. The District distributed over \$1 million in grant funds in 2003 for the implementation and continuation of local recycling projects. The District funded the collection of approximately 15,000 tires throughout Hamilton County in 2003. In 2003, the District collected approximately 2,400 tons of yard waste at its three collection sites.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: Ensure regulatory compliance at county Solid Waste (SW) facilities. (No inspection in 2003) | | | | |
| Demand: Number of contractual inspections. | n/a | 388 | 388 | 388 |
| Workload: Number of actual inspections. | n/a | 1,000 | 388 | 388 |
| Efficiency: Staff time hours required to ensure compliance | n/a | 40 | 40 | 40 |
| Effect./Outcome: Percent of sites in compliance. | n/a | 250% | 100% | 100% |
| Objective: Provide funding, divided into semi-annual payments, as incentive to local governments to recycle 40,000 tons. | | | | |
| Demand: Number of tons targeted for recycling. | 40,000 | 40,000 | 40,000 | 40,000 |
| Workload: Number of tons recycled. | 38,000 | 38,000 | 38,000 | 38,000 |
| Efficiency: Staff time hours to promote the program. | 60 | 40 | 50 | 50 |
| Effect./Outcome: Percentage of the targeted 4,000 tons recycled. | 95% | 95% | 95% | 95% |

| | | | | |
|---|-------|--------|--------|--------|
| Objective: Provide three (3) yard waste (yw) recycling drop-off sites to collect 2,500 tons of yard waste for Hamilton County residents. | | | | |
| Demand: Number of tons of yw targeted for collection. | 2,500 | 2,500 | 2,500 | 2,500 |
| Workload: Number of tons of yw diverted. | 1,400 | 2,147 | 2,500 | 2,500 |
| Efficiency: Staff time hours to organize & promote all yw programs. | 60 | 120 | 120 | 120 |
| Effect./Outcome: Percentage of the targeted cubic tons of yw collected. | 56% | 86% | 100% | 100% |
| Objective: Provide Computer drop-off event for local businesses and community to recycle computers. (New objective) | | | | |
| Demand: Number of anticipated tonnage collected at event. | N/A | 350 | 500 | 500 |
| Workload: Number of actual tonnage collected. | N/A | 480 | 500 | 500 |
| Efficiency: Staff time hours preparing and participating in Computer event. | N/A | 400 | 350 | 350 |
| Effect./Outcome: Percentage of targeted tons collected. | N/A | 137% | 100% | 100% |
| Objective: Provide educational resources to reach 50,000 students through presentations and field trips. (New objective) | | | | |
| Demand: Number of anticipated children to be reached. | N/A | 50,000 | 50,000 | 50,000 |
| Workload: Number of children reached. | N/A | 48,000 | 50,000 | 50,000 |
| Efficiency: Staff time spent organizing and preparing for presentations & field trips. | N/A | 700 | 700 | 700 |
| Effect./Outcome: Percentage of targeted children reached. | N/A | 96% | 100% | 100% |
| Objective: Administer a materials exchange service for Hamilton Co. businesses (Interchange Program). (New objective) | | | | |
| Demand: # of anticipated inquires from business. | N/A | 230 | 230 | 230 |
| Workload: Number of actual inquires. | N/A | 200 | 230 | 230 |
| Efficiency: Staff time hours to develop and administer program. | N/A | 220 | 200 | 200 |
| Effect./Outcome: Percentage of inquires received. | N/A | 86% | 100% | 100% |
| Objective: Provide Household Hazardous Waste Event for community. (New objective) | | | | |
| Demand: Number of tons anticipated to receive at event. | N/A | 200 | 225 | 225 |
| Workload: Number of tons collected. | N/A | 150 | 225 | 225 |
| Efficiency: Staff time hours implementing event/program | N/A | 220 | 200 | 200 |
| Effect./Outcome: Percentage of tons collected. | N/A | 75% | 100% | 100% |
| Objective: Provide funding for local tire collection program. (New objective) | | | | |
| Demand: Number of anticipated tires collected. | N/A | 15,000 | 15,000 | 15,000 |
| Workload: Number of tires collected. | N/A | 12,000 | 15,000 | 15,000 |
| Efficiency: Staff time hours spent implementing program. | N/A | 40 | 40 | 40 |
| Effect./Outcome: Percentage of tires collected. | N/A | 80% | 100% | 100% |
| Objective: Provide workshops to allow teachers to incorporate recycling lessons into curriculum. (New objective) | | | | |
| Demand: Number of teachers targeted. | N/A | 900 | 900 | 900 |
| Workload: Number of teachers reached. | N/A | 800 | 900 | 900 |
| Efficiency: Staff time hours to implement workshops. | N/A | 200 | 200 | 200 |
| Effect./Outcome: Percentage of teachers participating in workshops. | N/A | 88% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|-----------------------|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 340,083 | 488,480 | 497,007 | 506,693 |
| 4 Other Expenditures | 1,938,361 | 2,422,397 | 2,283,690 | 2,287,690 |
| 5 Capital Outlay | 22,953 | 22,404 | 13,600 | 13,600 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 2,301,397 | 2,933,281 | 2,794,297 | 2,807,983 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 2,551,055 | 2,750,000 | 2,750,000 | 2,750,000 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 31,500 |
| 40 Miscellaneous | 49,206 | 54,710 | 50,000 | 50,000 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 2,600,261 | 2,804,710 | 2,800,000 | 2,831,500 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 10.00 | 9.00 | 9.00 | 9.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

All programs are funded through solid waste tipping fees enacted as a result of State law.

The Residential Recycling Incentive (RRI) is a grant program formed to ensure that communities maintain recycling collection programs by rewarding them for the amount of recyclables they collect.

The tonnage of computers collected in 2004 is expected to double for the 3rd consecutive year.

Over 30,000 households utilize the District's yard waste sites on an annual basis.

Funding for the tire collections increased in 2003 due to the increased health threats associated with tires.

In 2004, the District is piloting a permanent HHW collection facility. It is hoped that this facility will provide greater convenience for County residents at reduced cost.

Over 3,000 residents attended 2003 HHW events.

The District's education programs reach an estimated additional 70,000 students, indirectly, through training provided to teachers. The purpose of the education program is to ensure that children educated in Hamilton County receive an understanding of solid waste management and recycling while also reaching the parents of those children.

The Interchange is a catalog that allows companies to acquire and dispose of materials in a cost-effective, environmentally friendly manner. Companies report exchanges to the Interchange on a voluntary basis - therefore, reported figures are conservative.

The District also provides funding to the Cincinnati Health Department for open dump inspections.

In 2004, the District is beginning the process of re-writing its Solid Waste Management Plan.

The HCGHD is only obligated to perform 388 inspections of County Solid Waste facilities. In reality, they perform well over that - mostly due to increased inspections at construction and demolition debris landfills and compost facilities

Budget Office Analysis:

The Hamilton County Solid Waste Management District aims to provide quality education for its county residents, schools and community organizations. One aspect of this is continued education outreach. In 2005, Environmental Services anticipates providing workshops to allow 900 teachers to incorporate recycling lessons into the school curriculum.

Environmental Services

Program: Special Projects - 5604

Mandated By: Ohio Department of Natural Resources, OEPA, and USEPA.

Funding Source: Special Revenue Operating Fund, Special Revenue Calendar Grants, Special Revenue State Grants, Special Revenue Federal Grants

| | |
|--|--|
| <p>Program Description: To provide funding approved by the Ohio Department of Natural Resources (ODNR) to local communities for litter prevention and recycling, education and awareness programs.</p> <p>Air Quality Penalty Settlement receives 25% of each settlement to be used for agency enhancements as agreed upon by the Ohio Environmental Protection Agency (OEPA).</p> <p>PM 2.5 purpose is to install, operate and maintain new ambient air monitoring system for particulate matters.</p> | <p>Accomplishments: -Meeting or exceeding 30-day turn around time on handling of Particulate Matter (PM) 2.5 filters for entire state. -We are weighing and quality assuring over 15,000 filters per year statewide. -Using all natural gas vehicle for PM 2.5 program. -We have installed two continuous speciation monitors for PM 2.5. -The second continuous PM 2.5 monitor has been installed in Middletown; two more are expected before the end of the year.</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: Operate instruments to measure particulates under 2.5 microns. | | | | |
| Demand: Number of 2.5 monitors. | 22 | 24 | 25 | 25 |
| Workload: Number of monitors operating | 22 | 24 | 25 | 25 |
| Efficiency: Staff time to operate PM 2.5 instruments. (Hours) | 2,159 | 2,355 | 2,453 | 2,453 |
| Effect./Outcome: Percentage of Instruments operational. | 100% | 100% | 100% | 100% |
| Objective: Take appropriate action to bring non-compliance facilities into compliance. | | | | |
| Demand: Number of Notice of Violations (NOV) needed. | 272 | 250 | 250 | 250 |
| Workload: Number of NOV's sent. | 272 | 250 | 250 | 250 |
| Efficiency: Time spent developing NOV's. | 1,700 | 1,600 | 1,600 | 1,600 |
| Effect./Outcome: Percentage of required NOV's sent to non-compliant facilities. | 100% | 100% | 100% | 100% |
| Objective: To ensure that all communities maintain ODNR guidelines and meet all grant requirements. | | | | |
| Demand: # of communities to meet all grant requirements. | 10 | 10 | 12 | 12 |
| Workload: # of communities that met all grant requirements. | 10 | 10 | 12 | 12 |
| Efficiency: Staff time spent per approved community. (Hours) | 25 | 100 | 100 | 100 |
| Effect./Outcome: Percentage of approved communities which meet all ODNR guidelines. | 100% | 100% | 100% | 100% |

Objective: To weigh PM 2.5 filters generated in the State of Ohio.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Number of 2.5 filters to weigh. | 15,500 | 15,000 | 13,500 | 13,500 |
| Workload: Number of 2.5 filters weighed. | 15,490 | 15,000 | 13,500 | 13,500 |
| Efficiency: Time to weigh filters. (Hours) | 2,128 | 2,061 | 1,855 | 1,855 |
| Effect./Outcome: Percentage of filters weighed. | 99% | 97% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|-----------------------|----------------|----------------|----------------|----------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 170,878 | 64,031 | 229,049 | 230,412 |
| 4 Other Expenditures | 230,122 | 67,475 | 226,270 | 226,270 |
| 5 Capital Outlay | 48,294 | 0 | 29,684 | 29,684 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 449,294 | 131,506 | 485,003 | 486,366 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|----------------|------------|----------------|----------------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 25 Fines & Forfeitures | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 379,229 | 0 | 41,684 | 41,684 |
| 40 Miscellaneous | 41,161 | 413 | 283,000 | 283,000 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 420,390 | 413 | 324,684 | 324,684 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|----------------------|-------------|-------------|-------------|-------------|
| | Actual | Estimate | Request | Approved |
| Total | 4.00 | 5.00 | 5.00 | 5.00 |
| New Positions | 1.00 | 1.00 | 0.00 | 0.00 |

Departmental Comments:

The Air Quality Penalty Settlement is strictly a revenue & expenditure account. The purpose for this account was previously agreed upon between DOES and the Ohio EPA.

The PM 2.5 project was received in 1998 and the monitoring will continue until the project is over. PM 2.5 purpose is to install, operate, and maintain new ambient air monitoring system for particulate matters. Two additional PM 2.5 continuous monitors will be installed.

The ODNR Recycle, Ohio! Grant is strictly a pass-through account. Solid Waste Management receives the funding from the Ohio Department of Natural Resources (ODNR). Then Solid Waste passes the dollars over to the communities that are approved for funding in Hamilton County. Solid Waste Mgmt. is required to monitor the expenditures of these communities.

Budget Office Analysis:

This Special Projects Program is funded through federal grants, which were adopted by the Board of County Commissioners. Environmental Services continues to document all air quality violations.

Environmental Services

Program: Water Quality Management - 5602

Mandated By: Not Mandated

Funding Source: Special Revenue Operating Fund

| | |
|---|--|
| <p>Program Description: To provide oversight for CIP environmental impacts of Metropolitan Sewer District (MSD) projects and to address any water quality issues identified by BOCC for Hamilton County.</p> | <p>Accomplishments: -Attended all Wet Weather initiative meetings. -New stormwater utility up and running in Engineer's office. -Responsible for agenda and follow-up on items developed by Metropolitan Sewer District's Public Advisory Committee (PAC). -Staff participation in project SIGNs program.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To monitor the storm water management issues impacting Hamilton County. | | | | |
| Demand: Number of storm water management issues. | 8 | 2 | 2 | 2 |
| Workload: Storm water management issues addressed. | 7 | 2 | 2 | 2 |
| Efficiency: Staff time for storm water mgmt. issues. (Hrs.) | 250 | 150 | 100 | 100 |
| Effect./Outcome: Percentage of issues that were/will be brought to conclusion. | 88% | 100% | 100% | 100% |
| Objective: To provide information to the MSD - PAC that allows them to make informed decisions on sewer issues. | | | | |
| Demand: # of info. items reviewed by the MSD-PAC. | 4 | 8 | 10 | 10 |
| Workload: # of information items, approved by MSD-PAC, to forward to BOCC. | 2 | 2 | 3 | 3 |
| Efficiency: Staff time spent preparing for MSD-PAC. (Hrs.) | 125 | 100 | 100 | 100 |
| Effect./Outcome: Percentage of issues that were presented to committee in a timely manner & recommendations made to the County Commissioners. | 50% | 100% | 100% | 100% |
| Objective: To provide contract oversight on major environmental issues associated with combined sewer overflow policy and impact to water quality. | | | | |
| Demand: Number of MSD issues requiring staff action. | 4 | 2 | 2 | 2 |
| Workload: Number of MSD issues addressed by staff. | 3 | 2 | 2 | 2 |
| Efficiency: Staff time spent on MSD issues. (Hrs.) | 95 | 70 | 70 | 70 |
| Effect./Outcome: Percentage of short and long term plans for MSD that were/will be developed and submitted to the Board of County Commissioners. | 75% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 11,872 | 16,481 | 15,994 | 16,330 |
| 4 Other Expenditures | 0 | 0 | 0 | 0 |
| Total | 11,872 | 16,481 | 15,994 | 16,330 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| 40 Miscellaneous | 16,073 | 16,057 | 16,588 | 16,588 |
| Total | 16,073 | 16,057 | 16,588 | 16,588 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Stormwater utility operating under direction of County Engineer. MSD-PAC can make recommendations to BOCC as utility develops.

Wet Weather Initiative still active.

Budget Office Analysis:

Environmental Services staff continues to provide comprehensive identification of water issues. These water issues are addressed through the Metropolitan Sewer District's Public Advisory Committee (PAC).

General Government

The General Government Function includes departments and activities that serve other county functions. Performing inter-related tasks, the general government departments provide the public and the county with needed services.

The **Board of County Commissioners** is the body that comes closest to resembling both a legislative and executive branch. Their only legislative-like activity is to vote on the budget allocations of the various departments that come under their jurisdiction. This power over budget allocations gives them control in terms of shaping county programs and priorities.

In addition to approving the annual county budget, the commissioners implement state regulations dealing with the physical needs of the County such as zoning, sewers and road maintenance activities. They decide when to place tax levies or bond issues before the voters, and they select the County Administrator and many appointed department directors. The Board also buys and sells land and buildings, and manages the county's real and personal property. The commissioners are also permitted to enter into agreements with municipalities, special districts or other counties to provide services for those units of government.

The **County Administrator** executes directives and administrative regulations approved by the Board. She also supervises and directs the activities of departments of county government under the control or jurisdiction of the Board. She attends all meetings of the Board as required by that body. She prepares and submits to the Board such reports as are

required by that body or as she deems advisable; keeps the Board fully advised on the financial condition of the county; prepares and submits operating budgets for approval of the Board; and performs any additional duties as the Board may determine necessary.

The department of **Administrative Services** includes several divisions. The Budget and Research division is responsible for the review of departmental budget requests and preparing the Administrator's budget recommendation for submission to the Board of County Commissioners. The Management Analysis division addresses concerns of internal control. The staff performs internal reviews (at the request of a department), offers constructive suggestions and works with the department on an implementation plan. Audits of hotels/motels to ensure the proper collection and remittance of the County-wide lodging tax are conducted by the Management Analysis division. The total 6.5% lodging tax consists of two increments. The original 3% is distributed to the Greater Cincinnati Convention & Visitors Bureau and several municipalities. The additional 3.5% was effective December 1, 2002 and is earmarked for the expansion and renovation of the Cincinnati Convention Center. The Purchasing division is responsible for all purchasing for Hamilton County government. During 1998, the purchasing function was centralized within DAS with the addition of staff from the Department of Job and Family Services. The positive outcome of the consolidation is the ability to impact overall County purchasing with additional savings.

Other functions performed within the Department of Administrative Services include

grant management, risk management and small, minority and female business development.

Certain subsidies and other costs appear within the Department of Administrative Services. Following are descriptions of these functions:

- The **Cooperative Extension Service** provides continuing education programs in the agricultural industry, home economics, community and natural resource development and 4-H Youth development for the citizens of each county in Ohio. Major emphasis is given to economic development and to the related social and cultural needs of people. The basic objective of the Cooperative Extension Service is to help people utilize scientific data relating to agriculture, home economics, natural resources and related subjects to solve their problems. The aim is an improved level of living for all citizens through increased understanding and use of up-to-date, scientific information. Programs are designed for both adults and youth. Cooperative Extension also provides services to seniors, and is funded by the Senior Services Tax Levy and the county through contractual agreements.
- **Ohio's Soil and Water Conservation** districts were organized under enabling legislation provided by House Bill 646 in 1941. The Ohio Soil Conservation Act gave local people the opportunity to organize a conservation district and carry out local natural resource management programs. The Hamilton County Soil and Water Conservation District was established in April 1945.
- The **Regional Planning Commission (RPC)** serves the Board of County

Commissioners by providing advisory planning services to the unincorporated areas (12 townships) of the County. It also services 37 county municipalities that are members of the Commission and pay annual fees.

The Commission's various planning activities include programs for land use planning, development review and information services. The Commission's services are tied to annual work programs that monitor development trends, evaluate current policies and update the Hamilton County Master Plan and related regulations for zoning, subdivision of land and traffic circulation. The Commission is responsible for determining consistency of development proposals with adopted plans for township areas. Land use control responsibilities also include development review for consistency with zoning regulations, subdivision rules and thoroughfare plans. Advisory zoning recommendations are made to the Hamilton County Rural Zoning Commission and to township municipal zoning commissions. The RPC administers and takes final actions on land subdivision for the unincorporated areas. It coordinates the multi-agency review of subdivision plans and ensures conformity with the County's regulations.

- The **Regional Computer Center (RCC)** was established on a concept of sharing data and resources between independent governmental entities. The RCC provides law enforcement information assistance on a continuing basis to all law enforcement agencies in Hamilton County. Additionally, the RCC serves the needs of the County and the City of Cincinnati by providing

information systems to client agencies. An arm of the City of Cincinnati, RCC provides systems services to various County departments.

- **IPAC** funding is a designated sum of money set aside in each budget for office technology products and services for Hamilton County departments within the general fund.

The County **Personnel Department (CPD)** conducts a variety of services for county personnel through the divisions of Employee Relations/Staffing, Administration, Training and Benefits. The CPD reports directly to the County Administrator and administers personnel functions for departments under the jurisdiction of the Board of County Commissioners.

Additionally, the CPD assists other county agencies electing to use the services and facilities of the department. The CPD assists departments with such employee related functions as hiring, promotion, corrective actions and salary increases. The CPD is responsible for collective bargaining among the County's bargaining units and the administration of the collective bargaining agreements. Also, the department develops and implements countywide employee development and training programs.

The County **Auditor** sets the value of real property by assessing it for tax purposes. The office prepares the annual general tax list and duplicates of real and public utility property for the County Treasurer. Additionally, the Auditor is authorized to correct clerical errors in these lists, to grant relief to taxpayers who are erroneously overcharged, to certify delinquent taxes for collection by sale of the property, and

to make a semiannual settlement with the County Treasurer. The Auditor serves as secretary of both the County Budget Commission and the Board of Revision and is responsible for the preparation of the Comprehensive Annual Financial Report (CAFR).

The real estate assessment division of the Auditor's office assesses real estate pursuant to the provisions of chapter 5713 of the Ohio Revised Code. Fees on the tax collections of the county provide the revenue to support this activity. The Auditor's Computer Center plans, implements and administers information for the County Auditor's office, County agencies and the public. Fees charged to the agencies served support the activities.

The **County Treasurer** collects, holds and invests County revenues. As the central receiver of taxes for the county, the Treasurer is responsible for collecting county, local and certain state taxes. This job is ministerial in scope and does not involve fiscal decision-making.

The Hamilton County **Board of Elections**, under Ohio law, is charged with conducting all general, primary and special elections in the county. The Board must establish voting precincts, made up of approximately 450 registered voters per precinct, with a total of 1,025 precincts in Hamilton County in 2002. Besides administering elections, the Board provides other voting and election-related services to county citizens. A major service is registering voters throughout the county. Branch registration locations exist in most city municipal buildings and all public libraries. Mobile van registration units periodically register voters at the major shopping malls in the county. The Board administers and reviews

all nomination petitions that are required to place a candidate or issue on the ballot.

The Hamilton County **Recorder** maintains permanent records of all transactions of real property (including deeds, mortgages and conveyances of lands and buildings) and other miscellaneous documents. The Recorder's Office is most frequently used by attorneys and paralegals that examine the interest a person has in his or her property. In addition, the historical significance of the records attracts many casual users.

The Department of **County Facilities** is responsible for custodial services, security and maintenance of the Hamilton County Courthouse, Hamilton County Justice Center, 800 Broadway Building, Alms & Doepke Building, Administration Building and other county buildings. The Department is also responsible for the repair and operation of all boilers, air conditioners and ventilation systems. It also is responsible for all repair work, including painting, plumbing, carpentry and electrical repairs.

The **Rural Zoning Commission** serves the Board of County Commissioners by administering and enforcing zoning in eight townships or parts thereof covering an area of about 130 square miles. The Commission itself is responsible for making recommendations to the Board regarding zone amendments and makes final determination of compliance with conditions of approval adopted by the County Commissioners. The Commission consists of five members from the area under County Zoning appointed by the Board of County Commissioners. By law, the unanimous decision of the Board of County Commissioners is required to deny or modify the recommendation of the Commission.

The **Board of Zoning Appeals** provides an appeal process for any person aggrieved by a decision of the Hamilton County Rural Zoning Commission. The Board hears cases filed from an application or an order from Rural Zoning Commission.

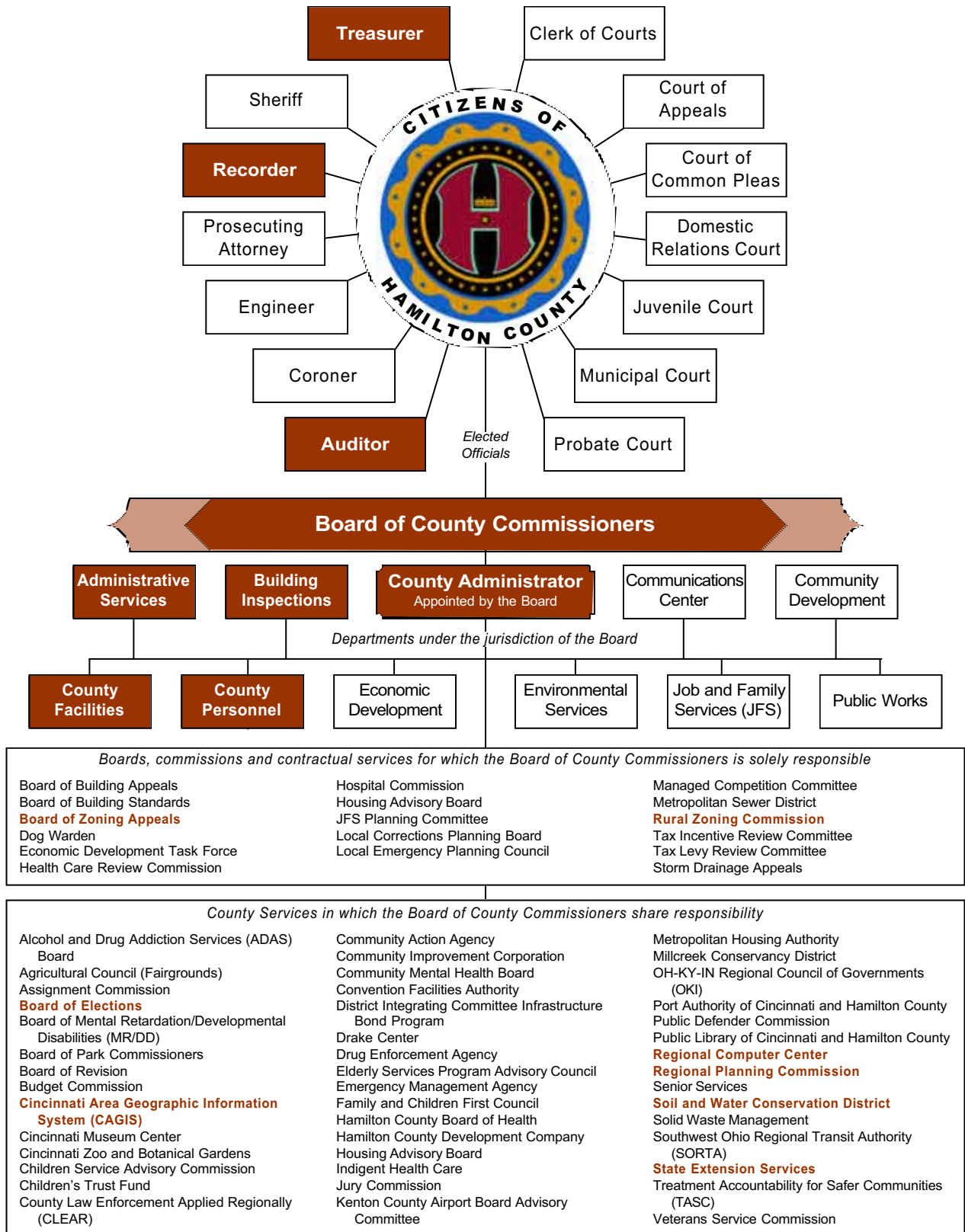
The Department of **Building Inspections** is a building department certified by the State of Ohio for administration and enforcement of the Ohio Basic Building Code. In addition, it administers and enforces the Hamilton County Building Code (for residential constructions).

The review, permit and inspection activities cover the unincorporated area of the County. Also, through contractual arrangements, the department serves 14 municipalities within the County by processing permit applications, plan examination, permit issuance and inspections. Other activities include receiving and processing building permit applications, collection of approvals from other regulatory agencies, issuance of building permits, in-progress/on-site inspections at various stages of construction, gas line inspections and issuance of final approval (Certificate of Occupancy). The department also responds to complaints, and inspects building code violations. Inspections also include heating, air-conditioning and ventilation systems (both new and replacement).



Hamilton County, Ohio

General Government



General Government

2005 Approved Budget

Expenditures

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|
| Administrative Services | 13,631,232 | 18,911,260 | 21,604,452 | 18,433,212 |
| Auditor | 10,845,456 | 11,847,732 | 10,571,853 | 11,264,275 |
| Board of County Commissioners | 745,293 | 813,348 | 858,718 | 780,106 |
| Board of Elections | 4,552,603 | 6,081,586 | 6,162,804 | 5,722,473 |
| Board of Zoning Appeals | 85,299 | 88,300 | 96,974 | 97,650 |
| Building Inspections | 2,023,090 | 2,053,566 | 2,165,634 | 2,206,908 |
| County Administrator | 2,211,341 | 2,157,875 | 4,176,730 | 2,925,087 |
| County Facilities | 17,497,086 | 18,268,323 | 37,569,642 | 17,852,637 |
| County Personnel | 4,040,270 | 4,752,807 | 5,679,089 | 5,790,161 |
| IPAC | 1,096,239 | 991,987 | 1,405,137 | 1,199,863 |
| Recorder | 2,828,753 | 2,490,677 | 2,457,396 | 2,368,749 |
| Rural Zoning Commission | 435,601 | 430,230 | 436,183 | 438,206 |
| Treasurer | 2,631,711 | 2,321,538 | 2,335,667 | 2,260,380 |
| Total | 62,623,975 | 71,209,229 | 95,520,281 | 71,339,707 |

Revenues

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|-------------------------------|--------------------|--------------------|--------------------|--------------------|
| Administrative Services | 10,934,803 | 9,504,883 | 11,814,677 | 11,786,436 |
| Auditor | 152,912,518 | 159,099,782 | 151,224,105 | 162,036,227 |
| Board of County Commissioners | 10 | - | - | - |
| Board of Elections | 308,183 | 1,322,565 | 232,100 | 348,550 |
| Board of Zoning Appeals | 19,807 | 18,613 | 17,500 | 17,500 |
| Building Inspections | 2,462,669 | 2,383,005 | 2,449,000 | 2,449,000 |
| County Administrator | 3,212,808 | 584,967 | 701,940 | 1,001,940 |
| County Facilities | 38,640 | 1,072,131 | 1,012,728 | 1,017,773 |
| County Personnel | 3,051,300 | 3,615,398 | 350,000 | 3,472,178 |
| Recorder | 9,721,601 | 6,712,731 | 6,000,000 | 6,500,000 |
| Rural Zoning Commission | 329,260 | 300,640 | 310,200 | 310,200 |
| Treasurer | 20,812,994 | 18,936,953 | 17,951,842 | 18,439,427 |
| Total | 203,804,593 | 203,551,668 | 192,064,092 | 207,379,231 |

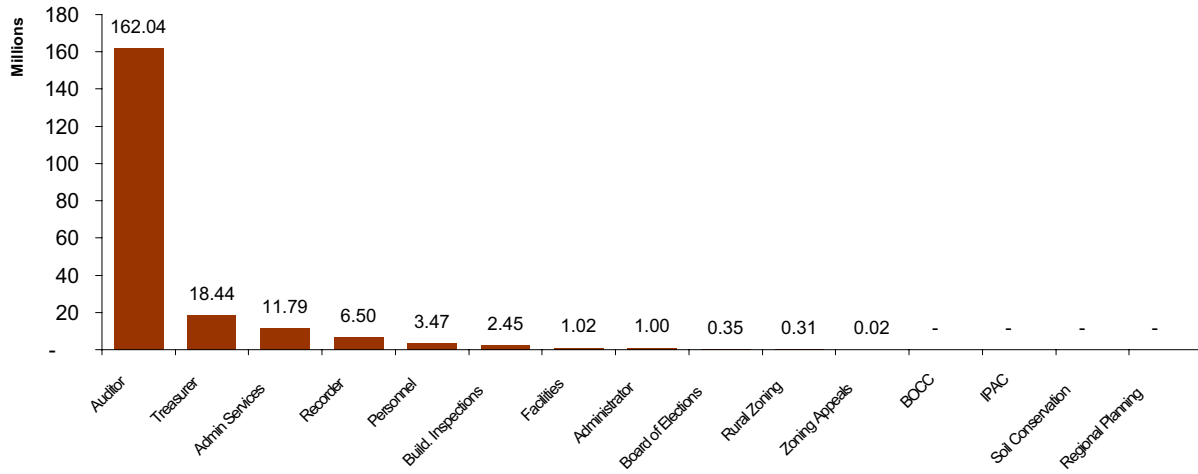
FTEs

| Department | 2003 Actual | 2004 Approved | 2005 Request | 2005 Budget |
|-------------------------------|---------------|---------------|---------------|---------------|
| Administrative Services | 43.10 | 21.5 | 26.20 | 23.70 |
| Auditor | 137.00 | 135.00 | 132.00 | 132.00 |
| Board of County Commissioners | 11.00 | 11.00 | 11.00 | 11.00 |
| Board of Elections | 43.30 | 43.30 | 47.00 | 43.30 |
| Board of Zoning Appeals | 1.95 | 1.95 | 1.95 | 1.95 |
| Building Inspections | 29.60 | 29.50 | 29.50 | 29.50 |
| County Administrator | 24.12 | 8.37 | 11.37 | 10.25 |
| County Facilities | 98.00 | 94.00 | 97.00 | 91.00 |
| County Personnel | 16.32 | 16.40 | 16.63 | 16.63 |
| IPAC | 0.00 | 0.00 | 0.00 | 0.00 |
| Ohio Soil Conservation | 7.00 | 8.00 | 8.00 | 8.00 |
| Recorder | 40.46 | 40.46 | 43.06 | 42.02 |
| Regional Planning Commission | 18.55 | 18.75 | 18.75 | 18.75 |
| Rural Zoning Commission | 8.30 | 8.10 | 8.10 | 8.10 |
| Treasurer | 38.00 | 38.00 | 38.00 | 38.00 |
| Total | 516.70 | 474.33 | 488.56 | 474.20 |

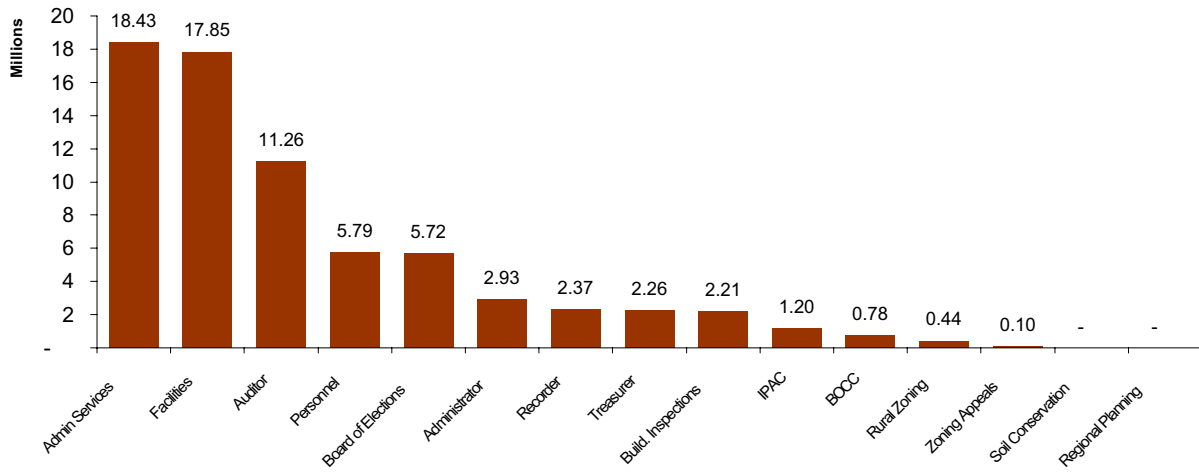
General Government

2005 Budget Summary by Department

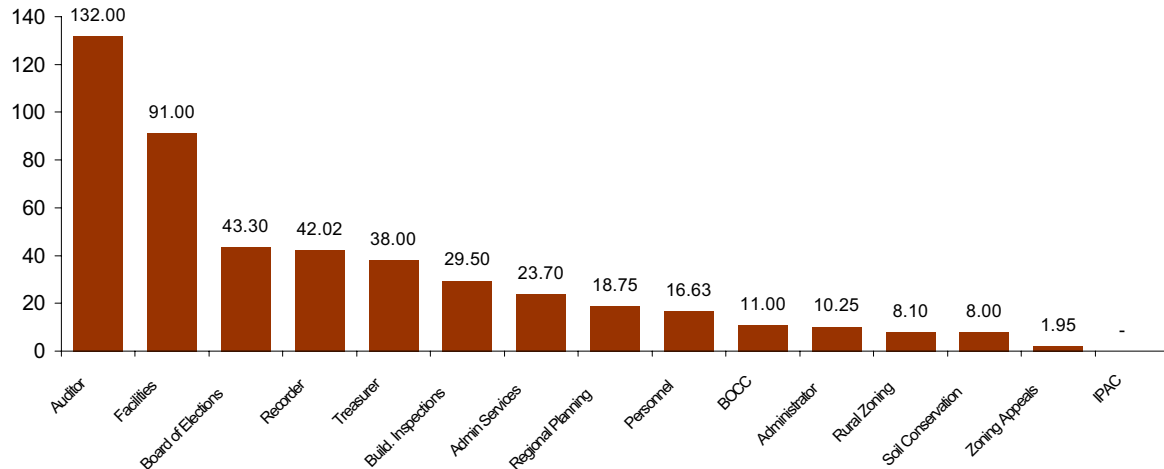
Revenue



Expenditures



Employees



Administrative Services

Program: Administration - 1901

Mandated By: Not mandated.

Funding Source: General Fund, Tax Levies Operating Fund

| | |
|--|---|
| <p>Program Description: Includes Assistant County Administrator and Deputy Director for the Department of Administrative Services, Director of Small, Minority & Female Business Development, the MSD Comptroller, and Administrative Services' support staff. Responsible for daily operation of department including personnel and training functions. The Office of Small Business Development is responsible for assisting small businesses in securing work with Hamilton County. This is accomplished through recruitment for the Small Business Program, circulation of the small businesses' information to various County departments and agencies, and informational outreach activities.</p> | <p>Accomplishments: Stadium activities continued to be a focal point as Paul Brown Stadium completed a fifth year of operations and the second year of the Great American Ballpark and the Block 3 Garage. The Office of Small Business Development recognized the 6-year anniversary of the Small Business Program in May 2004. An Annual Report presented to the Board and posted on the County's website highlights various accomplishments. The National Association of Counties acknowledged the Office as a 2004 Achievement Award Winner for the Public Entities Small Business Collaborative work with the City of Cincinnati and Cincinnati Public Schools. As of June 10, 2004 249 (71%) of the 349 small businesses registered were located in Hamilton County. The Grants Manual developed by Administration has been very successful in assisting departments with grant development and administration. The manual can be found on the Hamilton county web page at www.hamilton-co.org/das/grants.asp.</p> |
|--|---|

| | | | |
|----------------|------------------|-----------------|------------------|
| 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------|------------------|-----------------|------------------|



Objective: To produce budget documents, such as a budget in brief, budget drafts, etc., in a timely and accurate manner.

| | | | | |
|---|------|------|------|------|
| Demand: Budget documents to be produced. | 3 | 3 | 3 | 3 |
| Workload: Budget documents produced. | 3 | 3 | 3 | 3 |
| Efficiency: Hrs. to write, edit and produce budget documents | 150 | 160 | 160 | 160 |
| Effect./Outcome: % of budget documents produced. | 100% | 100% | 100% | 100% |



Objective: To assist departments in securing grants.

| | | | | |
|--|---------------|----------------|----------------|----------------|
| Demand: # of grant opportunities sent to departments | 175 | 150 | 165 | 165 |
| Workload: Number of grants awarded during calendar year. | 175 | 180 | 180 | 180 |
| Efficiency: Total amount of grants awarded | \$ 95,000,000 | \$ 125,000,000 | \$ 128,000,000 | \$ 128,000,000 |
| Effect./Outcome: # of County departments receiving grants | 15 | 17 | 19 | 19 |



Objective: Coordinate and monitor financial affairs of the Metropolitan Sewer District (MSD).

| | | | | |
|---|------|------|------|------|
| Demand: To complete monthly financial reports | 12 | 12 | 12 | 12 |
| Workload: Monthly reports completed | 12 | 12 | 12 | 12 |
| Efficiency: Hours to produce each monthly report | 12 | 12 | 12 | 12 |
| Effect./Outcome: % of monthly financial reports completed in a timely manner | 100% | 100% | 100% | 100% |



Objective: To increase the number of small businesses registered with the Small Business Program.

| | | | | |
|--|-----|-----|-----|-----|
| Demand: # of SBEs wishing to offer goods/svcs. used by County | 500 | 500 | 500 | 500 |
| Workload: Number of SBEs in Hamilton County registered with the Small Business Program. | 315 | 424 | 450 | 450 |
| Efficiency: Hrs/wk expended | 30 | 30 | 30 | 30 |
| Effect./Outcome: % increase of SBEs registered with the Small Business Program. | 57% | 35% | 6% | 6% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 451,809 | 560,007 | 592,001 | 588,643 |
| 4 Other Expenditures | 1,311,216 | 2,189,341 | 3,060,017 | 3,142,878 |
| 5 Capital Outlay | 984 | 984 | 18,000 | 10,000 |
| Total | 1,764,009 | 2,750,332 | 3,670,018 | 3,741,521 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 1 Property Taxes | 0 | 0 | 0 | 0 |
| 2 Sales & Use Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 39,685 | 49,260 | 51,919 | 51,919 |
| 30 Investments Interest | 0 | 69,970 | 49,975 | 49,975 |
| 35 Other Intergovernmental | 2,862,602 | 4,167,473 | 4,086,761 | 3,772,816 |
| 40 Miscellaneous | 24 | 1,566,199 | 1,569,603 | 1,740,307 |
| 45 Other Financing Sources | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 2,902,311 | 5,852,902 | 5,758,258 | 5,615,017 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|----------------------|--------------|-------------|-------------|-------------|
| | Actual | Estimate | Request | Approved |
| Total | 9.00 | 9.00 | 9.00 | 9.00 |
| New Positions | -1.00 | 1.00 | 0.00 | 0.00 |

Departmental Comments:

Grant funding opportunities from various sources are sent to the appropriate departments to determine if they will apply. If so, paperwork is reviewed and submitted for appropriate County signature. In some instances, it may take 6-9 months before a decision regarding a grant award is made. The number of new grants awarded can exceed the number of grants applied for

(during the calendar year) as mentioned above. The grantor review and approval process can span more than one calendar year. Hamilton County subscribes to a grants locator service that lists federal and foundation-funding opportunities specifically targeted to local governments. The Office of Small Business Development will continue to plan and conduct community outreach activities for small businesses to educate them about the County's Small Business Program, its purchasing processes, and to enhance relationships with Hamilton County. Funding is included in the budget for these activities. Other successful programs throughout the country will be studied to identify strengths with a goal of incorporating them into the County's Small Business Program. While there are thousands of small businesses in Hamilton County, the number of potentially registered SBEs is limited in at least two ways, by the number wishing to provide goods and services to the County, and by the number providing goods and services for which the County has a use. The "demand" figure is a rough estimate.

Budget Office Analysis:

The total 2005 General Fund expenditure budget of \$13,425,071 represents a 7% increase from the current year budget of \$12,493,527. The budget provides for contingencies of \$3.79 million. The 2005 FTE increase of 1.75 includes funding for one position upgrade (Surplus Asset Manager) and one additional Procurement Specialist.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Bernice Walker, director of small business development, was elected chairperson of the National Bar Association's (NBA) Government Lawyers Division, during its 79th Convention in August 2004. She was also recognized as the board member recruiting the most members. In addition to serving as chairperson, Bernice also serves on the NBA Board of Governors.

Administrative Services

Program: Cinti Area Geographic Info System (CAGIS) - 1907

Mandated By: Not mandated.

Funding Source: General Fund

| | |
|--|---|
| <p>Program Description: CAGIS (Cincinnati Area Geographic Information System) is a shared operation of Hamilton County, the City of Cincinnati and CINERGY. The system uses a suite of software (the geographic information system software, a workflow tracking software, document management software, redlining, field inspection management software, and Gantt chart software) to automate the development, code enforcement, request for service, and capital improvement processes within the county.</p> | <p>Accomplishments: In 2003-2004 CAGIS enabled real-time sewer capacity monitoring by integrating the permit system with work orders and the GIS. During the third quarter of 2003, capital improvement plan (CIP) project additions and deductions were added to the tracking process of capacity on sewers contributing to sewer system overflows. Water in Basement (WIB) tracking was implemented at MSD in 2004. CAGIS provided target tracking for integrating the homeland security targets with both Permits Plus and the GIS in 2003. CAGIS has automated the zoning code enforcement process, and is currently in the final stages of implementing the automation of building code enforcement in Buildings and the subdivision development process in Regional Planning. Code Enforcement automation for Soil and Water is under development. CAGIS has implemented building permits at Forest Park and is in process with implementation of both workflow tracking and the GIS at Blue Ash.</p> |
|--|---|

| | | | |
|----------------|------------------|-----------------|------------------|
| 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------|------------------|-----------------|------------------|



Objective: To increase the number of workflows re-engineered. The purpose of the re-engineering is to improve customer service and department coordination.

| | | | | |
|---|------------|------------|------------|------------|
| Demand: To increase the number of workflows re-engineered. | 250 | 310 | 310 | 310 |
| Workload: Workflows to be re-engineered. | 250 | 310 | 310 | 310 |
| Efficiency: Time spent to re-engineer. | 1,650 hrs. | 1,900 hrs. | 1,900 hrs. | 1,900 hrs. |
| Effect./Outcome: Number of workflows re-engineered. | 34 | 45 | 55 | 55 |

Objective: To increase the number of on-line users supported by the system.

| | | | | |
|--|------------|------------|------------|------------|
| Demand: Universe of users. | 1,400 | 1,500 | 1,500 | 1,500 |
| Workload: Number of users on-line. | 1,280 | 1,350 | 1,420 | 1,420 |
| Efficiency: Hours available to bring new users on line. | 14,000 hrs | 14,430 hrs | 14,430 hrs | 14,430 hrs |
| Effect./Outcome: % of user universe online | 91.4% | 90% | 94.6% | 94.6% |



Objective: Increase the number of data items that are maintained by department work processes and for which there are daily/weekly/monthly updates.

| | | | | |
|--|------------|------------|------------|------------|
| Demand: Data layers in CAGIS | 395 | 420 | 420 | 420 |
| Workload: Data layers updated routinely | 215 | 250 | 260 | 260 |
| Efficiency: Hours spent re-engineering processes | 16,000 hrs | 13,260 hrs | 13,260 hrs | 13,260 hrs |
| Effect./Outcome: % of layers maintained routinely | 54.4% | 59.5% | 61.9% | 61.9% |



Objective: To increase the number of applications designed, integrated and available to the end user.

| | | | | |
|--|-----------|------------|------------|------------|
| Demand: Universe of integrated applications. | 4,380 | 4380 | 4380 | 4380 |
| Workload: Integrated programs. | 3,373 | 3,873 | 4,373 | 4,373 |
| Efficiency: Time allocated to programming software. | 6,200 hrs | 13,260 hrs | 13,260 hrs | 13,260 hrs |
| Effect./Outcome: % of program universe integrated | 77% | 88.4% | 99.9% | 99.9% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 4 Other Expenditures | 40,762 | 77,064 | 86,200 | 81,484 |
| Total | 40,762 | 77,064 | 86,200 | 81,484 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

A major objective for CAGIS is the use of Internet access/ E-Commerce for permits. The purpose of CAGIS automation is to improve service and cross-department/ cross-enterprise coordination and use service transactions to result in updates to the GIS system. Often only portions of a workflow are initially implemented, such as front counter functions, resulting in workflow implementations that can cover several years. The target includes automating the remainder of the transaction processes through map updating. To achieve these objectives CAGIS assumes that the departments will make staffing available and will make the departmental investments necessary to support the implementation of the system within their functional areas. Departments are responsible for installing local area networks, servers and office and mobile PC equipment and software as well as for insuring the appropriate staff attend training.

Departments also agree to insure their staff or RCC staff participate in non-CAGIS provided training in Windows, ORACLE and other database, network and system support training in order to achieve the introduction of CAGIS into the permit workflows and to support the system once installed.

In 2005, CAGIS will continue to extend the recruitment of other municipalities, townships and agencies to utilize their services, and reach out to developers and other community-oriented groups through the progressive delivery of enhanced Internet-enabled functionality.

Budget Office Analysis:

The CAGIS staff of 15 is employees of the City of Cincinnati. The 2005 budget request includes the five-year cyclic replacement of CAGIS' central systems hardware.

The hours represented under efficiency for objectives two and four are largely the same hours, as CAGIS views these two functions as part of the same process. The hours listed under objective three are staff hours dedicated to CAGIS system and database maintenance for all on-line users. Their function is broader than the objective of increasing the number of online users. Analyst and CAGIS have discussed revising this objective in 2005.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Administrative Services

Program: Convention Center - 1911

Mandated By: Not Mandated

Funding Source: Special Revenue Operating Fund

| | |
|---|--|
| Program Description: To provide portion of county lodging excise tax receipts to the convention and facilities authority. | Accomplishments: Lodging receipts for 2004 were distributed to the convention and facilities authority per terms of the agreement. |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
|--|----------------|------------------|-----------------|------------------|



Objective: To provide a portion of county lodging excise tax receipts to the convention authority for the purpose of debt service per terms of the agreement.

| | | | | |
|--|-----------|-----------|-----------|-----------|
| Demand: Lodging tax collected | 8,961,930 | 9,500,000 | 9,500,000 | 9,500,000 |
| Workload: Proceeds in the amount to 3.5% to be disbursed. | NA | 2,873,634 | 5,000,000 | 5,000,000 |
| Efficiency: Proceeds disbursed. | NA | 2,873,634 | 5,000,000 | 5,000,000 |
| Effect./Outcome: Debt issued by the authority per terms of the agreement. | NA | TBD | TBD | TBD |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|------------------|------------------|------------------|------------------|
| 4 Other Expenditures | 1,275,191 | 5,000,000 | 5,000,000 | 5,000,000 |
| Total | 1,275,191 | 5,000,000 | 5,000,000 | 5,000,000 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|------------------|------------------|------------------|------------------|
| 20 Charges for Service Fees | 1,275,191 | 1,275,191 | 0 | 0 |
| 40 Miscellaneous | 0 | 3,724,809 | 5,000,000 | 5,000,000 |
| Total | 1,275,191 | 5,000,000 | 5,000,000 | 5,000,000 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Special revenue fund was established in 2004 to accept the proceeds from the 3.5% excise tax in preparation for disbursement to the authority.

Budget Office Analysis:

Funds disbursed in 2004

Administrative Services

Program: HAMCO/Regional Computer Center - 1906

Mandated By: Not mandated.

Funding Source: General Fund

| | |
|--|--|
| <p>Program Description: Hamilton County Information Systems (HAMCO) provides the day-to-day operations and software enhancements needed for the data processing installations of those county departments that use the services of the Regional Computer Center (RCC). Clients include: Court of Common Pleas and Municipal Court administration, Recorder's Office, Treasurer's Office, Health District, Building Inspections, Board of Elections, Board of County Commissioners and Administrator, etc.</p> <p>Interfaces include: County Wide-Area-Network, Court Management System (CMS), County-City-Internet, County-City E-mail, CAGIS (mapping), etc.</p> <p>Networks include Novell and Microsoft NT local area networks (LANs).</p> <p>Software includes Oracle, FoxPro, Access, Microsoft Office, HTML/FrontPage/Dreamweaver, etc.</p> | <p>Accomplishments:</p> <p>1) Court Management System (CMS) CMS expanded to include the Court of Appeals in 2003. The CMS network included 2,000 workstations in the beginning of the year and has now increased to approximately 2,300 for 2004. CMS successfully added subnet systems for the Prosecutor and Public Defender. The success of CMS continues to provide an impetus for previously independent County agencies to participate in a shared database, using a common programming language, and sharing hardware and data instead of duplicating manpower and systems.</p> <p>2) Web site In 2003, the webmaster reviewed 1,280 E-mails and responded or forwarded E-mail in 641 cases. In 2003, additions to the Web site included the Commissioners' Boards and Commissions web site; creation of a method for the public to receive an e-mail copy of the county newsletter, "Hello Hamilton County"; links to a surplus equipment auction site for county purchasing; and the purchase of software to make the home page ADA Section 508 compliant.</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: Develop and support all CMS systems. | | | | |
| Demand: HAMCO budgeted department/activities | 3 | 3 | 3 | 3 |
| Workload: Depts. where assistance was requested. | 3 | 3 | 3 | 3 |
| Efficiency: Hours on maintenance and new development | 12,460 | 12,788 | 12,788 | 12,788 |
| Effect./Outcome: Complete all work by departmental request date | 98% | 98% | 98% | 98% |
| Objective: Assist with the IPAC technology process. | | | | |
| Demand: IPAC and its subcommittee meetings to be held | 62 | 50 | 50 | 50 |
| Workload: Number of meetings | 62 | 50 | 50 | 50 |
| Efficiency: Time needed to prepare and complete assignments | 858 | 864 | 1,407 | 1,407 |
| Effect./Outcome: Prepare all material when needed. | 98% | 98% | 98% | 98% |



Objective: Manage and maintain web sites.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Vendor, departmental and user group meetings held. | 30 | 30 | 30 | 30 |
| Workload: Website changes made | 25 | 25 | 25 | 25 |
| Efficiency: Time needed to disseminate new software and documentation. | 4,142 | 3,720 | 4,118 | 4,118 |
| Effect./Outcome: Prepare all materials within two weeks. | 97% | 97% | 98% | 98% |

Objective: Develop and support all Business systems. (Non-IPAC and Web services.)

| | | | | |
|---|-------|-------|-------|-------|
| Demand: HAMCO budgeted departments/activities | 17 | 17 | 17 | 17 |
| Workload: Departments where assistance was requested | 13 | 13 | 17 | 17 |
| Efficiency: Hours spent on maintenance and new development. | 8,421 | 9,324 | 7,930 | 7,930 |
| Effect./Outcome: Complete all work by departmental request date. | 98% | 98% | 98% | 98% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|---------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 4 Other Expenditures | 203,316 | 311,143 | 495,692 | 407,971 |
| Total | 203,316 | 311,143 | 495,692 | 407,971 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|------------------|---------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 40 Miscellaneous | 104,296 | 104,296 | 100,000 | 165,000 |
| Total | 104,296 | 104,296 | 100,000 | 165,000 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Hamilton County Information Systems (HAMCO) continues to provide services to county court departments through client-server, local-area-network, PCs, and the related software of each media. The website houses 16 county departments, with links to over 170 other departments and points of interest.

The IPAC program continues to be a success with representatives of all major departmental information systems working in a coordinated process of advising the County Administrator regarding the prioritization of technology requests for future funding.

Budget Office Analysis:

In way of explanation of objective number two, four County departments (Public Works, Environmental Services, the Engineer and Regional Planning) annually request emergency support from HAMCO, but rarely use the support hours. As a result, it is common for HAMCO to budget 17 departments and actually assist 13.

The 2005 budget includes funding to migrate the County network environment to Microsoft Active Directory.

Administrative Services

Program: Mandated Services - 1909

Mandated By: ORC § 117.9, 117.10 and 305.14.

Funding Source: General Fund

| | |
|---|---|
| <p>Program Description: This program is established for payment of the County's annual financial/compliance audit, various assessments on county-owned property, fees paid to the Recorder, refunds of unclaimed inheritance that had previously reverted to the general fund due to expiration of time to collect, County-borne court costs and attorney fees, etc.</p> | <p>Accomplishments: All requests for such mandated services were handled in a timely manner in 2004.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To administer all requests for mandated services and programs in a timely manner. | | | | |
| Demand: No of programs/services to administer. | 12 | 12 | 12 | 12 |
| Workload: No of programs/services administered. | 12 | 12 | 12 | 12 |
| Efficiency: Time spent administering each. | 36 Hrs. | 36 Hrs. | 36 Hrs. | 36 Hrs. |
| Effect./Outcome: % programs/services to administered. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|------------------|------------------|------------------|------------------|
| 4 Other Expenditures | 1,118,407 | 1,312,465 | 1,415,300 | 1,196,178 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 1,118,407 | 1,312,465 | 1,415,300 | 1,196,178 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 1 Property Taxes | 0 | 0 | 0 | 0 |
| 5 Other Taxes | 131,445 | 131,445 | 130,000 | 130,000 |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 41,615 | 111,607 | 110,000 | 110,000 |
| Total | 173,060 | 243,052 | 240,000 | 240,000 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Budget Office Analysis:

Expenses for this program are largely outside of the control of Administrative Services.

Administrative Services

Program: Miscellaneous Services - 1908

Mandated By: Not mandated.

Funding Source: General Fund, Special Revenue Operating Fund

| | |
|--|---|
| <p>Program Description: This program is established to administer miscellaneous services, such as transfers to/from the capital improvement plan and unanticipated emergencies.</p> | <p>Accomplishments: All requests for 2005 were processed in a timely manner.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To administer all requests for miscellaneous services and programs in a timely manner. | | | | |
| Demand: No of programs/services to administer. | 8 | 12 | 6 | 6 |
| Workload: No of programs/services administered. | 8 | 12 | 6 | 6 |
| Efficiency: Time spent administering each. | 16 | 24 | 12 | 12 |
| Effect./Outcome: % programs/services to administered. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|------------------|------------------|------------------|------------------|
| 3 Personnel | 371,955 | 639,123 | 950,000 | 650,000 |
| 4 Other Expenditures | 357,262 | 1,764,526 | 3,907,596 | 2,000,461 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| 7 Operating Transfers | 1,718,279 | 1,718,279 | 1,507,000 | 1,507,000 |
| Total | 2,447,496 | 4,121,928 | 6,364,596 | 4,157,461 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 2 Sales & Use Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 500,000 | 500,000 | 500,000 | 550,000 |
| Total | 500,000 | 500,000 | 500,000 | 550,000 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The 27th Payroll reserve has been funded for 2005.

Budget Office Analysis:

The Commissioners added funds to the recommended budget for two initiatives, a study of infant mortality as well as capital enhancements for the County's emergency siren system.

Administrative Services

Program: Ohio State University Extension Subsidy - 1903

Mandated By: ORC § 3335.37

Funding Source: General Fund

| | |
|---|---|
| <p>Program Description: The Ohio State University Extension was created as a vehicle for extending research and education from the Land Grant University to county governments, businesses and individuals throughout the state. OSU Extension Hamilton County (est. 1914) provides non-biased research-based educational programs in four broad areas: 1) Family and Consumer Sciences: nutrition, food safety, budgeting and physical and emotional well-being; 2) Horticulture: University research-based information to horticulture professionals, governments, businesses and homeowners; training of Master Gardeners; 3) 4-H Youth Development: delivers educational programming to youths ages 5-19 in a variety of settings, all curriculum are carefully planned to a) encourage life skill development while delivering subject matter and content; b) achieve specific results; 4) Community Development assists county residents in identifying their asset-based capacities and leveraging other resources to sustain their communities.</p> | <p>Accomplishments: OSU Extension Hamilton County continues to leverage county funding to provide broad-based training and education to more than 50,000 residents, businesses, communities, and organizations in Hamilton County. By matching each general fund dollar with nearly two dollars of additional local, state, federal, and private dollars, OSU Extension Hamilton County programs have generated over 7,500 hours of volunteer community service to the residents of Hamilton County. The 4-H Youth Development continues to be the oldest and largest publicly supported youth development organization in the United States. Membership in community-based 4H clubs continues to increase with 363 youth engaged in a wide variety of youth development activities. The school enrichment program provided hands-on education and curriculum enhancement for more than 2,700 youth in 35 schools throughout the county. OSUE Horticulture experts provided technical information to more than 200 companies in Hamilton County, conducted more than 100 industry visits and hosted 300 green industry professionals at the Tri-State Green Expo. The Community Development program continued its successful Seniors-on-Line series providing computer literacy training to 176 senior citizens. The CD program also conducted a Basic Land Use Workshop attended by local elected and appointed officials.</p> |
|---|---|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: Provide technical information to commercial floriculture companies.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: # of commercial floriculture companies in Hamilton County | 266 | 266 | 266 | 266 |
| Workload: Number of commercial floriculture companies served | 118 | 200 | 250 | 250 |
| Efficiency: Number of hours spent researching, consulting and diagnosing | 1,500 | 1,500 | 1,500 | 1,500 |
| Effect./Outcome: % of commercial floriculture companies that utilize OSU Extension technical information | 38% | 75% | 94% | 94% |



Objective: OSU Extension, Hamilton County, will provide 100 earned credit hours of pesticide applicator (PA) training to members of the Green Industry workforce.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: # of PA training hrs required to maintain 100% certification | 1,152 | 1,221 | 1,225 | 1,225 |
| Workload: 140 credit hours | 100 | 135 | 140 | 140 |
| Efficiency: Hours spent, planning, preparing lessons, and teaching. | 250 | 250 | 250 | 250 |
| Effect./Outcome: % of total PA hours taught | 9% | 11% | 11% | 11% |



Objective: To support existing and ongoing community development efforts in Hamilton County.

| | | | | |
|---|------|------|------|------|
| Demand: Number of communities requesting strategic planning | 3 | 3 | 3 | 3 |
| Workload: Conduct strategic planning/consensus building workshops | 3 | 3 | 3 | 3 |
| Efficiency: Hours spent planning, preparing, training and evaluating | 240 | 240 | 240 | 240 |
| Effect./Outcome: % of request filled | 100% | 100% | 100% | 100% |



Objective: Provide limited resource and elderly clients in Hamilton County with research-based information on life skills and money management.

| | | | | |
|---|------|------|------|------|
| Demand: Requests for programming and educational materials | 150 | 200 | 225 | 225 |
| Workload: Number of eligible participants provided with information | 165 | 200 | 225 | 225 |
| Efficiency: Hours spent planning, preparing lessons, teaching and evaluating | 320 | 400 | 400 | 400 |
| Effect./Outcome: % of clientele provided with information | 100% | 100% | 100% | 100% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 4 Other Expenditures | 178,503 | 357,005 | 357,005 | 267,715 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 178,503 | 357,005 | 357,005 | 267,715 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 |

FTE Count

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

For 2004, OSU Extension Hamilton County has again executed a performance-based agreement with the County. The agreement identifies the following 25 performance objectives:

- Recruit, select and train 15 adult volunteers
- Form 1 new 4-H club
- 350 Hamilton County youth in 4-H clubs
- 500 Hamilton County youth participate in County Fair
- 4-H youth donate 200 hours community service
- Conduct 2 conference/workshops focused on local government/citizen/business needs
- Conduct 1 home ownership training course
- Conduct consensus building planning process for 1 community/organization
- Conduct 5 nutrition education workshops
- Conduct 5 sun safety workshops
- Conduct 2 universal design workshops
- Conduct 20 financial literacy-training programs
- Conduct one intensive 20-week parent leadership-training seminar
- Provide Myers-Briggs training to 25/private/public sector individuals
- Provide technical information to 200 commercial horticulture companies
- Conduct 100 horticulture industry site visits
- 300 participants at Tri-State Green Expo
- Provide 100 credit hours of pesticide certification/recertification training
- Conduct 45 radio/newspaper/articles relating consumer horticulture information
- Conduct evaluations on 10,000 annual plants at the Cincinnati Zoo & Botanical Gardens and other locations
- Conduct 15 horticulture education workshops
- Conduct 500 e-mail/telephone consultations in response to Hamilton County citizen/business horticulture questions
- Present 2 urban tree seminars
- Train 50 Master Gardener volunteers
- Contribute 2,500 hours of Master Gardener volunteer hours

OSU Extension continues to leverage county resources to the greatest degree possible in order to maximize the amount of Federal, State, and other local support to citizens of Hamilton County. County general fund support to OSU Extension for 2004 was in the amount of \$357,005. OSU Extension generated \$606,006 or an additional \$1.70 for every Hamilton County dollar. This represents a 1.28% increase in leveraged funds over the previous year:

| | | |
|---|-----------|--------|
| Federal | | |
| Expanded Food Nutrition Education Program (EFNEP) | \$322,400 | |
| Family Nutrition Program | 39,203 | |
| Federal Extension Service Smith-Lever Funds | 33,186 | |
| Federal Extension 4-H Support | 12,234 | |
| Title III Seniors | 10,000 | |
| Subtotal Federal | \$417,023 | |
| State | | |
| State Extension Support | \$148,683 | |
| State 4-H Urban Programs Support | 10,000 | |
| Extension Nursery Landscape & Turf Team Grant | 3,000 | |
| Ohio 4-H Foundation Grant | | 500 |
| Subtotal State | \$162,183 | |
| Local/Private | | |
| Senior Services Levy | | 25,000 |
| Greater Cincinnati Flower Grower's Association | 1,800 | |
| Subtotal Local/Private | | 26,800 |
| Total | \$606,006 | |

For 2005, we will be seeking to align our programming and educational outreach activities more closely with the County's report card and community indicators as outlined in the United Way's State of the Community Report, particularly in the areas of health, economy, and juvenile crime.

Health

The high impact nutrition education programs offered by OSU Extension are made available to the citizens of Hamilton County entirely through federal dollars outlined above. These programs made a positive impact on the health and nutrition of more than 22,000 limited resource youth, limited resource adults and senior citizens during 2004. For the coming year, additional programming will address juvenile obesity as well as juvenile and adult diabetes.

Economy

The green industry (nurseries, greenhouses, landscapers, tree services, etc.) continues to be the fastest growing segment of the agricultural sector of the economy. The green industry in Hamilton County generates over \$650 million in gross sales (wholesale and retail) annually. Industry representatives themselves have valued the impact of the OSU Extension Horticulture program at 2.5% of their gross sales, representing \$16.25 million in increased profits and/or cost reductions. In the coming year we will be expanding our focus beyond technical horticultural information. We will be providing industry specific training in entrepreneurship and business management practices.

Juvenile Crime

Juvenile traffic complaints far outweigh other juvenile complaints in Hamilton County. According to Juvenile Court records there were 7,295 traffic complaints filed during 2003. Of these, 4,413 (60%) were related to the operation of a motor vehicle. This compares to 1,508 unruly complaints filed for the same period. During the first two months of 2004, there were 278 1st time juvenile offenders cited for speeding and assured clear distance violations alone. For the coming year OSU Extension's 4-H Youth Development CARTEENS program will be instituted. CARTEENS is a traffic safety program aimed at first time juvenile traffic offenders. The program's primary goal is to reduce the number of repeat juvenile offenders.

Budget Office Analysis:

OSU Extension is a dynamic educational entity that partners with individuals, families, communities, business and industry, and organizations to strengthen the lives of Ohioans.

During the third quarter of 2004, OSU Extension implemented a ServSafe program. Each year, millions of people are affected by food-borne illness. Food safety is a major concern to the restaurant and foodservice industry. This program provides for training and resources to help keep food safe. In addition, the program provides accurate up-to-date information for all levels of employees on all aspects of food handling. The budget for this program is approximately \$17,560. OSU Extension anticipates that 180 food service workers will participate in the program.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Administrative Services

Program: Regional Planning Subsidy - 1910

Mandated By: Not mandated.

Funding Source: General Fund

| | |
|---|---|
| Program Description: A General Fund subsidy for Regional Planning Commission. See individual Regional Planning Commission program sheets for detailed information about the department. | Accomplishments: The 2004 subsidy was provided. |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To provide a General Fund subsidy to supplement revenues generated by the Regional Planning Commission to provide adequate funding for the department. | | | | |
| Demand: Subsidy requested. | 1,245,375 | 1,245,375 | 1,128,924 | 1,107,924 |
| Workload: Subsidy provided. | 1,245,375 | 1,245,375 | 1,128,924 | 1,107,924 |
| Efficiency: No. staff subsidized. | 18.55 | 18.55 | 16.88 | 16.50 |
| Effect./Outcome: % of General Fund subsidy provided. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|------------------|------------------|------------------|------------------|
| 4 Other Expenditures | 0 | 0 | 0 | 0 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| 7 Operating Transfers | 1,245,375 | 1,245,375 | 1,128,924 | 1,107,924 |
| Total | 1,245,375 | 1,245,375 | 1,128,924 | 1,107,924 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------|----------------|------------------|-----------------|------------------|
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

This General Fund Subsidy is necessary to maintain a positive fund balance for the Regional Planning Commission.

Budget Office Analysis:

In 2003, Regional Planning Commission received a smaller portion of Community Development Block grant. The general fund subsidy was increased to cover the shortfall.

Administrative Services

Program: Soil & Water Administration Subsidy - 1904

Mandated By: ORC § 1515.03

Funding Source:

| | |
|--|--|
| <p>Program Description: Provide technical and educational assistance to residents, institutions of learning, and units of government through the promotion of conservation practices.</p> <p>Provide assistants to the Engineer's Dept. Storm Water District in fulfilling the mandated requirement of Education and Outreach for the NPDES Phase II Program.</p> | <p>Accomplishments: In addition to the District's standard services, the staff has made a concerted effort to work with landowners and units of Government on a watershed basis.</p> <p>The District has served in a leadership role addressing the development of programs to meet the NPDES Phase II Education requirements. Programs initiated include: Watershed Signage, Storm drain Labeling, Displays at Earth day, Hamilton Co. Fair and Harvest Home, the development and printing of 55,000 brochures on the Storm Water District, Stream Walks and Water Quality Monitoring. The District also co-sponsored a multi-county Erosion Expo that drew over 140 contractors and developers.</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To educate students, teachers, and residents of Hamilton Co. through classroom and educational presentations on conservation. | | | | |
| Demand: No. classroom & community presentations req. | 300 | 315 | 320 | 320 |
| Workload: No. classroom & community presentations provided. | 305 | 315 | 320 | 320 |
| Efficiency: Hrs. developing, preparing presentation programs. | 8 | 100 | 8 | 8 |
| Effect./Outcome: % of consultations completed. | 100+ | 100 | 100 | 100 |
| Objective: To provide conservation info on erosion/drainage problems, consultation on soils, BMP's and ponds. | | | | |
| Demand: Number of consultations requested by site visit. | 238 | 300 | 310 | 310 |
| Workload: Number of consultations provided by site visit. | 238 | 300 | 310 | 310 |
| Efficiency: Number of hours per consultations. | 3 | 3 | 3 | 3 |
| Effect./Outcome: % of consultations completed. | 100 | 100 | 100 | 100 |
| Objective: Coordinate and present at major events such as Land Lab, Hamilton County Fair, Fall Fest, Waterfest, OFSWCD Conference and Environthon. | | | | |
| Demand: # of individuals requesting service | 5,000 | 6,000 | 6,500 | 6,500 |
| Workload: # of individuals served at events | 5,000 | 6,000 | 6,500 | 6,500 |
| Efficiency: Hrs. to coordinate, prepare and present events | 1,450 | 1,400 | 1,450 | 1,450 |
| Effect./Outcome: % of Events presented | 100 | 100 | 100 | 100 |
| Objective: Provide communities with watershed planning, steam tech. Assistance, education- storm drain labeling and watershed signage and data collection. | | | | |
| Demand: # of jurisdictions requesting assistance | 49 | 49 | 49 | 49 |
| Workload: # of jurisdiction assisted | 49 | 49 | 49 | 49 |
| Efficiency: No. of hours | 2000 | 2000 | 2000 | 2000 |
| Effect./Outcome: % of entities assisted | 100 | 100 | 100 | 100 |

Objective: Provide conservation tours of Hamilton County to highlight the positive practices and areas of our county. This objective is replacing our tree sale.

| | | | | |
|---|---|---|-----|-----|
| Demand: Number of tours to be coordinated | x | x | 3 | 3 |
| Workload: Number of tours to be prepared | x | x | 3 | 3 |
| Efficiency: Number of hours to organize and run tours. | x | x | 500 | 500 |
| Effect./Outcome: % of projected plants sold. | x | x | 100 | 100 |



Objective: Provide quarterly newsletters and place this newsletter on the District Web Site.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: Number of newsletters requests. | 1,800 | 3,000 | 3,500 | 3,500 |
| Workload: Number of newsletters circulated. | 1,800 | 3,000 | 3,500 | 3,500 |
| Efficiency: Number of hours for composing and layout each | 48 | 48 | 48 | 48 |
| Effect./Outcome: % of publications circulated. | 100 | 100 | 100 | 100 |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|----------------|------------------|-----------------|------------------|
| 7 Operating Transfers | 419,510 | 419,510 | 486,909 | 437,106 |
| 4 Other Expenditures | 0 | 0 | 0 | 0 |
| Total | 419,510 | 419,510 | 486,909 | 437,106 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| 40 Miscellaneous | 111,817 | 153,581 | 181,420 | 181,420 |
| Total | 111,817 | 153,581 | 181,420 | 181,420 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The Natural Resource Conservation Service has provided 160 hours of additional time for technical consulting time to residents of Hamilton County. ODNR has provided 82 hours through our partnership arrangements

Cost saving measures have been added this year to save staff time. Previously four separate quarterly newsletters were published for Cooperator, Developers, Educators and Pond Owners. These have been combined into one quarterly newsletter, saving on postage and time.

We have also changed the way we distribute trees. Sales have been declining over the years. We arranged w/ Greenwood Nursery to provide quality material through our web site and to directly mail to customers. This was a substantial saving on staff time. We hope that this catches on and that sales increase.

Services of the Stream Specialist included serving on three watershed committees, overseeing the watershed signage, storm drain labeling & logjam removal Programs.

The Stream Specialist also developed a training program for planning and zoning staff of all 49 jurisdictions

Budget Office Analysis:

This budget represents the County's General Fund subsidy, which will support 8 FTE that are accounted for in the Restricted Fund FTE report.

Note: Financial information presented above includes the combined totals for Administrative Services - Soil & Water Administration and Earthworks. Program description and Objectives are presented below.

Administrative Services

Program: Soil & Water - Earthworks Subsidy - 9205

Mandated By: ORC § 1515.03

Funding Source:

| | |
|---|--|
| <p>Program Description: To administer and enforce the Hamilton County Earthworks Regulations.</p> <p>To assist the County Engineer is fulfilling mandated requirement of NPDES Phase II regulations; Specifically, Education and Outreach and sediment and erosion control on sites 1 acre and larger.</p> | <p>Accomplishments: In 2004, the District improved our technology for field inspectors by purchasing computer slates for three inspectors to use in the field to file inspection reports. This improvement should decrease reporting time by 15%. Carryover funds were used to partially fund this improvement, putting no extra burden on the General Fund.</p> <p>Developed an Earthworks Appeals Board and edited a new version of the Earthwork Regs. Working in partnership with the Hamilton County Storm Water District to create the NPDES Phase II Construction Components which includes preparing a plan review and field inspection protocol, BMP manual and the creation of riparian setback ordinances and post construction ordinances.</p> <p>Staff served on three County level stormwater committees and on the Board of Directors of four-watershed organization. Also, Administrator is the Vice Chair of the Ohio Stormwater Task Force and the Hamilton County Natural Resource Assistance Council.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request Approved | 2005 |
|---|----------------|------------------|--------------------------|------|
| <hr/> | | | | |
| Objective: Review 100% of Earthworks permits. | | | | |
| Demand: Number of plan reviews required for permit. | 115 | 110 | 115 | 115 |
| Workload: No. of reviews completed. | 115 | 110 | 115 | 115 |
| Efficiency: No. of hours/review. | 2 | 2 | 2 | 2 |
| Effect./Outcome: % of application reviews completed. | 100 | 100 | 100 | 100 |
| <hr/> | | | | |
| Objective: To assure compliance to Earthworks Regulations, inspect all carryover sites from last year. | | | | |
| Demand: Number of active Earthworks carryover sites. | 115 | 108 | 110 | 110 |
| Workload: Number of inspections site | 115 | 108 | 110 | 110 |
| Efficiency: Number of hours to inspect per mo. | 2.5 | 2.5 | 2.5 | 2.5 |
| Effect./Outcome: % of inspections completed to insure compliance. | 100 | 100 | 100 | 100 |

Objective: To assure ongoing compliance with water quality standards, conduct inspections of sed/sw basins on new dev. sites until entire project is completed.

| | | | | |
|---|---|-----|-----|-----|
| Demand: # of basin inspections | 0 | 140 | 135 | 135 |
| Workload: # of basins corrected/cleaned out | 0 | 140 | 135 | 135 |
| Efficiency: No. hrs per review/inspection. | 0 | 2 | 2 | 2 |
| Effect./Outcome: % of inspections completed. | 0 | 100 | 100 | 100 |



Objective: Increase effectiveness of Earthworks programs by offering education programs and literature.

| | | | | |
|--|-----|-----|-----|-----|
| Demand: Number of programs planned. | 6 | 5 | 4 | 4 |
| Workload: Number of programs provided. | 6 | 5 | 4 | 4 |
| Efficiency: Number of hours to develop Earthworks prog. | 16 | 16 | 16 | 16 |
| Effect./Outcome: Number of programs completed. | 100 | 100 | 100 | 100 |

Objective: To increase effectiveness of program demo proj. and promote research by local universities.

| | | | | |
|--|-----|-----|-----|-----|
| Demand: Target number of demo sites. | 2 | 2 | 1 | 1 |
| Workload: Number of sites to be developed. | 2 | 2 | 1 | 1 |
| Efficiency: Number of hours to develop each demo. | 500 | 500 | 400 | 400 |
| Effect./Outcome: % of target areas developed. | 100 | 100 | 100 | 100 |

Departmental Comments:

Still working to increase enforcement ability of the Earthwork Regs. Worked with the County Commissioners Association of Ohio in the passage of HB 411 to increase enforcement ability.

A challenge we will face in 2005 is to train all member jurisdiction of the SW District in the Phase II Construction Components. We have been asked if we would provide the plan review and inspections for municipalities. This is something we will have to investigate.

Budget Office Analysis:

The mandated requirement of NPDES Phase II regulations for sediment and erosion control on sites 1 acre and larger is a recent change. Prior to this, regulations applied to sites that were 5 acres or larger.

Note:

Financial information is included under Administrative Services - Soil & Water Administration



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Administrative Services

Program: Support - 1902

Mandated By: ORC § 5739.024

Funding Source: General Fund, Agency

| | |
|---|--|
| <p>Program Description: Responsible for reviewing departmental requests, preparing budget recommendations, conducting research, monitoring County budget, assisting Director in all aspects of public financing, comprehensive risk management, collection/distribution of County lodging excise tax, assisting departments in improving productivity through analysis of their management systems and providing goods & services for all county activities through purchasing division.</p> | <p>Accomplishments: For its 2003 approved budget, Hamilton County was awarded GFOA's Distinguished Budget award for the eleventh consecutive year. Risk management will begin the implementation of a Risk Management Information System in 2004, intended to enhance comprehensive record keeping.</p> |
|---|--|

| | | | |
|----------------|------------------|-----------------|------------------|
| 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------|------------------|-----------------|------------------|



Objective: To ensure compliance with lodging tax through continuous education of hotels/motels and performance of audits in a professional and courteous manner.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: Hotels in the County. | 95 | 95 | 95 | 95 |
| Workload: Hotels audited. | 70 | 35 | 35 | 35 |
| Efficiency: Average time spent per audit. | 5 hrs | 5 hrs | 5 hrs | 5 hrs |
| Effect./Outcome: % of clients reported being served in a professional and courteous manner. | 100% | 100% | 100% | 100% |



Objective: Process bids that require development and have advertisements within an average of 45 days.

| | | | | |
|--|----|------|------|------|
| Demand: Number of solicitations developed. | NA | 147 | 175 | 175 |
| Workload: Number of solicitations developed | NA | 147 | 175 | 175 |
| Efficiency: Average number of days required for development | NA | 30 | 30 | 30 |
| Effect./Outcome: Percent of solicitations developed and advertised in 45 days | NA | 100% | 100% | 100% |

Objective: To assign twelve (12) legal bid targets for centralization per year.

| | | | | |
|--|----|----|-----|-----|
| Demand: Number of targets assigned per year | NA | NA | 12 | 12 |
| Workload: Potential targets identified for research or bidding. | NA | NA | 127 | 127 |
| Efficiency: Targets to be bid or researched. | NA | NA | 12 | 12 |
| Effect./Outcome: Number of targets attained | NA | NA | 12 | 12 |

Objective: To purchase in a timely and cost-effective fashion all bonds required by ORC.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: Number of bonds required | 87 | 87 | 87 | 87 |
| Workload: Number of bonds provided | 87 | 87 | 87 | 87 |
| Efficiency: Average cost per bond | \$817 | \$817 | \$817 | \$817 |
| Effect./Outcome: Bonds purchased as required by the ORC | 100% | 100% | 100% | 100% |



Objective: To administer and record all risk-management incidents in a thorough and cost-efficient manner.

| | | | | |
|---|------|------|------|------|
| Demand: Number of incidents reported | 225 | 225 | 225 | 225 |
| Workload: Number of incidents handled electronically | 0 | 225 | 225 | 225 |
| Efficiency: Total time in hours required to handle incidents | 350 | 800 | 800 | 800 |
| Effect./Outcome: Percent of incidents handled. | 100% | 100% | 100% | 100% |



Objective: To respond to the Board of County Commissioners requests for analyses in a timely fashion.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: # of requests | 72 | 74 | 70 | 70 |
| Workload: # completed | 72 | 74 | 70 | 70 |
| Efficiency: Average time to complete | 7 days | 7 days | 7 days | 7 days |
| Effect./Outcome: % completed in a ten or fewer business days | 70% | 72% | 100% | 100% |



Objective: To sell off surplus and obsolete items in a timely manner.

| | | | | |
|---|----|----|------|------|
| Demand: Average number of items waiting for sale | NA | NA | 1100 | 1100 |
| Workload: Average number of items waiting for sale | NA | NA | 1100 | 1100 |
| Efficiency: Number of items sold weekly | NA | NA | 18 | 18 |
| Effect./Outcome: Number of items sold annually | NA | NA | 913 | 913 |

Objective: Process contracts for signature within five (5) days of receipt.

| | | | | |
|---|----|----|------|------|
| Demand: Number of contracts produced | NA | NA | 390 | 390 |
| Workload: Number of contracts produced | NA | NA | 390 | 390 |
| Efficiency: Average number of days to process contracts for signature | NA | NA | 4 | 4 |
| Effect./Outcome: Percent of contracts processed for signature within five (5) days of receipt. | NA | NA | 100% | 100% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|----------------|------------------|-----------------|------------------|
| 5 Capital Outlay | 14,251 | 25,843 | 87,410 | 53,195 |
| 3 Personnel | 531,257 | 824,858 | 1,006,499 | 883,316 |
| 4 Other Expenditures | 6,139,747 | 726,289 | 855,898 | 699,341 |
| 7 Operating Transfers | 0 | 0 | 650,000 | 400,000 |
| Total | 6,685,255 | 1,576,990 | 2,599,807 | 2,035,852 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|---------------|---------------|---------------|---------------|
| | Actual | Estimate | Request | Approved |
| 1 Property Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 1 | 1 | 0 | 0 |
| 30 Investments Interest | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 175 | 0 | 0 | 0 |
| 40 Miscellaneous | 38,976 | 38,951 | 35,000 | 35,000 |
| 45 Other Financing Sources | 0 | 0 | 0 | 0 |
| 50 Transfers – In | 0 | 0 | 0 | 0 |
| Total | 39,152 | 38,952 | 35,000 | 35,000 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 35.00 | 13.00 | 17.00 | 15.00 |
| New Positions | -21.00 | 0.00 | 4.00 | 2.00 |

Departmental Comments:

There are currently 95 hotel/motels from whom lodging tax is collected each quarter. In the past years, the large hotels were audited every year, the medium size hotels were audited every 2 years and the small hotels were audited every 3 years. That has changed to focus on those hotels that have had difficulty staying in compliance. In 2003, 70 hotels were audited because the summer intern was able to work until December.

Budget Office Analysis:

Purchasing, through the addition of an employee hired to conduct on-line auctions of obsolete equipment, was very successful in reducing the time involved in disposing of equipment, saving storage costs and generating close to \$60,000 in revenue since the beginning of the program. The 2005 general fund budget for Purchasing includes funding for one position upgrade (Surplus Asset Manager) and one additional Procurement Specialist based the success and demonstrated volume of the on-line auction program. Purchasing anticipates adding the Sheriff and Engineering departments in 2005.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Auditor

Program: Administration - 2002

Mandated By: Chapter 319 ORC.

Funding Source: General Fund

| | |
|---|--|
| <p>Program Description: The Administration division in the Auditor's office includes the Auditor, Chief Deputy Auditor, and Director of Administration and support positions. The role of Administration is to set and guide policy and to ensure that proper support is provided to the Department heads in achieving their respective department's and the office's goals and objectives. The division also runs a high volume public record request process, assists the public with their use of the Auditor's web site, oversees all facility related matters, administers the Human Resources function of the office and operates the non-field portion of the CAUV Farm program.</p> | <p>Accomplishments: The department was again successful in ensuring that nearly all goals and objectives of the Auditor's Departments were substantially met in 2004. The Auditor's office again continues to work to fulfill its mission statement.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To provide support for Department heads in achieving their goals and objectives for the year. | | | | |
| Demand: Department Head hours requested. | 3,640 | 0 | 3,640 | 3,640 |
| Workload: Number of hours needed to accomplish goal (in hours). | 3,640 | 0 | 3,640 | 3,640 |
| Efficiency: Number of hours produced (in hours). | 3,640 | 0 | 3,640 | 3,640 |
| Effect./Outcome: % of support provided to Department heads. | 100% | 0 | 100% | 100% |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Expenditures | | | | |
| 3 Personnel | 217,375 | 282,364 | 283,731 | 284,361 |
| 4 Other Expenditures | 34,281 | 52,779 | 48,400 | 39,343 |
| 5 Capital Outlay | 0 | 0 | 3,000 | 3,000 |
| Total | 251,656 | 335,143 | 335,131 | 326,704 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 1 Property Taxes | 0 | 0 | 0 | 0 |
| 2 Sales & Use Taxes | 0 | 0 | 0 | 0 |
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| 10 State & Local Government | 0 | 0 | 0 | 0 |
| 15 Licenses | 38,346 | 38,324 | 0 | 60,000 |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 25 Fines & Forfeitures | 0 | 0 | 0 | 0 |
| 30 Investments Interest | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 3,095 | 3,095 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 41,441 | 41,419 | 0 | 60,000 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 3.00 | 3.00 | 3.00 | 3.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The Auditor's web site has provided ongoing, regularly updated access to the Auditor's Office via the Internet. The website provides user access to records relating to real estate, County finances, and weights and measures. There are over 4,500 users a day. Public record requests continue to become more complex and time consuming. However, tasks will be accomplished within current level of personnel hours.

Budget Office Analysis:

No new positions requested. Auditor's objectives do not show a change in personnel hours from 2002 through 2004.

Auditor

Program: Assessments - 2004

Mandated By: ORC Chapters, 319, 5711, 5719, 5731 & 5743.

Funding Source: General Fund

| | |
|--|--|
| <p>Program Description: To administer the statutory responsibilities of the Auditor's office in personal property, estate tax, and license issuance. Personal property is assessed on all tangible property and equipment used in business in Ohio, unless specifically exempted or excluded. Estate tax is assessed on all estates in Hamilton County in excess of statutory minimum value unless specifically exempt or excluded.</p> | <p>Accomplishments: Completed all forecasted work in 2004</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
|--|----------------|------------------|-----------------|------------------|



Objective: To issue vendor licenses, cigarette licenses and boat registrations within one-quarter-business hour of application.

| | | | | |
|--|-------|---|-------|-------|
| Demand: Licenses & registrations to be issued. | 5,000 | 0 | 5,000 | 5,000 |
| Workload: Licenses & registrations issued. | 5,000 | 0 | 5,000 | 5,000 |
| Efficiency: Licenses & registrations process per quarter hour. | 1 | 0 | 1 | 1 |
| Effect./Outcome: % Licenses and registrations issued within one-quarter hour. | 100% | 0 | 100% | 100% |



Objective: To process personal property tax returns in Hamilton County within statutory time frame and with error rate of less than 5%.

| | | | | |
|--|--------|---|--------|--------|
| Demand: Pers. property returns to be processed & filed. | 60,000 | 0 | 55,000 | 55,000 |
| Workload: Pers. property returns to be processed & sent to State. | 60,000 | 0 | 55,000 | 55,000 |
| Efficiency: Pers. property returns processed per hour. | 4.5 | 0 | 3.9 | 3.9 |
| Effect./Outcome: % pers. returns with error rate less than 5%. | 95% | 0 | 98% | 98% |



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.



Objective: To process estate tax returns in an efficient and productive manner within statutory time frame and with an error rate of less than 1%.

| | | | | |
|--|-------|---|-------|-------|
| Demand: Estate tax returns & releases processed and sent to State. | 5,200 | 0 | 5,000 | 5,000 |
| Workload: Estate tax returns & releases processed and copies to State. | 5,200 | 0 | 5,000 | 5,000 |
| Efficiency: Estate tax returns and releases processed per day revised. | 19 | 0 | 21 | 21 |
| Effect./Outcome: % estate tax returns processed with error rate less than 1%. | 99% | 0 | 99% | 99% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 382,844 | 496,730 | 657,355 | 644,048 |
| 4 Other Expenditures | 86,917 | 168,972 | 65,800 | 125,107 |
| 5 Capital Outlay | 0 | 1,750 | 10,000 | 10,000 |
| Total | 469,761 | 667,452 | 733,155 | 779,155 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| 15 Licenses | 0 | 3,480 | 87,399 | 87,399 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| Total | 0 | 3,480 | 87,399 | 87,399 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 14.00 | 14.00 | 14.00 | 14.00 |
| New Positions | 1.00 | -1.00 | 0.00 | 0.00 |

Departmental Comments:

Challenges for 2005 - Recent changes in Ohio law have reduced the number of businesses which need to file a tangible personal property tax return. It should be noted, however, that compliance reviews have increased as a result to make sure the businesses are indeed exempt from filing. In addition, per a directive from the Ohio Department of Taxation concerning when the statute of limitations commences, it is necessary to have businesses file with the Auditor's office some form indicating they are exempt from filing a tangible personal property tax return. If nothing is filed, then the statute of limitations does not begin until such time as a filing is made and this in turn allows the Department of Taxation to go back any number of years for audits until a filing is encountered.

During the first half collection of tangible personal property taxes, a new tax accounting system was installed. As with all new systems, additional time and manpower were needed to test, debug, and verify the new system against expected results. Some aspects of the new system will not be available for verification until the Ohio Department of Taxation implements some of its proposed applications and electronic data transfer protocols. It is anticipated that some test data will be submitted in August 2004 with the actual live data being provided in August 2005.

Budget Office Analysis:

Auditor's stated measures related to their objectives show no decreases in workload from 2002 through 2004.

Auditor

Program: Board of Revision - 2005

Mandated By: Ohio Revised Code - Chapter 5715

Funding Source: General Fund

| | |
|--|---|
| <p>Program Description: A statutory administrative board consisting of representatives of the Board of County Commissioners, Auditor and Treasurer to hear and decide complaints of taxpayers regarding real property valuations.</p> | <p>Accomplishments: Resolved all 2003 filings in past year, including those resulting from increased triennial related volume.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: Coordinate and administer documents and transcribe proceedings. | | | | |
| Demand: Cases to coordinate and proceedings to transcribe. | 0 | 0 | 100 | 100 |
| Workload: Hours required to coordinate and transcribe. | 0 | 0 | 400 | 400 |
| Efficiency: Cases processed per hour. | 0 | 0 | .25 | .25 |
| Effect./Outcome: Complaints processed with 2% or less error | 0 | 0 | 100% | 100% |
| Objective: Receive, process, record, update, schedule, hear, maintenance and resolve Board of Revision complaints. | | | | |
| Demand: Complaints to process | 4,000 | 0 | 1,000 | 1,000 |
| Workload: Hours required to process the complaints | 4,000 | 0 | 3,000 | 3,000 |
| Efficiency: Complaints processed per hour. | .5 | 0 | .33 | .33 |
| Effect./Outcome: Complaints processed with 2% or less error | 100% | 0 | 100% | 100% |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Expenditures | | | | |
| 3 Personnel | 0 | 0 | 0 | 0 |
| 4 Other Expenditures | 42,412 | 68,185 | 68,200 | 71,454 |
| 5 Capital Outlay | 0 | 0 | 17,000 | 17,000 |
| Total | 42,412 | 68,185 | 85,200 | 88,454 |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| Revenues | | | | |
| 1 Property Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 4.00 | 0.00 | 0.00 | 0.00 |
| New Positions | -4.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Off year cycle will result in decreased volume for year.

Budget Office Analysis:

Auditor's stated measures related to their objective show no expected increase in 2005 cases. However, measures indicate that more time will needed to review the same number of cases. The triennial assessment will be completed in 2005.

Auditor

Program: Computer Services - 2001

Mandated By: Ohio Revised Code - Sections 307.84 to 307.846

Funding Source: Internal Service

| | |
|---|--|
| <p>Program Description: Plan, administer, maintain, and implement information technology systems for the Hamilton County Auditor in his role as Chief Fiscal Officer, Chief Payroll Officer, Assessor, and Sealer amongst his other 120 + statutorily mandated duties. Oversee and manage related IT systems as they relate to the above</p> | <p>Accomplishments: Administer, maintain, support, and protect the technologies required by Hamilton County's Payroll, Financial, Budget, and Purchasing Systems. Provide the same service levels for the Tax Valuation, Tax Maintenance, Tax Billing, Tax Collection, and the Tax Settlement and Distribution Systems. Additionally provide the same for the Personal Property Tax System, Board of Revision, Homestead tax relief and its corresponding Stadium Tax Credit and 2.5% refund systems, the Estate Tax System, and over 30 additional IT systems. Also supported is the Auditor's web site that draws over 4,500 visitors per day. The computer services included are: disaster recovery services; training and certification of staff; administration of electronic mail; implementation of work flow; the upgrading, record keeping, and support for software licensing and hardware maintenance; and the backup, off-site storage, and restoration (if needed) of critical systems data.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| <hr/> | | | | |
| Objective: Ability to recover any file to a specific date. | | | | |
| Demand: Staff hours required to backup all critical data. | 2,080 | 0 | 2,038.40 | 2,038.40 |
| Workload: Number of FTE required to complete | 2,080 | 0 | .98 | .98 |
| Efficiency: Backup data for restoration and archival. | 2,080 | 0 | 1,976.00 | 1,976.00 |
| Effect./Outcome: All critical data backed up. | 99% | 0 | 1,976.00 | 1,976.00 |
| <hr/> | | | | |
| Objective: Provide technical support for systems | | | | |
| Demand: Support for hardware, software, and network issue | 2,080 | 0 | 9,027.20 | 9,027.20 |
| Workload: Number of FTE required to complete. | 2,080 | 0 | 4.3 | 4.3 |
| Efficiency: Same day support. | 2,080 | 0 | 9,027.20 | 9,027.20 |
| Effect./Outcome: 4 hour response 90% | 99% | 0 | 90% | 90% |
| <hr/> | | | | |
| Objective: Develop new projects & programs as needed | | | | |
| Demand: Programmer's time | 0 | 0 | 3,032.60 | 3,032.60 |
| Workload: Number of FTE required to complete. | 0 | 0 | 1.46 | 1.46 |
| Efficiency: New programs complete | 0 | 0 | 2,512.00 | 2,512.00 |
| Effect./Outcome: New program requests complete 98%. | 0 | 0 | 98% | 98% |



Objective: For all systems keep response time under 10 seconds.

| | | | | |
|---|-------|---|----------|----------|
| Demand: Response time of 10 seconds or less | 2,080 | 0 | 1,352.00 | 1,352.00 |
| Workload: Number of FTE required to complete | 2,080 | 0 | .65 | .65 |
| Efficiency: Provide 10 second response time. | 2,080 | 0 | 1,352.00 | 1,352.00 |
| Effect./Outcome: 10 second response time | 99% | 0 | 1,352.00 | 1,352.00 |

Objective: Support and maintain web related items.

| | | | | |
|--|---|---|----------|----------|
| Demand: Provide updated MVP data for web viewing. | 0 | 0 | 1,976.00 | 1,976.00 |
| Workload: Number of FTE required to complete | 0 | 0 | .95 | .95 |
| Efficiency: Weekly updating of web site. | 0 | 0 | 1,976.00 | 1,976.00 |
| Effect./Outcome: Update web site 98 % time on weekly basis. | 0 | 0 | 98% | 98% |

Objective: Allowance for training, vacation, and sickness.

| | | | | |
|---|-------|---|----------|----------|
| Demand: Training, vacation, and sickness. | 2,080 | 0 | 3,018.10 | 3,018.10 |
| Workload: Number of FTE hours allocated. | 2,080 | 0 | 1.45 | 1.45 |
| Efficiency: Planned training, vacation, and sick time. | 2,080 | 0 | 3,018.10 | 3,018.10 |
| Effect./Outcome: % staff trained. | 95% | 0 | 100% | 100% |

Objective: Distribute, maintain, and support Electronic Field Study.

| | | | | |
|---|---|---|--------|--------|
| Demand: Train, coordinate, distribute, and maintain EFS. | 0 | 0 | 748.80 | 748.80 |
| Workload: Number of FTE required to complete | 0 | 0 | .36 | .36 |
| Efficiency: EFS distributed and utilized | 0 | 0 | 748.80 | 748.80 |
| Effect./Outcome: EFS distributed and maintained | 0 | 0 | 100% | 100% |

Objective: Support and maintain new MVP Real Estate system.

| | | | | |
|--|---|---|----------|----------|
| Demand: Manage & support new MVP system. | 0 | 0 | 3,827.20 | 3,827.20 |
| Workload: Number of FTE required to complete. | 0 | 0 | 1.84 | 1.84 |
| Efficiency: Support user and vendor. | 0 | 0 | 3,827.20 | 3,827.20 |
| Effect./Outcome: Supported and implemented systems. | 0 | 0 | 90% | 90% |



Objective: System availability 98% required

| | | | | |
|---|-------|---|----------|----------|
| Demand: Staff time | 4,160 | 0 | 3,556.80 | 3,556.80 |
| Workload: Staff hours used | 4,160 | 0 | 3556.80 | 3556.80 |
| Efficiency: Number of FTE required to complete | 4 | 0 | 1.7 | 1.7 |
| Effect./Outcome: 98% system availability. | 98% | 0 | 98% | 98% |

Objective: Support of System.

| | | | | |
|--|--------|---|----------|----------|
| Demand: Number of Support hours required. | 14,560 | 0 | 9,048.00 | 9,048.00 |
| Workload: Number of FTE required to complete. | 14,560 | 0 | 4.4 | 4.4 |
| Efficiency: Response time (in hours). | 14,560 | 0 | 9,048.00 | 9,048.00 |
| Effect./Outcome: % served. | 98% | 0 | 98% | 98% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 813,311 | 975,438 | 1,294,055 | 1,319,935 |
| 4 Other Expenditures | 206,769 | 278,966 | 483,900 | 490,119 |
| 5 Capital Outlay | 38,344 | 454,419 | 305,000 | 305,000 |
| Total | 1,058,424 | 1,708,823 | 2,082,955 | 2,115,054 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|----------------|------------------|----------|------------------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 968,502 | 1,993,275 | 0 | 1,030,221 |
| 40 Miscellaneous | 494 | 555 | 0 | 0 |
| Total | 968,996 | 1,993,830 | 0 | 1,030,221 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|----------------------|--------------|--------------|--------------|--------------|
| | Actual | Estimate | Request | Approved |
| Total | 17.00 | 17.00 | 17.00 | 17.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

High levels of support can be given with a less than typical staff size that has two Microsoft Certified System Engineers, two Microsoft Certified Data Base Administrators, two Microsoft Certified System Developers, one Certified Project Manager, two individuals with A+ certification, a number of Microsoft Certified Professional designations, and a Certified Internet Webmaster.

Challenges for 2005 - New for 2004-05 are the distribution, implementation and management of Pictometry's Electronic Field Study (EFS) for the Auditor in his role as the licensor of this software. With proper funding, the Auditor's computer personnel will assist with the implementation of a Business Resumption Plan for critical back office systems in the Auditor's Office, including the high-speed scanning, storage, and retrieval of County Payroll, Tax, Financial, and Property Transfer information and data. The Auditor's computer department will also effectively manage the implementation of a new MVP Tax Accounting System.

Budget Office Analysis:

No new positions have been requested. ACSIS recommend charges are based on the assumption that the computer services center's restricted fund balance can be reduced.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Auditor

Program: Dog and Kennel - 2009

Mandated By: Ohio Revised Code - Chapter 955

Funding Source: Special Revenue Operating Fund

| | |
|--|--|
| <p>Program Description: To issue licenses for all dogs and kennels in Hamilton County on an annual basis. Mail applications each November for licensing from December 1 to January 31 of succeeding year.</p> | <p>Accomplishments: Successfully processed license data within forecasted time frame.</p> |
|--|--|

| | | | |
|----------------|------------------|-----------------|------------------|
| 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------|------------------|-----------------|------------------|



Objective: To mail dog and kennel applications timely and process a license in under 5 minutes.

| | | | | |
|---|--------|---|--------|--------|
| Demand: Applications mailed and licenses to be issued | 59,000 | 0 | 58,000 | 58,000 |
| Workload: Licenses issued. | 59,000 | 0 | 58,000 | 58,000 |
| Efficiency: Licenses issued per hour. | 16 | 0 | 16 | 16 |
| Effect./Outcome: % licenses and applications completed in under 5 minutes. | 99% | 0 | 99% | 99% |

Objective: To data enter all license information timely and accurately.

| | | | | |
|--|--------|---|--------|--------|
| Demand: Data entry of licenses issued to be completed. | 59,000 | 0 | 58,000 | 58,000 |
| Workload: Data entry of licenses issued completed. | 59,000 | 0 | 58,000 | 58,000 |
| Efficiency: Licenses data entered per hour. | 2,000 | 0 | 2,000 | 2,000 |
| Effect./Outcome: % of data entry completed in timely and accurate manner. | 100% | 0 | 58,000 | 58,000 |



Objective: To deposit license fees in a timely manner - within 24 hours of receipt.

| | | | | |
|---|--------|---|--------|--------|
| Demand: License fees to be collected and deposited. | 59,000 | 0 | 58,000 | 58,000 |
| Workload: Collection and reconciliation of fees paid. | 59,000 | 0 | 58,000 | 58,000 |
| Efficiency: Reconciliations daily. | 3 | 0 | 3 | 3 |
| Effect./Outcome: % of licenses fees deposited in a timely manner - within 24 hours of receipt. | 100% | 0 | 58,000 | 58,000 |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 24,566 | 32,045 | 36,916 | 37,293 |
| 4 Other Expenditures | 40,477 | 57,955 | 63,200 | 77,108 |
| 5 Capital Outlay | 0 | 0 | 1,000 | 1,000 |
| Total | 65,043 | 90,000 | 101,116 | 115,401 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|---------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 15 Licenses | 492,579 | 847,765 | 788,000 | 863,560 |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 25 Fines & Forfeitures | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 492,579 | 847,765 | 788,000 | 863,560 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 1.00 | 1.00 | 1.00 | 1.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Challenges for 2005 - The five-year contract executed by competitive bid expires in 2004. A new contract will need to be executed commencing with the 2004/2005 registration season. The costs cannot be determined at this time. The prospect of increased postage costs also has to be considered in light of the number of renewal registrations and tags mailed each season. In 1996, there were 52.9 Million dogs in the USA. Per the US Census, there were 98,706,019 households. This equates to an average of 1.87 dogs per household. Based on US Census statistics, there were approximately 343,627 households in Hamilton County in 1996. Therefore, there should be substantially more registered dogs in Hamilton County than the 61,349 registered in 2003 or the estimated 61,000 registered in 2004. This points to a lack of enforcement of Ohio's dog registration laws.

Additional public awareness will be pursued in 2005. This will include using the news media, local businesses and veterinarians, and other sources. This will require some additional outlays and possibly additional staffing. The additional public awareness along with increased enforcement of Ohio's dog registration laws should result in a higher percentage of dogs being registered along with a commensurate increase in fees and penalties. The Auditor continues to believe that it is appropriate for the county's General Fund to provide support as needed to meet the responsibilities associated with the administration of the dog-licensing program. There is no legal requirement that the Dog and Kennel Fund be the sole support for this program that benefits the general public and not just dog owners.

Budget Office Analysis:

No additional personnel has been requested. Dog license fee increased from \$9 to \$13, effective December 2001. However, revenues have decreased since 2002 and a General Fund subsidy will likely be needed in 2005. The Auditor has expressed a willingness to 'assist in public awareness campaigns, as it has in the past'.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Auditor

Program: Finance - 2003

Mandated By: Ohio Revised Code - Chapter 319

Funding Source: General Fund, Auditor's Agency

| | |
|---|--|
| <p>Program Description: To administer the statutory responsibilities of the Auditor's office in Accounting and Financial Reporting, Accounts Payable, Payroll and Benefits, and Budget and Settlement.</p> | <p>Accomplishments: Received awards from GFOA for two financial reports, the CAFR and the PAFR. Automated significant portion of Budget and Settlement process related to schools. Implemented further aspects of GASB new reporting model.</p> |
|---|--|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: To process 95% of all County bills for payment within 30 days.

| | | | | |
|--|---------|---------|---------|---------|
| Demand: Bills to be processed. | 400,000 | 400,000 | 400,000 | 400,000 |
| Workload: Bills processed, recorded, completed. | 400,000 | 400,000 | 400,000 | 400,000 |
| Efficiency: Bills processed per hour. | 30 | 30 | 30 | 30 |
| Effect./Outcome: % of bills processed within 30 days. | 98% | 98% | 98% | 98% |



Objective: To ensure that all accounting transactions are properly processed, recorded and reported with less than 5% error rate.

| | | | | |
|--|-----------|-----------|-----------|-----------|
| Demand: Transactions to be processed. | 7,100,000 | 7,100,000 | 7,100,000 | 7,100,000 |
| Workload: Transactions processed, recorded and completed. | 7,100,000 | 7,100,000 | 7,100,000 | 7,100,000 |
| Efficiency: Transactions per hour. | 540 | 540 | 540 | 540 |
| Effect./Outcome: % of accounting transactions processed with less than 5% error rate. | 98% | 98% | 98% | 98% |

Objective: To accurately process bi-weekly payroll, benefits, and taxes for County employees.

| | | | | |
|--|-----------|-----------|-----------|-----------|
| Demand: Payroll and benefits transactions to be processed. | 1,700,000 | 1,700,000 | 2,400,000 | 2,400,000 |
| Workload: Payroll/ benefits processed, recorded and complete. | 1,700,000 | 1,700,000 | 2,400,000 | 2,400,000 |
| Efficiency: Payroll/benefits processed per hour. | 160 | 160 | 200 | 200 |
| Effect./Outcome: % of payroll/benefits processed bi-weekly. | 98% | 98% | 98% | 98% |

Objective: To approve tax rates and budgets of political subdivisions and make settlement of their taxes within statutory time frame.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Tax rates, budgets & settlements. | 15,800 | 15,800 | 15,800 | 15,800 |
| Workload: Tax rates, budgets & settlements approved & made. | 15,800 | 15,800 | 15,800 | 15,800 |
| Efficiency: Tax rates, budgets, settlements made per hour. | 3 | 2 | 2 | 2 |
| Effect./Outcome: % of tax rates, budgets, settlements made within schedule. | 98% | 98% | 98% | 98% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|-----------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 950,390 | 1,122,702 | 1,283,582 | 1,266,095 |
| 4 Other Expenditures | 710,496 | 1,380,085 | 1,197,800 | 1,271,519 |
| 5 Capital Outlay | 0 | 0 | 10,000 | 10,000 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 1,660,886 | 2,502,787 | 2,491,382 | 2,547,614 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Estimate | Request | Approved |
| 1 Property Taxes | 33,538,361 | 37,442,730 | 37,527,000 | 38,374,481 |
| 2 Sales & Use Taxes | 53,094,446 | 63,855,933 | 62,000,000 | 65,144,184 |
| 10 State & Local Government | 21,275,821 | 24,702,985 | 25,278,000 | 25,276,150 |
| 15 Licenses | 8,484 | 8,484 | 0 | 0 |
| 20 Charges for Service Fees | 2,501,958 | 3,000,538 | 3,005,000 | 3,067,438 |
| 35 Other Intergovernmental | 3,113,564 | 5,212,323 | 5,311,706 | 5,336,706 |
| 40 Miscellaneous | 26,666 | 685,000 | 400,000 | 400,000 |
| Total | 113,559,300 | 134,907,993 | 133,521,706 | 137,598,959 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 25.00 | 24.00 | 24.00 | 24.00 |
| New Positions | -2.00 | 1.00 | 0.00 | 0.00 |

Departmental Comments:

Continued new GASB financial reporting requirements necessitate additional resources. Challenges for 2005 - Increasing complexity of tax settlement process and state law have raised processing time for Budget and Settlement. Federal and state law changes have also increased burden on payroll function.

Budget Office Analysis:

The Finance division has decreased 2 FTE's while overall complexity and processing has increased. The Auditor remains confident that all responsibilities will be met with current staff levels.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Auditor

Program: G. F. Real Estate - 2006

Mandated By: Ohio Revised Code - Chapter 319

Funding Source: General Fund

| | |
|---|--|
| <p>Program Description: To administer statutory real estate functions of the Auditor attributable to General Fund activity. These functions include the Homestead Exemption program, the 2.5% and stadium credit rollback program and special assessments.</p> | <p>Accomplishments: Completed all application work for Homestead and 2.5 % programs, prepared and conducted Homestead presentations at all interested Senior Centers, successfully tracked delinquent real properties from advent of delinquency to advertisement of foreclosure, ran Auditor's Forfeit Land Sale, streamlined communication with taxpayers through improved use of the phone system and the Auditor's website, and trained and prepared for (preparation included completion of all data entry work weeks earlier than usual) installation of new tax accounting system which occurred in late 2003.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: Accept and process Homestead applications. | | | | |
| Demand: Applications to be processed. | 12,000 | 0 | 12,000 | 12,000 |
| Workload: Hours required to process the applications | 12,000 | 0 | 6,000 | 6,000 |
| Efficiency: Applications processed per hour. | .90 | 0 | 2 | 2 |
| Effect./Outcome: Applications processed with 5% or less error. | 99% | 0 | 100% | 100% |
| Objective: Research and correct any inaccurate credit allocations. | | | | |
| Demand: Records to be researched | 6,700 | 0 | 5,000 | 5,000 |
| Workload: Hours required to research and correct. | 6,700 | 0 | 5,000 | 5,000 |
| Efficiency: Records researched per hour. | 20 | 0 | 6.5 | 6.5 |
| Effect./Outcome: Research done and corrections made with 5% or less error. | 99% | 0 | 100% | 100% |
| Objective: Accept and process 2.5% appl. including original appl. and conveyance statement appl. and apply corresponding stadium tax credit where applicable. | | | | |
| Demand: Applications to be processed. | 0 | 0 | 10,500 | 10,500 |
| Workload: Hours required to process. | 0 | 0 | 2,625 | 2,625 |
| Efficiency: Applications processed per hour. | 0 | 0 | 4 | 4 |
| Effect./Outcome: Applications processed with 5% or less error. | 0 | 0 | 100% | 100% |
| Objective: Record and track delinquent taxes and administer Auditor's Forfeited Land Sale. | | | | |
| Demand: Delinquent & forfeiture records to be tracked/admn. | 24,000 | 0 | 24,000 | 24,000 |
| Workload: Delinquent taxes and land sales recorded/tracked. | 24,000 | 0 | 24,000 | 24,000 |
| Efficiency: Delinquent taxes/land sales recorded per hour. | 2.95 | 0 | 10 | 10 |
| Effect./Outcome: Delinquent taxes and land sales recorded and tracked with error rate of less than 2% | 99% | 0 | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 193,441 | 229,140 | 263,795 | 258,692 |
| 4 Other Expenditures | 62,000 | 99,690 | 74,200 | 91,017 |
| 5 Capital Outlay | 0 | 0 | 7,500 | 3,500 |
| Total | 255,441 | 328,830 | 345,495 | 353,209 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 45 Other Financing Sources | 0 | 0 | 0 | 0 |
| 2 Sales & Use Taxes | 0 | 0 | 0 | 0 |
| 5 Other Taxes | 15,957 | 19,148 | 0 | 0 |
| 15 Licenses | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 10,775,354 | 12,800,487 | 8,514,500 | 14,083,588 |
| 25 Fines & Forfeitures | 23,920 | 23,920 | 0 | 0 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| Total | 10,815,231 | 12,843,555 | 8,514,500 | 14,083,588 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 8.00 | 7.00 | 7.00 | 7.00 |
| New Positions | 0.00 | -1.00 | 0.00 | 0.00 |

Departmental Comments:

Will speed corrections of faulty 2.5 database information supplied by property owners.

Budget Office Analysis:

Auditor's performance measures indicate that overall activity will remain approximately the same in 2005 as it was in 2004. Additionally, Auditor indicates that the number of records to be researched for any inaccurate credit allocations will decrease by 1,700 in 2005.

Auditor

Program: Real Estate Assessment - 2008

Mandated By: ORC Chapters 319 and 5713

Funding Source: Special Revenue Operating Fund

| | |
|---|--|
| <p>Program Description: To appraise and assess all taxable and non-taxable real property in Hamilton County. To maintain up-to-date database of ownership valuation, location, tax district, and structure details. To confirm location of property and to assess agricultural property.</p> | <p>Accomplishments: Improved work efficiency as a result of continued employee training, implementation of new tax accounting system and decreased overall work error</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To assess and appraise all taxable and non-taxable real property at market value in Hamilton County for the 2005 Reappraisal. | | | | |
| Demand: Parcels to be appraised. | 365,000 | 0 | 365,000 | 365,000 |
| Workload: Parcels assessed and reappraised at market value. | 365,000 | 0 | 365,000 | 365,000 |
| Efficiency: Parcels appraised per hour. | 1.8 | 0 | .5 | .5 |
| Effect./Outcome: Parcels reappraised with error rate of less than 1% | 98% | 0 | 100% | 100% |
| Objective: To review all property sales in order to establish an accurate database with an error rate of less than 1% for future reappraisals. (1 employee) | | | | |
| Demand: Properties to be reviewed. | 0 | 0 | 35,000 | 35,000 |
| Workload: Properties reviewed and entered. | 0 | 0 | 35,000 | 35,000 |
| Efficiency: Parcels assessed per person per hour. | 0 | 0 | 20 | 20 |
| Effect./Outcome: Property assessed with error rate less than 5%. | 0 | 0 | 100% | 100% |
| Objective: To administer Current Agricultural Use Valuation (CAUV) program for farms with error rate of less than 1%. | | | | |
| Demand: C.A.U.V parcels. | 1,205 | 0 | 1,300 | 1,300 |
| Workload: C.A.U.V. parcels inspected. | 1,205 | 0 | 1,300 | 1,300 |
| Efficiency: C.A.U.V. parcels appraised/inspected per person hour. | .7 | 0 | .7 | .7 |
| Effect./Outcome: C.A.U.V. parcels appraised/inspected with error rate of less than 5%. | 99% | 0 | 100% | 100% |
| Objective: To verify all residential, commercial and industrial new construction in order to accurately reflect correct market value and update property details | | | | |
| Demand: Parcels to be tracked for details . | 0 | 0 | 9,000 | 9,000 |
| Workload: Property details verified and listed. | 0 | 0 | 9,000 | 9,000 |
| Efficiency: Property details verified and listed per person hour. | 0 | 0 | 1.0 | 1.0 |
| Effect./Outcome: Property details reflected with error rate of less than 1% | 0 | 0 | 100% | 100% |

| | | | | |
|---|--------|---|--------|--------|
| Objective: To transfer and amend ownership records for tax purposes for all property sales in Hamilton County. | | | | |
| Demand: Ownership to be transferred. | 30,000 | 0 | 35,000 | 35,000 |
| Workload: Properties transferred. | 30,000 | 0 | 35,000 | 35,000 |
| Efficiency: Properties transfers handled per hour. | 2.4 | 0 | 5.0 | 5.0 |
| Effect./Outcome: Property information recorded and shown with less than 1% error rate. | 98% | 0 | 100% | 100% |

| | | | | |
|--|---|---|-------|-------|
| Objective: To review, assess and, if appropriate, defend property owners' complaints regarding property evaluation before BOR and appeal therefrom. | | | | |
| Demand: Board of Revision Complaints filed. | 0 | 0 | 1,500 | 1,500 |
| Workload: Board of Revision complaints processed | 0 | 0 | 1,500 | 1,500 |
| Efficiency: Board of Revision complaints appraised per hour | 0 | 0 | .15 | .15 |
| Effect./Outcome: Board of Revision complaints processed by the end of the calendar year | 0 | 0 | 100% | 100% |

| | | | | |
|--|---|---|--------|--------|
| Objective: To process tax-exempt applications for: tax increment financing and abatement, parcel consolidation requests, and tax penalty remittance applications. | | | | |
| Demand: Applications, request, and refunds for processing | 0 | 0 | 20,000 | 20,000 |
| Workload: Applications, requests, and refunds processed. | 0 | 0 | 20,000 | 20,000 |
| Efficiency: Apps., requests, and refunds processed per hr. per employ. | 0 | 0 | 2.2 | 2.2 |
| Effect./Outcome: Applications, requests, and refunds processed with an error rate of less than 1%. | 0 | 0 | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|-----------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 2,325,230 | 2,761,356 | 3,321,824 | 3,487,688 |
| 4 Other Expenditures | 547,143 | 1,063,002 | 689,000 | 1,056,947 |
| 5 Capital Outlay | 6,615 | 6,597 | 75,000 | 75,000 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 2,878,988 | 3,830,955 | 4,085,824 | 4,619,635 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 1 Property Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 6,997,073 | 8,208,916 | 8,312,500 | 8,312,500 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 6,997,073 | 8,208,916 | 8,312,500 | 8,312,500 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 59.00 | 62.00 | 62.00 | 62.00 |
| New Positions | 4.00 | -2.00 | 0.00 | 0.00 |

Departmental Comments:

Challenges for 2005 - State mandated property reappraisal scheduled for 2005. Auditor staff will work with outside vendor to accurately establish property values and provide property owners opportunity to participate in process before final values established.

Budget Office Analysis:

Auditor's objectives indicate that parcels appraised per hour will decrease from 1.8 in 2004 to .5 in 2005. This is likely due to the state mandated property reappraisal scheduled to end in 2005.

Auditor

Program: Weights and Measures - 2007

Mandated By: ORC Chapters 319 and 1327

Funding Source: General Fund

| | |
|--|--|
| <p>Program Description: To administer the statutory responsibilities of the Auditor's office relating to weights and measures inspections. All measuring and scanning devices used in commercial businesses in Hamilton County are inspected for accuracy, labeling and disclosure. This division is also in charge of investigating complaints from the public regarding weights and measures.</p> | <p>Accomplishments: Increase in number of devices inspected. Continued to work with State to achieve changes in annual reporting.</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To annually inspect and seal all measuring and scanning devices used in commercial retail trade in Hamilton County to ensure statutory compliance. | | | | |
| Demand: Measuring devices to be inspected and sealed. | 13,500 | 0 | 14,000 | 14,000 |
| Workload: Measuring devices inspected and sealed. | 13,500 | 0 | 14,000 | 14,000 |
| Efficiency: Devices inspected (Hours). | .97 | 0 | .97 | .97 |
| Effect./Outcome: % measuring and scanning devices inspected. | 100% | 0 | 100% | 100% |
| <hr/> | | | | |
| Objective: To maintain a professionally trained, skilled staff to perform inspections. | | | | |
| Demand: Professional training hours required. | 118 | 0 | 118 | 118 |
| Workload: Hour spent in training. | 120 | 0 | 120 | 120 |
| Efficiency: Productivity increase as a result of training. | 50% | 0 | 15% | 15% |
| Effect./Outcome: % staff professionally trained. | 100% | 0 | 100% | 100% |
| <hr/> | | | | |
| Objective: To annually inspect random packages for accurate weights and mandated marking requirements. | | | | |
| Demand: Random pack packages to be inspected. | 25,000 | 0 | 25,000 | 25,000 |
| Workload: Random pack packages inspected. | 25,000 | 0 | 25,000 | 25,000 |
| Efficiency: Random pack packages inspected per hour. | 1.70 | 0 | 3.00 | 3.00 |
| Effect./Outcome: % of random pack packages inspected. | 100% | 0 | 100% | 100% |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Expenditures | | | | |
| 3 Personnel | 105,333 | 208,837 | 239,694 | 234,968 |
| 4 Other Expenditures | 17,466 | 41,738 | 36,800 | 48,982 |
| 5 Capital Outlay | 0 | 14,850 | 35,100 | 35,100 |
| Total | 122,799 | 265,425 | 311,594 | 319,050 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| 40 Miscellaneous | 0 | 1 | 0 | 0 |
| Total | 0 | 1 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 6.00 | 5.00 | 5.00 | 5.00 |
| New Positions | -1.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Staffing was reduced by one position in 2003 but remaining inspectors were placed on a forty-hour workweek instead of the prior thirty-five hour workweek. Inspection year was changed from January 1 through December 31 to October 1 through September 30. This allows the Inspectors an effective two additional months of suitable weather in which to conduct outdoor inspections. This also allows the Inspectors to increase the frequency and quantity of tests. The shift in the inspection years will also allow the Division to better schedule statutorily mandated continuing education and include other areas for inspections that have not been done with the frequency preferred by the office due to the lack of time and good weather.

Challenges for 2005 - Due to the age of some of the test Standards currently in use, replacements may be needed in 2005. The Standards must meet stringent tolerances established by the Ohio Department of Agriculture / Weights and Measures Division, and the National Institute of Standards and Technology through the National Conference on Weights and Measures and the National Type Evaluation Program. Because of these tolerances, the equipment is quite expensive and available from very few vendors. Proposals being circulated through the NCWM would require local weights and measures jurisdictions to comply with international quality control standards, such as the ISO 9000 / 14000 series and EPA regulations. Compliance with these standards would require additional training, specialized procedures, and possibly additional staff. Every effort will be made to achieve compliance at current staff levels.

Budget Office Analysis:

Auditor's stated amount of inspected devices shows only a small-expected increase in 2005.

Board of County Commissioners

Program: Board Of County Commissioners - 1010

Mandated By: ORC § 305

Funding Source: General Fund

| | |
|--|---|
| <p>Program Description: The board establishes policy; administers county funds and programs; approves the county budget, annexations, incorporations and zoning changes; makes appointments to various boards and commissions; MSD action approvals; enters into contracts and agreements; and appoints the county administrator and department directors.</p> | <p>Accomplishments: The board of commissioners, (BOC) the county's policy board, adopts and oversees a budget of more than \$ 2 billion, directs over 2,000 employees, and serves the county's 885,000 plus residents. The boards have overseen the completion of five football seasons at Paul Brown Stadium, the two seasons at the new Great American Ball Park and the Block Three parking location. In 2002 the Board made available, via the Internet, its meeting minutes, (consisting of all scanned supporting documents), meeting agendas, schedules of public hearings and meetings, and an electronic public hearing delivery system, to receive comments about topics the Board will consider. The information available covers the period from 1992 through the present. During 2003 the Board initiated live telecasts of BOC meetings to enhance citizen information. The BOC added a permanent agenda item for citizens to make comments at BOC meetings.</p> |
|--|---|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: Hold public hearings on annexations, incorporations, zone changes, building code changes, road/sewer/water projects, etc. required by the ORC.

| | | | | |
|--|------------|------------|------------|------------|
| Demand: Number of hearings required. | 50 | 70 | 70 | 70 |
| Workload: Number of hearings completed. | 50 | 70 | 70 | 70 |
| Efficiency: Average length per hearing. | 40 minutes | 30 minutes | 30 minutes | 30 minutes |
| Effect./Outcome: % of hearings completed. | 100% | 100% | 100% | 100% |



Objective: To have in place by January 1st a balanced annual appropriation.

| | | | | |
|---|------------|------------|------------|------------|
| Demand : Recommended budget to Board before 12/31. | 1 | 1 | 1 | 1 |
| Workload: Recommended budget presented to Board before 12/31. | 1 | 1 | 1 | 1 |
| Efficiency: Est. person/hrs. for commissioners' budget review. | 200 | 200 | 200 | 200 |
| Effect./Outcome: Date of adoption of operating budget. | 12/01/2002 | 12/17/2003 | 12/15/2004 | 12/15/2004 |



Objective: To conduct regular public meetings.

| | | | | |
|--|-----------|-----------|-----------|-----------|
| Demand : Number of meetings required. | 50 | 50 | 50 | 50 |
| Workload: Number of meetings completed. | 86 | 86 | 86 | 86 |
| Efficiency: Avg. length of meetings. | 2.5 hours | 3.0 hours | 3.0 hours | 3.0 hours |
| Effect./Outcome: Percentage of required meetings completed. | 100% | 100% | 100% | 100% |



Objective: To maintain a general fund reserve in the amount of 10% of the prior year's general fund appropriation.

| | | | | |
|---|--------------|--------------|--------------|--------------|
| Demand : Amount of general fund reserve to be maintained. | 25.8 Million | 25.8 Million | 25.8 Million | 24.8 Million |
| Workload: Actual amount of required general fund reserve maintained | 25.8 Million | 25.8 Million | 25.8 Million | 24.8 Million |
| Efficiency: Est. person/hrs monitoring general fund cashflow. | 120 | 120 | 120 | 120 |
| Effect./Outcome: Required general fund reserve maintained as % of prior year general fund appropriation. | 10% | 10% | 10% | 10% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 621,196 | 730,659 | 746,866 | 730,040 |
| 4 Other Expenditures | 55,453 | 86,627 | 111,852 | 50,066 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 676,649 | 817,286 | 858,718 | 780,106 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 25 Fines & Forfeitures | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 45 Other Financing Sources | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 |

FTE Count

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---------------|----------------|------------------|-----------------|------------------|
| Total | 11.00 | 11.00 | 11.00 | 11.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The General Fund reserve was established in 1999 and will continue to be funded in 2005 at or above the established minimum. In 2000 the Board adopted a similar policy for Riverfront Development in establishing a dedicated sales tax stabilization fund, which will also be funded at or above the established minimum. The board's 2004 priorities included improved customer service and economic development. Implementation projects include partnering with the United Way for publishing a state of the county report. The International Economic Development Council was hired to assess and make recommendations on the county's economic policies, programs and priorities. In addition, the board established an Economic Development Opportunity Fund. Finally, the board financially supported the Port Authority and Cincinnati USA Partnership.

Budget Office Analysis:

The Internet innovations (noted in the accomplishments section) should contribute to greater efficiency as less staff time will be devoted to copying and distributing documents. The 2005 budget represents a minimal increase over the current year. The increase in expenditures pertains primarily to the recommended computer support, equipment maintenance and software upgrades for the Regional Computer Center (RCC) services line item. These services include personnel support, equipment maintenance software upgrades and backup tapes.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Board of Elections

Program: Administration - 2401

Mandated By: O.R.C. Title 35

Funding Source: General Fund

| | |
|---|--|
| <p>Program Description: The Administration Department handles the day-to-day operations of the Board of Elections. Supplies all candidates with petitions, reviews all tax levies and issues for the ballot, processes all invoices to the County Auditor for payment and prepares the bi-weekly payroll.</p> | <p>Accomplishments: The Board of Elections is in the process of purchasing a new voter registration system, which will be connected to the Secretary of State's statewide voter registration database.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: Supply candidates' petitions timely. | | | | |
| Demand: Number of offices up for election | 650 | 2070 | 312 | 312 |
| Workload: Number of candidates | 650 | 797 | 631 | 631 |
| Efficiency: Time to process petitions. | 35 minutes | 35 minutes | 35 minutes | 35 minutes |
| Effect./Outcome: % of candidates and petitions supplied timely | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|------------------|------------------|------------------|------------------|
| 3 Personnel | 2,713,606 | 3,305,665 | 2,988,892 | 2,809,498 |
| 4 Other Expenditures | 865,084 | 976,826 | 928,979 | 891,318 |
| 5 Capital Outlay | 0 | 0 | 25,000 | 13,000 |
| Total | 3,578,690 | 4,282,491 | 3,942,871 | 3,713,816 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|------------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 1,300 | 1,560 | 9,100 | 9,100 |
| 35 Other Intergovernmental | 1,310,330 | 1,311,694 | 210,000 | 326,450 |
| 40 Miscellaneous | 9,452 | 11,342 | 13,000 | 13,000 |
| 45 Other Financing Sources | 0 | 0 | 0 | 0 |
| Total | 1,321,082 | 1,324,596 | 232,100 | 348,550 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Total | 43.00 | 47.00 | 47.00 | 43.00 |
| New Positions | 0.00 | 4.00 | 0.00 | 0.00 |

Departmental Comments:

The Board is working with the Secretary of State's office in preparing for the purchase of DRE voting equipment.

Budget Office Analysis:

The Board of Election is planning and meeting the challenges of the significant change in voting systems and the new voting laws effecting Board of Elections.

Board of Elections

Program: Election - 2402

Mandated By: O.R.C. 3501.28 & 3501.36

Funding Source: General Fund

| | |
|--|---|
| <p>Program Description: This program is responsible for hiring and training Poll workers to conduct all elections in Hamilton County.</p> | <p>Accomplishments: The Board of Elections hired and trained Poll workers for the March 2004 Presidential Primary.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To place 4 workers in each pct. and train each worker before Election Day. | | | | |
| Demand: Number of workers | 6496 | 8,683 | 8,256 | 8,256 |
| Workload: Number of workers trained | 6496 | 7,924 | 8,256 | 8,256 |
| Efficiency: Poll Workers contact time | 775 Hours | 850 Hours | 800 | 800 |
| Effect./Outcome: Training Poll workers | 100% | 98% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|------------------|------------------|
| 3 Personnel | 589,400 | 1,209,400 | 1,381,833 | 1,297,624 |
| 4 Other Expenditures | 320,220 | 514,238 | 788,100 | 662,539 |
| Total | 909,620 | 1,723,638 | 2,169,933 | 1,960,163 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| 40 Miscellaneous | 75 | 90 | 0 | 0 |
| Total | 75 | 90 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Poll workers will handle a large volume of voters for the November 2004 Presidential Election about 75% of the registered voter will vote in Hamilton County.

Budget Office Analysis:

Poll worker training is an ongoing project as the election laws are changing on the state and federal level.

Board of Elections

Program: Registration - 2403

Mandated By: O.R.C. 3503.01 - 3503.33

Funding Source: General Fund

| | |
|--|--|
| Program Description: The Registration Department handles all new voter registrations and voter name and address changes. | Accomplishments: The Registration Department is working to purchase a new voter registration system. |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
|--|----------------|------------------|-----------------|------------------|



Objective: Process voter registrations and or changes within one week of receipt.

| | | | | |
|--|------------|------------|------------|------------|
| Demand: Number of registrations | 55,000 | 80,000 | 50,000 | 50,000 |
| Workload: Number of registrations, name and address changes | 55,000 | 80,000 | 50,000 | 50,000 |
| Efficiency: Time to process changes | 10 minutes | 10 minutes | 10 minutes | 10 minutes |
| Effect./Outcome: Registrations and/or address or name changes processed | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 4 Other Expenditures | 12,436 | 30,582 | 50,000 | 48,495 |
| Total | 12,436 | 30,582 | 50,000 | 48,495 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------|----------------|------------------|-----------------|------------------|
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The Registration Department in addition to handling all voter registrations also checks all candidate petitions.

Budget Office Analysis:

New Federal laws governing voter registration has been implemented at the Board of Elections.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Board of Zoning Appeals

Program: Administration - 2301

Mandated By: ORC 303.14, 303.15

Funding Source: General Fund

| | |
|---|---|
| <p>Program Description: The Board of Zoning Appeals provides an appeal process for any person aggrieved by a decision of the Rural Zoning Commission. The Board has the power to grant or deny cases following a public hearing.</p> | <p>Accomplishments: In 2004, BZA Staff predicts 75 cases to be filed for the Board to hear. In 2004, the BZA has joined the RPC/RZC Web site to help the public access information concerning BZA.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To maintain the current case levels to be presented the Board | | | | |
| Demand: Number of cases filed | 87 | 75 | 65 | 65 |
| Workload: Number of cases resolved | 87 | 75 | 65 | 65 |
| Efficiency: Average revenue per case | \$110 | \$215 | \$215 | \$215 |
| Effect./Outcome: Percent of cases resolved within 30 days after hearing | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 63,172 | 82,721 | 86,349 | 88,307 |
| 4 Other Expenditures | 4,887 | 6,000 | 9,875 | 9,093 |
| 5 Capital Outlay | 0 | 750 | 750 | 250 |
| Total | 68,059 | 89,471 | 96,974 | 97,650 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 16,523 | 19,800 | 17,500 | 17,500 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| Total | 16,523 | 19,800 | 17,500 | 17,500 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 2.00 | 2.00 | 2.00 | 2.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

In the past couple of years, a couple of Townships have adopted their own Zoning. Until August 2003, the loss of those Townships had not been felt. In November 2004, Springfield Township voters will vote on adoption of Township Zoning. If approved, the Township Zoning would be effective in mid December 2004. If Zoning is adopted in Springfield Township; there will be a reduction in revenue in the amount of about \$2,500.00 and a loss of 20 cases. Staff's main concerns are to continue the service for the particular Townships that BZA serves.

Budget Office Analysis:

Ohio Revised Code requires the Board of Zoning Appeals, to advertise all cases to be presented for public hearing. As a result of the change in policy, the BZA Staff has placed legal advertisements in the Community Press (within the Township) instead of the Cincinnati Post & Enquirer. The change of advertisement policy has been a success so far in 2004. All applicants are charged a legal ad fee of \$50.00 per case. Most ads are costing around \$47.50 each.

Building Inspections

Program : Administration - 8010

Mandated By : Not mandated, ORC 3781.06, 3781.18, 3791.04

Funding Source : General Fund

| | |
|---|--|
| Program Description : This program is responsible for the enforcement of the HCBC (Hamilton County Bldg. Code) and OBC (Ohio Building Code) by processing and issuing building permits, reviewing and inspecting for code compliance, and issuing Certificates of Occupancy. The building department's Demand and Workload totals are the result of construction activity each year. The customer initiates the service by applying for a Building Permit or calling for an inspection. The program also responds to complaints, referrals and unsafe structure. The response may include testimony in court. | Accomplishments : AT Hudson prepared the ACT Department Review of the department. The findings were complimentary of the management process and work product of the department, with the final related to customer service improvements and recommendations. The department spent many hours on the ACT Departmental Review during most of the year. Inactive building permits are open permits that are at least one year old, and in most cases, the contractor has proceeded without the required inspections being approved. In some cases, the structures are being occupied illegally without a Certificate of Occupancy. The inspectors have objectives to work on the inactive permits on lighter days, however, the day's workload is affected by permit load, permit activity (called for inspections), and weather. In the past few years, the inspectors have exceeded the department's goals toward inactive building permits, and due to their diligence, less permits are becoming inactive permits. |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
|--|----------------|------------------|-----------------|------------------|



Objective: To review residential type of applications within 4 working days.

| | | | | |
|--|-------|-------|-------|-------|
| Demand : Building permit applications to be reviewed. | 4,104 | 3,560 | 3,500 | 3,500 |
|--|-------|-------|-------|-------|

| | | | | |
|---|-------|-------|-------|-------|
| Workload: Building application permits reviewed. | 4,104 | 3,560 | 3,500 | 3,500 |
|---|-------|-------|-------|-------|

| | | | | |
|--|---|---|---|---|
| Efficiency: Application review time in days (HCBC). | 4 | 4 | 4 | 4 |
|--|---|---|---|---|

| | | | | |
|--|-----|-----|-----|-----|
| Effect./Outcome: % of applications reviewed in 4 working days (HCBC). | 99% | 97% | 97% | 97% |
|--|-----|-----|-----|-----|

Objective : For building inspectors to finalize inactive permits annually.

| | | | | |
|---|-------|-------|-------|-------|
| Demand : Inactive permits assigned to inspectors annually. | 3,235 | 2,849 | 2,900 | 2,900 |
|---|-------|-------|-------|-------|

| | | | | |
|--|-------|-------|-----|-----|
| Workload: Inactive permit finalized annually. | 1,199 | 1,270 | 800 | 800 |
|--|-------|-------|-----|-----|

| | | | | |
|--|-------|-------|-------|-------|
| Efficiency: Number/hours finalizing inactive permit | 2,215 | 2,215 | 2,215 | 2,215 |
|--|-------|-------|-------|-------|

| | | | | |
|---|-----|-----|-----|-----|
| Effect./Outcome: % of inactive permits finalized annually. | 37% | 44% | 25% | 25% |
|---|-----|-----|-----|-----|



Objective: For building inspectors to perform all inspections on the requested day.

| | | | | |
|--|--------|--------|--------|--------|
| Demand : Number of inspections. | 23,538 | 21,000 | 21,000 | 21,000 |
| Workload: Number of inspections performed. | 20,000 | 20,800 | 20,800 | 20,800 |
| Efficiency: Number of hours spent doing all inspections. | 11,900 | 11,900 | 11,900 | 11,900 |
| Effect./Outcome: % of inspections performed on requested day. | 99% | 99% | 99% | 99% |



Objective: To review commercial type applications within 12 working days.

| | | | | |
|--|-------|-------|-------|-------|
| Demand : Commercial Building Permit to be reviewed. | 2,710 | 1,929 | 2,400 | 2,400 |
| Workload: Commercial Building Permit applications reviewed. | 2,710 | 2,604 | 2,400 | 2,400 |
| Efficiency: Application review in days (OBC) | 12 | 12 | 12 | 12 |
| Effect./Outcome: % of Applications reviewed in 12 working days (OBC). | 98% | 97% | 97% | 97% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 1,340,039 | 1,729,816 | 1,744,242 | 1,708,719 |
| 4 Other Expenditures | 220,642 | 281,076 | 288,642 | 425,439 |
| 5 Capital Outlay | 21,450 | 21,950 | 132,750 | 72,750 |
| Total | 1,582,131 | 2,032,842 | 2,165,634 | 2,206,908 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| 15 Licenses | 1,813,951 | 2,284,058 | 2,380,000 | 2,380,000 |
| 20 Charges for Service Fees | 71,699 | 83,851 | 69,000 | 69,000 |
| 25 Fines & Forfeitures | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 208 | 208 | 0 | 0 |
| 45 Other Financing Sources | 0 | 0 | 0 | 0 |
| Total | 1,885,858 | 2,368,117 | 2,449,000 | 2,449,000 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|----------------------|--------------|--------------|--------------|--------------|
| | Actual | Estimate | Request | Approved |
| Total | 30.00 | 30.00 | 30.00 | 30.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The department has continued to exceed its plan examination goals. Building Inspectors performed 23,538 inspections in 2003, a 10% increase from 2002.

Budget Office Analysis:

Due to the interest rate hitting near record lows in the past 40 years, construction has been booming which reflects the increase in permits and inspections significantly from years past. The new IVR system that was installed this year has been a great cost saving benefit to DBI.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

County Administrator

Program : Administration - 2010

Mandated By : Not mandated.

Funding Source : General Fund , Special Revenue State Grants , Agency

| | |
|---|--|
| <p>Program Description : Directs and coordinates mandates of the board of commissioners in order to accomplish the board's goals, objectives and policies; promotes the development of good public relations and communication in all areas relating to board activities; oversees departments under the board.</p> | <p>Accomplishments : Submitted a balanced 2004 budget proposal to the board; Updated 2004 State of the County report card; collaborated with the city and state on the Urban Area Security Initiative (UASI) grant application; recognized six staff members as 'Employees of the Year'; the GFOA, NACO, NACIO and ICMA gave several awards to the county. In riverfront development, the Block 3 Garage was completed early, paving the way for the opening of the National Underground Railroad Freedom Center in August 2004.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
|--|----------------|------------------|-----------------|------------------|



Objective: To regularly share news and information regarding the county's operations.

| | | | | |
|---|------|------|------|------|
| Demand : Newsletters and/or news releases to produce | 128 | 52 | 52 | 52 |
| Workload: Newsletters and/or news releases produced | 128 | 42 | 52 | 52 |
| Efficiency: Number of newsletters and/or news releases produced per week | 2.5 | 1.0 | 1.0 | 1.0 |
| Effect./Outcome: % of weeks in which a newsletter or news release was produced | 100% | 100% | 100% | 100% |



Objective: To support the board with high quality decision-making reports for board department agenda items.

| | | | | |
|---|-------|-------|-------|-------|
| Demand : Potential number of meetings | 90 | 90 | 90 | 90 |
| Workload: Number of meetings held | 90 | 90 | 90 | 90 |
| Efficiency: Number of agenda items (est.) | 1,575 | 1,575 | 1,575 | 1,575 |
| Effect./Outcome: Agenda items with support reports. (est.) | 1,417 | 1,417 | 1,417 | 1,417 |



Objective: To implement practices and procedures that support the board's mission, vision, core values, goals and policies by holding biweekly meetings.

| | | | | |
|---|----------|---------|---------|---------|
| Demand : Bi-weekly department head meetings to be held. | 24 | 24 | 24 | 24 |
| Workload: Bi-weekly department head meetings held. | 22 | 21 | 22 | 22 |
| Efficiency: Ave. length of bi-weekly department head meetings. | 1.25 hr. | 1.5 hr. | 1.5 hr. | 1.5 hr. |
| Effect./Outcome: % of bi-weekly department head meetings held. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|------------------|------------------|------------------|------------------|
| 3 Personnel | 1,175,404 | 873,536 | 990,434 | 893,360 |
| 4 Other Expenditures | 724,590 | 2,032,245 | 3,165,297 | 2,010,728 |
| 5 Capital Outlay | 13,177 | 21,000 | 21,000 | 21,000 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 1,913,171 | 2,926,781 | 4,176,731 | 2,925,088 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|------------------|------------------|-----------------|------------------|
| 1 Property Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 397,290 | 614,498 | 521,052 | 521,052 |
| 35 Other Intergovernmental | 0 | 0 | 107,488 | 107,488 |
| 40 Miscellaneous | 925,777 | 7,263 | 20,000 | 20,000 |
| 45 Other Financing Sources | 53,410 | 53,410 | 53,400 | 353,400 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 1,376,477 | 675,171 | 701,940 | 1,001,940 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 24.00 | 26.00 | 11.00 | 10.00 |
| New Positions | -1.00 | 3.00 | 0.00 | 0.00 |

Departmental Comments:

Planned for 2005: Submit a 2005 balanced budget proposal to the board; conduct the annual planning meeting; update the State of the County report card; submit the 2005 UASI application; conduct 'Employee of the Year' competition; implement board approved- IEDC recommendations; select a vendor to operate the Parkhaus garage.

Budget Office Analysis:

FTEs added during the current year include homeland security director budgeted within the General Fund and a strategic information training coordinator and administrative assistant, both supported from the UASI grant.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

County Facilities

Program: Administration - 6010

Mandated By: Ohio Revised Code Sections 307 and 3709.34

Funding Source: General Fund, Special Revenue Federal Grants

| | |
|--|--|
| <p>Program Description: The Administrative division is responsible for the personnel, payroll, purchasing, inventory, information technology support, and work management program for more than 90 employees covering 15 locations.</p> | <p>Accomplishments: The Building Owners and Managers Association (BOMA) International is a prestigious organization of more than 18,500 commercial real estate professionals. Collectively these members own or manage more than nine billion square feet of office space. They report their capital and operating costs on an annual basis, and this information is then compiled in the Experience Exchange Report (EER) - a primary source of benchmarking statistics.</p> |
|--|--|

| | | | |
|----------------|------------------|-----------------|------------------|
| 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------|------------------|-----------------|------------------|



Objective: To meet or not-to-exceed the average cost per square foot for administrative costs in the 237 and 250 William Howard Taft buildings as compared to BOMA EER.

| | | | | |
|--|----------------|----------------|----------------|----------------|
| Demand: BOMA EER average cost per square foot | \$0.36/sq.foot | \$0.33/sq.foot | \$0.34/sq.foot | \$0.34/sq.foot |
| Workload: Rentable square feet | 216,916 | 216,916 | 216,916 | 216,916 |
| Efficiency: Facilities cost per square foot | \$0.27/foot | \$0.38/sq.foot | \$0.39/sq.foot | \$0.39/sq.foot |
| Effect./Outcome: Total saving of Facilities cost versus BOMA EER average cost | \$19,522.44 | (\$10,845.80) | (\$10,845.80) | (\$10,845.80) |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 513,078 | 605,745 | 636,468 | 581,097 |
| 4 Other Expenditures | 73,209 | 109,746 | 139,638 | 102,179 |
| 5 Capital Outlay | 35,164 | 35,888 | 27,130 | 22,400 |
| Total | 621,451 | 751,379 | 803,236 | 705,676 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------------|----------------|------------------|-----------------|------------------|
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 0 | 20,000 | 0 | 60,545 |
| Total | 0 | 20,000 | 0 | 60,545 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 12.00 | 10.00 | 11.00 | 10.00 |
| New Positions | -2.00 | 0.00 | 1.00 | 0.00 |

Departmental Comments:

The complete objective is to meet or not-to-exceed the average cost per square foot for administrative costs in the 237 and 250 William Howard Taft buildings as compared with the same cost for all suburban government buildings in Cincinnati, Ohio as reported in the 2003 Building Owners and Managers Association Experience Exchange Report.

The BOMA EER defines administrative costs as all expenses directly connected with the administration of the building. This includes but is not limited to payroll, supplies, furniture, postage, and other administrative expenses.

Challenge: The lower average cost as indicated in the 2003 BOMA EER is in part due to a 10% increase in square footage (an additional 51,538 square feet) compared to the 2002 report. This is probably due to several buildings being re-measured - a common practice after completion of a renovation or remodeling project. It translates to the same expenses being spread out over more square footage.

Notes:

1. This is the second year of the measure.
2. The expenses used in this comparison are 2002 expenses because the BOMA EER is compiled and distributed 6-8 months after the end of the reporting year.
3. In 2002, we added one FTE to our administrative staff.

Budget Office Analysis:

Facilities administrative division handles increasingly complicated requests for tracking and benchmarking Facilities services in 15 different locations. As Hamilton County administration tightens its focus on performance measures, the functions of the Facilities administrative division become even more important because its analytical work represents the accomplishments of the other four divisions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

County Facilities

Program: Building Services - 6020

Mandated By: Ohio Revised Code Sections 307 and 3709.34

Funding Source: General Fund

| | |
|--|--|
| <p>Program Description: The Building Services division is responsible for providing and overseeing the housekeeping and related services in buildings governed by the Board of County Commissioners. We have limited in-house custodial workers during the day who are supplemented by court-appointed community service workers and occasionally by prison inmates. These sources of free labor help reduce our costs. In addition, and more importantly, our night time contract cleaning services are competitively bid, and awarded to the lowest and best bidder as defined by the evaluation criteria. The two buildings being reported on here are normally bid out with a number of other county buildings so their combined purchasing power further reduces costs to the taxpayer.</p> | <p>Accomplishments: The Building Owners and Managers Association (BOMA) International is a prestigious organization of more than 18,500 commercial real estate professionals. Collectively these members own or manage more than nine billion square feet of office space. They report their capital and operating costs on an annual basis, and this information is then compiled in the Experience Exchange Report - a primary source of benchmarking statistics. The Hamilton County Facilities Department was able to maintain its janitorial cost within 1% of the BOMA EER cost by hiring and retaining qualified in-house staff, competitive bidding, utilizing state contracts for purchasing of supplies, using community service workers to supplement staff where possible, and staying up-to-date on ever-changing industry trends that improve productivity and/or reduce cost.</p> |
|--|--|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: To meet or not-to-exceed the average cost per square foot for janitorial costs in the 237 and 250 William Howard Taft buildings as compared to BOMA EER

| | | | | |
|---|----------------|----------------|----------------|----------------|
| Demand: BOMA EER avg. per sq.ft. for janitorial costs | \$1.16/sq.foot | \$1.16/sq.foot | \$1.19/sq.foot | \$1.19/sq.foot |
| Workload: Rentable square feet | 216,916 | 216,916 | 216,916 | 216,916 |
| Efficiency: Facilities cost per square foot | \$1.14/sq.foot | \$1.17/sq.foot | \$1.19/sq.foot | \$1.19/sq.foot |
| Effect. /Outcome: Total saving of Facilities cost versus BOMA EER average cost | 4,338.32 | (\$2,169.16) | \$0 | \$0 |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|------------------|------------------|------------------|------------------|
| 3 Personnel | 226,876 | 269,113 | 338,407 | 284,157 |
| 4 Other Expenditures | 2,150,800 | 3,059,362 | 3,201,600 | 3,015,468 |
| 5 Capital Outlay | 4,518 | 17,226 | 3,000 | 3,000 |
| Total | 2,382,194 | 3,345,701 | 3,543,007 | 3,302,625 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|----------------|------------------|------------------|----------------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 45 Other Financing Sources | 805,520 | 1,683,020 | 1,012,728 | 945,228 |
| Total | 805,520 | 1,683,020 | 1,012,728 | 945,228 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 10.00 | 8.00 | 10.00 | 9.00 |
| New Positions | -2.00 | 0.00 | 1.00 | 0.00 |

Departmental Comments:

The complete objective is to meet or not-to-exceed the average cost per square foot for janitorial costs in the 237 and 250 William Howard Taft buildings as compared with the same cost for all suburban government buildings in Cincinnati, Ohio as reported in the 2003 Building Owners and Managers Association Experience Exchange Report.

The BOMA EER defines janitorial costs as all required items for both daytime and nighttime cleaning of usable space in a building. This includes but is not limited to payroll, equipment, supplies, and materials ; and housekeeping, window washing, carpet cleaning and trash removal services.

Challenge: The lower average cost as indicated in the 2003 BOMA EER is in part due to a 10% increase in square footage (an additional 51,538 square feet) compared to the 2002 report. This is probably due to several buildings being re-measured - a common practice after completion of a renovation or remodeling project. It translates to the same expenses being spread out over more square footage.

Notes:

1. This is the second year of the measure.
2. The expenses used in this comparison are 2002 expenses because the BOMA EER is compiled and distributed 6-8 months after the end of the reporting year.

Budget Office Analysis:

The building services division maintains housekeeping in a constantly changing county campus. In 2005 budget does not include services at the recently sold Hartford Building after January.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

County Facilities

Program: Construction / Trade - 6050

Mandated By: Not mandated

Funding Source: General Fund

| | |
|---|---|
| <p>Program Description: The Trade Groups are comprised of twenty-two skilled Union trades workers organized in to four shops: Carpentry/Ironwork, Electric, Painting/Plastering, and Plumbing. These Trade Groups work throughout all of the County buildings and perform routine, planned, and deferred maintenance and repair of the building electric and plumbing systems, as well as the building structure. They also respond to work requests, and estimate, schedule and perform and/or manage small construction or repair projects. In emergency situations, they assess the damage, repair and restore critical utilities to ensure continuous operation of the buildings.</p> | <p>Accomplishments: We now have no (0) work requests for the painters that are older than one year. We have kept our cost per rentable square foot at or below the BOMA EER average while keeping abreast of our maintenance issues.</p> |
|---|---|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: To keep the painters aging work requests at their minimum

| | | | | |
|--|------|-----|-----|-----|
| Demand: #of aging work req. for the painters at the end of year | 37 | 40 | 40 | 40 |
| Workload: #of work req. completed by the painters per year | 387 | 360 | 360 | 360 |
| Efficiency: #of work req. completed per painter per year | 64.5 | 60 | 60 | 60 |
| Effect. /Outcome: % of completed work requests | 91% | 90% | 90% | 90% |



Objective: To meet or not-to-exceed the BOMA EER average cost per square feet for plumbing

| | | | | |
|---|-----------|-----------|-----------|-----------|
| Demand: BOMA EER average cost per square foot | 2,683,109 | 2,450,661 | 2,450,661 | 2,450,661 |
| Workload: Rentable square feet | \$54,795 | \$75,000 | \$75,000 | \$75,000 |
| Efficiency: Facilities cost per square foot | 0.090 | 0.060 | 0.060 | 0.060 |
| Effect. /Outcome: Total saving of Facilities cost versus BOMA EER average cost | 0.020 | 0.031 | 0.031 | 0.031 |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 1,407,784 | 1,669,935 | 1,747,861 | 1,680,429 |
| 4 Other Expenditures | 229,910 | 373,263 | 527,000 | 467,977 |
| 5 Capital Outlay | 11,018 | 35,000 | 30,000 | 30,000 |
| Total | 1,648,712 | 2,078,198 | 2,304,861 | 2,178,406 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| 40 Miscellaneous | 30 | 30 | 0 | 0 |
| Total | 30 | 30 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 25.00 | 25.00 | 24.00 | 24.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Keeping the buildings painted assists our department with protecting the county's assets in our buildings, thus serving to benefit the county not only financially but aesthetically too.

Plumbing repairs are a necessary function to protect the county's assets and ensure the buildings are in a suitable condition for use. We are performing these functions while maintaining costs at or below the average.

Budget Office Analysis:

The construction and trades division has contained costs for building materials in 2005 despite national trends that forecast double-digit inflationary rates due in part to gasoline costs affecting manufacturing and delivery. The division is also part of implementing new fire and safety procedures throughout the Facilities department.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

County Facilities

Program: Plant Management - 6030

Mandated By: Not mandated.

Funding Source: General Fund

| | |
|---|--|
| <p>Program Description: The Plant Management Division is responsible for the building structure, which includes the roofs, windows and sidewalks. We also manage the building automation systems, such as lighting, heating, A/C & fire alarm systems.</p> | <p>Accomplishments: This is our first year of data. Our cost per square foot to operate our facilities was above average (\$1.45 versus \$1.43). We are currently monitoring the utilities in the following facilities: Administration Building, Courthouse, William Howard Taft Center, Justice Center, 237 William Howard Taft and 800 Broadway.</p> |
|---|--|

| | | | |
|----------------|------------------|-----------------|------------------|
| 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------|------------------|-----------------|------------------|



Objective: Meet or use less than the average cost per sq.ft. for gas & electric compared to the Building Owners and Managers Association (BOMA) report.

| | | | | |
|---|------------|-----------|-----------|-----------|
| Demand: BOMA EER average cost per square foot | \$1.43 | \$1.45 | \$1.45 | \$1.45 |
| Workload: Total gross number of sq.ft. | 2,249,564 | 2,249,564 | 2,249,564 | 2,249,564 |
| Efficiency: Facilities cost per sq. ft. | \$1.45 | \$1.45 | \$1.45 | \$1.45 |
| Effect./Outcome: Total saving vs. BOMA standard cost | \$(44,991) | \$0 | \$0 | \$0 |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|------------------|------------------|------------------|------------------|
| 3 Personnel | 2,259,376 | 2,668,912 | 2,886,528 | 2,569,438 |
| 4 Other Expenditures | 3,185,683 | 5,867,981 | 6,785,900 | 6,276,750 |
| 5 Capital Outlay | 30,232 | 39,780 | 43,000 | 43,000 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 5,475,291 | 8,576,673 | 9,715,428 | 8,889,188 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 45 Other Financing Sources | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 50.00 | 49.00 | 48.00 | 44.00 |
| New Positions | -1.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Our buildings are not the typical office buildings. Differences include: six-day workweek; 10-hour workday; 24/7 building operations, and large computer rooms.

Budget Office Analysis:

Facilities plant management division has the unenviable task of trying to project worst-case scenarios without exceeding County budget goals. Among its many tasks is budgeting County utilities. In 2005, the division has requested an energy consultant to assist it in maintaining the most efficient systems for County taxpayers. The '05 budget also includes substantial rate increases in both natural gas and electric services.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

**Three Hamilton County-owned buildings are
on the National Historic Register:**

Times-Star Building (800 Broadway)
Alms and Doepke Building (222 East Central Parkway)
Hamilton County Memorial Building (1225 Elm Street)

County Facilities

Program: Project Management - 6040

Mandated By: Prevailing Wage - ORC 4115, Obj#2 N/A

Funding Source: General Fund

| | |
|---|--|
| <p>Program Description: The Project Management Division provides in-house project management for the Department of Administrative Services' capital construction and capital improvement projects. We also provide services to other agencies, at no cost, as staff is available. Our job is to assure that the design and construction of your project meets the quality requirements set by the County and your agency. In addition, we assist agencies to secure project management services through outside consultants when our own Facilities Project Managers are not available.</p> | <p>Accomplishments: The Dept. of County Facilities has established a full time prevailing wage coordinator position to monitor and comply with prevailing wage law. We developed a flow chart for other county agencies to reference and follow. In 2003, 20 capital projects were funded. The total cost of these projects was 19.8% below the estimate. Only two projects were over budget.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: Verify prevailing wage contract affidavits and certified payroll are submitted by the contractors and sub-contractors before final payment is released | | | | |
| Demand: Total number of prevailing wage contracts | 20 | 12 | 125 | 125 |
| Workload: Total number of pre-bid meetings | 20 | 12 | 125 | 125 |
| Efficiency: % of pre-bid meetings attended | 100% | 100% | 100% | 100% |
| Effect./Outcome: % of contractors paid after final affidavits & certified payroll received. | 100% | 100% | 100% | 100% |



| | | | | |
|--|------|------|------|------|
| Objective: Award 95% of capital projects at or below budget estimate based on original scope of work. | | | | |
| Demand: Total number of projects to be awarded in a given year | 20 | 12 | 125 | 125 |
| Workload: Total projects awarded in a given year | 20 | 12 | 125 | 125 |
| Efficiency: Percentage of projects awarded | 100% | 100% | 100% | 100% |
| Effect./Outcome: Percentage of awarded projects at or below original estimates | 100% | 100% | 100% | 100% |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|----------------|------------------|-----------------|------------------|
| Expenditures | | | | |
| 3 Personnel | 117,806 | 138,575 | 281,955 | 244,162 |
| 4 Other Expenditures | 1,105,331 | 2,945,297 | 20,920,154 | 2,531,581 |
| 5 Capital Outlay | 500 | 800 | 1,000 | 1,000 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 1,223,637 | 3,084,672 | 21,203,109 | 2,776,743 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 24,347 | 205,000 | 0 | 0 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 12,000 |
| Total | 24,347 | 205,000 | 0 | 12,000 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 1.00 | 2.00 | 4.00 | 4.00 |
| New Positions | 1.00 | 0.00 | 1.00 | 1.00 |

Departmental Comments:

County Facilities is in compliance with the prevailing wage laws. In the past four years we have had only one complaint filed against a non-union contractor. The non-union contractor was found to be in compliance by the state investigator. Monitoring prevailing wage contracts protects Hamilton County from potential lawsuits, penalties from the State, prosecution, and the need for additional funding.

Keeping Facilities' projects at or below the original budget estimate insures that the county can fund these projects. Being at or under budget also prevents issues due to poor estimating, such as rebidding or requesting additional or emergency funds.

Budget Office Analysis:

Project management compiles annually an exhaustive list of needed improvements to County buildings in a two-volume series of capital projects. The budget allows it to implement a small fraction of them every year, as well as addressing the unexpected emergency projects that invariable pop up.

2005 capital projects include improvements to the B&B parking lot. The lot, as well as the funds for the improvements, was received in a real estate trade with the City of Cincinnati. The revenue from the trade appears in the County Administrator's budget.

The 2005 budget also includes general fund appropriations for a fire monitoring system at the Hillcrest Training School.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

County Personnel

Program: Administration - 2704

Mandated By: Ohio Revised Code and Administrative Regulations

Funding Source: General Fund

| | |
|---|--|
| <p>Program Description: In 1993, the Human Resources Department officially became a County Personnel Department as permitted under the Ohio Revised Code. As a CPD, the County Personnel Director has the authority to approve employment related decisions (appointments, disciplinary actions, etc.), taking on the role of the Ohio Department of Administrative Services Director. Being a CPD requires the department to maintain regulations that govern the employees of CPD participating agencies. The regulations are updated as work rules change. The CPD serves as a resource for all CPD participating agencies. As of 7/1/2003, there are 34 County departments/agencies participating on some level. The CPD supports these agencies in handling issues across a broad spectrum, including assuring all issues are addressed consistently with County Policy. Additionally, the CPD Director serves as a sounding board to department heads as they address employee and labor relations issues.</p> <p>The Administration Division of the County Personnel Department works to ensure the County remains an employer of choice in the Greater Cincinnati area. The staff works to maintain both the classification and compensation systems in place, while assuring they remain competitive through internal and external comparisons. This division is also responsible for maintaining an accurate and up to date Personnel Policy Manual, continuously reviewing current personnel policies and distributing any revisions to the appropriate departments.</p> | <p>Accomplishments: The County Personnel Department provides its services to 93% of all county employees on some level. Nine agencies participate in only the classification plan, while 13 agencies and all the departments under the BOCC participate in both the class and the comp plan. In 2003, the Classification and Compensation division worked to revise a multitude of position descriptions and classifications as a result of the change in the residency requirement. This division is also responsible for assuring compliance with the Department of Labor's revisions to the Fair Labor Standards Act. These revisions had the potential to impact each department's overtime. The CPD prepared a revised FLSA Exemption test and conducted the FLSA tests on all positions under the BOCC. The department was given until August 2004 to be in compliance with the new regulations.</p> <p>The Internal Procedures Manual underwent another major revision in 2004, as internal processes are continuously updated and reworked. Additionally, as of 6/1/2004, a total of eight personnel policies were revised.</p> <p>The County Personnel Department received recognition from the National Association of County Information Officers for their 2003 Annual Report.</p> |
|---|--|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: (1) Assure Hamilton County's classification plan remains competitive with the internal and external market.

| | | | | |
|---|-----------|-----------|-----------|-----------|
| Demand: Number of class specs in the classification plan. | 868 | 875 | 875 | 875 |
| Workload: Number of requests to review a classification. | 93 | 110 | 120 | 120 |
| Efficiency: Hours to process a change in classification. | 3 hours | 3 hours | 3 hours | 3 hours |
| Effect./Outcome: Total time spent reviewing classifications. | 279 hours | 330 hours | 360 hours | 360 hours |

| | | | | |
|---|-----------|-----------|-----------|-----------|
| Objective: (2) Maintain accurate position descriptions for all approved positions under the Board of County Commissioners. | | | | |
| Demand: Total number of positions under BOCC (not JFS). | 512 | 512 | 512 | 512 |
| Workload: Number of requests to revise a position description. | 172 | 250 | 180 | 180 |
| Efficiency: Average length of time to complete a review of a position description. | 2 hours | 2 hours | 2 hours | 2 hours |
| Effect./Outcome: Total time spent revising position descriptions. | 344 hours | 500 hours | 360 hours | 360 hours |



| | | | | |
|---|-----------|-----------|-----------|-----------|
| Objective: (3) Assure the BOCC Personnel Policy Manual remains a useful tool for employees and managers. | | | | |
| Demand: Total number of Personnel Policies. | 69 | 70 | 70 | 70 |
| Workload: Number of Personnel Policy revisions. | 22 | 16 | 10 | 10 |
| Efficiency: Time to complete a Personnel Policy change. | 180 hours | 180 hours | 180 hours | 180 hours |
| Effect./Outcome: Percent of all Personnel Policies revised. | 31.9% | 22.8% | 14.3% | 14.3% |

| | | | | |
|--|-------|-----|-----|-----|
| Objective: (4) Respond efficiently and effectively to employee and manager requests to conduct position audits. | | | | |
| Demand: Total number of requests to complete a job audit | 7 | 10 | 12 | 12 |
| Workload: Average number of days to complete a job audit. | 30 | 30 | 30 | 30 |
| Efficiency: Total number of job audits resulting in a classification change. | 4 | 5 | 6 | 6 |
| Effect./Outcome: Percent of job audits resulting in a classification change. | 57.1% | 50% | 50% | 50% |



Objective: Improve overall customer service by enhancing the Internet and intranet website with up-to-date information on employment, benefits, and training.

| | | | | |
|---|---------|------------|------------|------------|
| Demand: Information to be made available online (# pages) | N/A | 23 | 28 | 28 |
| Workload: Average hours involved in updating website. | N/A | 3 hours/wk | 4 hours/wk | 4 hours/wk |
| Efficiency: Number of Hits for the page. | 192,000 | 194,000 | 200,000 | 200,000 |
| Effect./Outcome: Percent increase in the number of hits from prior year. | N/A | - | 3.1% | 3.1% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|---------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 143,252 | 185,351 | 183,264 | 186,898 |
| 4 Other Expenditures | 1,421 | 2,156 | 23,953 | 38,104 |
| 5 Capital Outlay | 5,150 | 5,150 | 10,000 | 10,000 |
| Total | 149,823 | 192,657 | 217,217 | 235,002 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-------------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 30 Investments Interest | 1,107 | 1,328 | 0 | 0 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| Total | 1,107 | 1,328 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|---------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 2.00 | 2.00 | 2.00 | 2.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

NOTES ON OBJECTIVES:

Objective 1: The CPD must maintain a classification plan that is sufficiently diverse to account for all positions in all CPD participating departments. Adopting a new classification may require research in obtaining job duties and determining the appropriate pay grade based on internal and external data. It includes drafting language to include in the specification and obtaining approval from the requesting department. Each department that utilizes a classification must be notified when a revision is being recommended. Oftentimes, revising a classification requires staff to obtain concurrence from several departments. Additionally, approval must be obtained from the CPD Director, prior to distributing the approved specification to the applicable departments and updating the internal spreadsheets. For departments participating in both the classification and compensation plans, the CPD must ensure the classification is assigned to a pay grade within the BOCC pay plan that is competitive internally and externally, to assure equity is maintained.

Objective 2: As employee's responsibilities evolve over time, so must the position description. The actual process for revising position descriptions may include: communication with the employee or the employee's supervisor regarding the change in duties, drafting new language, incorporating the language into the position description, submitting a draft of the revised position description to the department, then approving the changes.

Objective 3: Drafting ideas for policies and associated standard operating procedures can require weeks of research and preparation. The CPD currently has 69 policies in our Personnel Policy Manual with an additional 15 accompanying Standard Operating Procedures. The CPD works hard to maintain the integrity of these policies and continuously reviews them to assure they remain current and responsive to workplace demands.

Objective 4: A request for a job audit may come from an employee or an employee's supervisor. The length of time to complete a job audit, as indicated here, begins the date the request is submitted to the CPD, and concludes the date the decision is rendered. The actual time spent on each position audit can vary dependant upon the amount of research and comparison that must be completed. In 2002, processing time varied from 7 days to 56 days.

Objective 5: The CPD intranet site (hcnets) was expanded to include employee benefits information in 2004; there are plans to add in Class and Comp and Employee Relations information before 2005. The CPD also maintains the Internet site (hamilton-co.org) for job postings. The data represented in this objective is relative only to the Internet site, since information is currently not gathered for the intranet site.

CHALLENGES FOR 2005:

- 1) "Open Enrollment" to recruit new CPD member reporting agencies.
- 2) Conversion of records maintained by Social Security Number to Employee ID.
- 3) Merge ADAS and Courts in the Classification Plan.
- 4) Making Classification Specifications available online.
- 5) Revise the Administrative Regulations via Amendment process.
- 6) Expansion of the Intranet site to include Employee Relations and Class and Comp Info.

Budget Office Analysis:

The County Personnel Administration continues to expand services to other County departments and to oversee all functions of the Personnel Department. Through their efforts and coordination, Hamilton County remains one of the top employers of choice within Hamilton County.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

County Personnel

Program: Benefits - 2702

Mandated By: ORC/Federal Code/Administrative Regulations

Funding Source: General Fund, Internal Service

| | |
|---|---|
| <p>Program Description: The Benefits Division is responsible for development, communication, administration, and coordination of the County-wide employee benefits program which covers nearly 5,900 employees. The benefits program includes: three medical plans, three dental plans, employer-paid basic life insurance plan, voluntary life insurance plan, long-term disability insurance plan, four workers' compensation programs (County, County PWRE, Paul Brown Stadium Construction Project, and Great American Ballpark and Parking Improvement Project), unemployment compensation program, tuition reimbursement program, ExTRA \$\$\$ Transportation Reimbursement Account program, employee assistance program, and the STAR employee service recognition program. This includes the preparation of requests for proposal, review and evaluation of proposals, recommendations to management on benefit design, selection and employee/employer contributions, writing and designing employee communications, development and revision of Personnel Policies and Standard Operating Procedures, review and processing of documents, responding to questions/problems, data entry, research, coordinating and conducting information seminars.</p> | <p>Accomplishments: The Benefits Division of the CPD was responsible for updating a number of personnel policies and standard operating procedures in 2003. Also, in 2003 requests for proposal for the employer-paid life insurance program were distributed to 18 vendors, 13 replies were received. The lowest and best bid provided a life insurance rate of \$0.17 per 1,000 of coverage guaranteed for three years. This is lower than the previous cost (\$0.18 per 1,000) and represents a savings of more than \$75,000 over the three-year period. In 2004 there was a significant increase in flexible spending account enrollments for the health care account. There are 649 employees enrolled, an increase of 168 participants. In addition, Benefits expanded the Brown Bag Lunch program to additional locations and broadened the topics covered.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: (1) Provide a comprehensive and competitive employee benefits program (Freedom of Choice) that is within the County's fiscal parameters. | | | | |
| Demand: Review and process enrollment forms. | 7,695 | 8,000 | 8,000 | 8,000 |
| Workload: Enrollments to be processed. | 7,695 | 8,000 | 8,000 | 8,000 |
| Efficiency: Time to process each form. | N/A | 15 minutes | 15 minutes | 15 minutes |
| Effect./Outcome: Percent of forms reviewed and processed. | N/A | 100% | 100% | 100% |
| Objective: (2) Administer the County's retrospective-rated workers' compensation program. | | | | |
| Demand: Claims to be processed and managed. | 584 | 600 | 600 | 600 |
| Workload: Claims to be reviewed and managed. | 584 | 600 | 600 | 600 |
| Efficiency: Time to review claims and process payments/claim. | N/A | 20 minutes | 20 minutes | 20 minutes |
| Effect./Outcome: % of claims & payments reviewed and managed. | N/A | 100% | 100% | 100% |



Objective: (3) Manage the self-insured workers' compensation program for the Great American Ballpark and Parking Improvement Project.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Claims to be processed and managed. | 30 | 20 | 20 | 20 |
| Workload: Management of new and existing claims. | 30 | 20 | 20 | 20 |
| Efficiency: Time to review and manage claims and authorize payments. | 1 hour | 1 hour | 1 hour | 1 hour |
| Effect./Outcome: Percent of claims and payments reviewed and processed. | 100% | 100% | 100% | 100% |



Objective: (4) Manage Paul Brown Stadium workers' compensation claims, to limit cost to County.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Claims to be managed and settled. | 20 | 15 | 15 | 15 |
| Workload: Management and settlement of claims. | 20 | 15 | 15 | 15 |
| Efficiency: Time to review claims and payments (per claim). | 1 hour | 1 hour | 1 hour | 1 hour |
| Effect./Outcome: Percent of claims managed and settled. | N/A | 100% | 100% | 100% |



Objective: (5) Administer an employee recognition program (STAR) to enhance employee morale and assist in retaining long-term employees.

| | | | | |
|---|---------|---------|---------|---------|
| Demand: Number of employees eligible for service recognition. | 348 | 400 | 400 | 400 |
| Workload: Determine eligibility, communicate with departments, and order pins. | 348 | 400 | 400 | 400 |
| Efficiency: Time to administer program each month. | 5 hours | 5 hours | 5 hours | 5 hours |
| Effect./Outcome: Percent of eligible employees recognized. | 100% | 100% | 100% | 100% |

Objective: (6) Administer health care and dependent care spending accounts in accordance with IRS guidelines.

| | | | | |
|--|------------|------------|------------|------------|
| Demand: Review and process claims and answer questions. | 2,070 | 2,691 | 2,691 | 2,691 |
| Workload: Claims reviewed and processed. | 2,070 | 2,691 | 2,691 | 2,691 |
| Efficiency: Time to process each claim. | 15 minutes | 15 minutes | 15 minutes | 15 minutes |
| Effect./Outcome: Percent of claims reviewed/processed. | 100% | 100% | 100% | 100% |

Objective: (7) Administer Employee Xtra \$\$\$ Transportation Account (ExTRA) as provided by the FTEA of 1998 and the Taxpayer Relief Act of 1997.

| | | | | |
|---|------------|------------|------------|------------|
| Demand: Review/Process enrollment and claims. | 1,948 | 2,050 | 2,050 | 2,050 |
| Workload: Claims and enrollments reviewed and processed. | 1,948 | 2,050 | 2,050 | 2,050 |
| Efficiency: Time to process each enrollment and claim. | 15 minutes | 15 minutes | 15 minutes | 15 minutes |
| Effect./Outcome: Percent of enrollments/claims reviewed and processed. | 100% | 100% | 100% | 100% |

| | | | | |
|--|-----|-----------|-----------|-----------|
| Objective: (8) Comply with the Health Insurance Portability and Accountability Act (HIPAA), a federal law passed in 1996. | | | | |
| Demand: Review/revise policies, procedures and admin regs. | N/A | - | - | - |
| Workload: Develop compliant revisions to policies, procedures and admin. | N/A | - | - | - |
| Efficiency: Time to develop and implement revision and policies. | N/A | 250 hours | 250 hours | 250 hours |
| Effect./Outcome: Overall Compliance with HIPAA rules. | N/A | 100% | 100% | 100% |



Objective: (9) Administer the BOCC Tuition Reimbursement Program.

| | | | | |
|--|-----|-----|-------------|-------------|
| Demand: Number of employees enrolled in the Program | 46 | 61 | 65 | 65 |
| Workload: Number of Requests for Reimbursement to process. | N/A | 125 | 135 | 135 |
| Efficiency: Average time to process a Request for Reimbursement. | N/A | N/A | 27 minutes | 27 minutes |
| Effect./Outcome: Total Time spent Processing Requests for Reimbursement for approval. | N/A | N/A | 60.75 hours | 60.75 hours |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 4 Other Expenditures | 3,093,746 | 3,680,209 | 4,264,970 | 4,355,913 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| 3 Personnel | 253,808 | 328,195 | 326,833 | 333,269 |
| Total | 3,347,554 | 4,008,404 | 4,591,803 | 4,689,182 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 30,917 | 61,753 | 0 | 0 |
| 40 Miscellaneous | 252,700 | 896,041 | 0 | 230,000 |
| 50 Transfers - In | 2,677,305 | 2,677,305 | 350,000 | 3,242,178 |
| Total | 2,960,922 | 3,635,099 | 350,000 | 3,472,178 |

FTE Count

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---------------|----------------|------------------|-----------------|------------------|
| Total | 5.00 | 5.00 | 5.00 | 5.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

In addition to management of the above programs, Benefits is also responsible for legal compliance for BOCC departments for COBRA and FMLA. We will also be sending requests for proposal for the medical plan and employee assistance plan (EAP) in 2004.

NOTES ON OBJECTIVES:

Objective 1: This division is responsible for (1) recommending and implementing benefits within the Plan, (2) surveying local employers to verify the Plan remains competitive, (3) communicating the plan to employees and enrolling them, (4) administering the plan, and (5) making sure the Plan costs are within the parameters set by the County.

Objective 2: It was determined that a change to self-insurance for 2004 did not make financial sense for the County, largely due to the cost of excess loss insurance. The cost of insurance reduced savings and the terms of the plans exposed the County to additional risk. Therefore, we are continuing in the retrospective-rated program for 2004.

Objective 3: Managing this program requires (1) approval/denial and management of claims, (2) response to legal actions in Common Pleas Court, (3) review and recommendation for potential settlement of claims, and (4) complying with the BWC requirements for self-insurance status.

Objective 4: Managing the Paul Brown Stadium workers' compensation program entails (1) management of current open claims, (2) response to legal actions in Common Pleas Court, and (3) review and recommendation of potential settlement of claims. Because this project has ended, it will be beneficial and cost effective to settle certain open claims. Once settled the County has no future liability for the claim so there is no reserve requirement.

Objective 5: Benefits must also continue administration of the program for employees under the Board of County Commissioners. This requires monthly verification of award eligibility, distributing pins to departments, and coordinating recognition for employees at BOCC meetings.

Objective 6: It is the Benefits Division's responsibility to (1) communicate the benefits and requirements of the plan to employees, (2) review claims received against the IRS standards for eligibility, and (3) make sure timely reimbursement is made to employees. This program provides great tax savings to employees. In the first quarter of 2004, we saw a 33% increase in the number of claims being filed by participants. Much of this was due to the changes by the IRS to allow for reimbursement of over-the-counter drugs.

Objective 7: The ExTRA program provides employees tax relief for their expenses on traveling to and from work. It is the Benefits Division's responsibility to (1) communicate the benefits and requirements of the plan to employees, (2) review claims received against the IRS standards for eligibility and (3) make sure timely reimbursement is made to employees.

Objective 8: The Health Insurance Portability and Accountability Act (HIPAA) rules require the County (1) amend certain contracts to include HIPAA language, (2) sign business associate agreements with certain vendors, (3) develop and implement a policy on personal health information as it relates to the medical and flexible spending account plans, (4) revise administrative procedures, (5) provide a privacy notice to employees, (6) train affected employees and (7) maintain records required by HIPAA.

Objective 9: New in 2005, the CPD will administer the complete tuition reimbursement program. The CPD will now be responsible for determining/verifying: the employee did not exceed the allowable max; enrollment in a degree pgm; appropriate amount payable based on grades achieved; open a purchase order; entry of invoice into Performance. Time not accounted for in this estimate include questions to be fielded by CPD staff, etc.

CHALLENGES FOR 2005:

1) Evaluation of self-insurance for Workers' Compensation 2) Review of 457 plans 3) Conversion of certain records to be maintained by employee id versus ssn. 4) HIPAA compliance issues.

Budget Office Analysis:

In 2004, the administration of the Tuition Reimbursement program was moved to the Benefits Division. The Personnel Department was able to absorb this additional workload without increasing staff.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

County Personnel

Program: Employee Relations - 2703

Mandated By: ORC/Federal Code/Administrative Regulations/ODAS

Funding Source: General Fund

| | |
|--|---|
| <p>Program Description: The Employee Relations division administers human resources functions for the Board of County Commissioners and those agencies participating in the CPD; providing staffing, employment and labor relations support to applicants, employees, and County departments. This division is responsible for the recruitment of employees under the Board of County Commissioners, including posting vacant positions through both internal and external resources (Cincinnati Enquirer, Monster.com, and internal postings), resume and application screening, criminal background checking and education verification, and new employee induction and orientation. The division provides assistance to departments in handling various employee relations issues including discipline, fitness for duty examinations, civil rights concerns, disability accommodations and equal employment opportunity issues. The mission of the Employee Relations Division is to recruit and retain a professional workforce to serve Hamilton County residents and to provide employees and managers support and direction in the interpretation, implementation and enforcement of applicable legislation, collective bargaining agreements, County Commissioners' personnel policies and procedures. We are committed to providing these services with a high degree of professional integrity, and in a consistent and impartial manner.</p> | <p>Accomplishments: The Employee relations division conducted a personnel file audit, covering 5700 BOCC Depts and CPD Participating Agency personnel files. As a result of the audit more clear documentation requirements were identified and communicated. The division also focused on expanding its intranet site, adding several features and documents, such as merit processing, payroll-processing, posting request and other information. The Volunteer Program was expanded, with a new Volunteer Handbook and posting process for new Volunteer Opportunities. In an effort to streamline its background checking procedures, the division entered into its first contract with a background-checking vendor, Selection.com. Selection.com is used on a case-by-case basis to verify the criminal background history of candidates who have lived outside of Ohio for any of the previous seven years. The Commercial Driver's License drug and alcohol testing contract was renegotiated in 2004 with a rate of \$4 less per test than in 2003, saving approximately \$200. Continued progress was made on the implementation of the Structured Interview Project. The CPD also conducted several internal investigations for CPD agencies in 2004. The Staffing Specialists increased recruiting efforts by attending five job fairs in 2004 (as of 5/31). Significant progress was made on the HRIS research and implementation; the CPD teamed up with JFS technical staff to work jointly towards obtaining an HRIS.</p> |
|--|---|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |




Objective: (1) Ensure Hamilton County maintains adequate staffing levels so the duties of the County can be performed efficiently and effectively.

Demand: Number of vacancies requiring posting this year. 133 128 130 130

Workload: Number of postings 133 128 130 130

Efficiency: Total Number of Days to Fill a Position (from date request rec'd) 50.45 45 45 45

Effect./Outcome: Average Days for CPD to process (receipt of posting request to extending offer) 24.15 22 22 22

| | | | | |
|--|-----------|-----------|-----------|-----------|
| Objective: (2) Ensure that Hamilton County hires qualified individuals into vacant positions. | | | | |
| Demand: Number of candidates requiring Background Checks. | 59 | 64 | 65 | 65 |
| Workload: Total Number of Background Checks conducted. | 67 | 125 | 130 | 130 |
| Efficiency: Number candidates not hired as a result of info rec'd from check. | 2 | 2 | 2 | 2 |
| Effect./Outcome: Percent of prospective employees eliminated from possible employment as a result of the background check. | 2.9% | 3.12% | 3.07% | 3.07% |
| Objective: (3) Assist Hamilton County in recruiting the most qualified individuals into vacant positions. | | | | |
| Demand: Number of job postings reviewed by Staffing Spec. | 85 | 70 | 70 | 70 |
| Workload: Number of apps submitted, requiring review for min quals. | 4,707 | 5,570 | 5,700 | 5,700 |
| Efficiency: Total number of applicants that met the minimum qualifications. | 2,979 | 2,780 | 3,000 | 3,000 |
| Effect./Outcome: Percent of total applicants that were qualified for the position in which they applied. | 63.3% | 50% | 52.6% | 52.6% |
| Objective: (4) Ensure employment rules are enforced in effort to minimize the number of internal investigations, OCR/C/EEO Charges & appeals to SPBR. | | | | |
| Demand: Charges and appeals filed against the County. | 3 | 4 | 0 | 0 |
| Workload: Number of Charges and appeals requiring CPD involvement. | 2 | 4 | 0 | 0 |
| Efficiency: Number of Charges and appeals with favorable result. | 3 | 0 | 0 | 0 |
| Effect./Outcome: Percent of total charges and appeals with favorable outcomes. | 100.00% | 100% | 100% | 100% |
|  | | | | |
| Objective: (6) Negotiate workable and enforceable contracts that reward employee performance and allow the County to live within its finances. | | | | |
| Demand: Number of contracts to negotiate | 5 | 2 | 7 | 7 |
| Workload: Average Number of sessions needed | 30 | 10 | 28 | 28 |
| Efficiency: Time spent in and preparing for each negotiation* | 13 hours | 13 hours | 13 hours | 13 hours |
| Effect./Outcome: Total estimated work hours spent negotiating new labor contracts (*Add'l time not included here for fact-finding/conciliation/prep.) | 390 hours | 390 hours | 364 hours | 364 hours |
| Objective: (7) Ensure Hamilton County's employees required to have a Commercial Drivers' License (CDL) are maintaining a safe working environment. | | | | |
| Demand: Number of CDL Drivers. | 162 | 160 | 160 | 160 |
| Workload: Number of random drug and alcohol tests to be conducted | 94 | 90 | 90 | 90 |
| Efficiency: Number of tests with negative results | 92 | 88 | 88 | 88 |
| Effect./Outcome: Percent of total random drug and alcohol tests with negative results (no substance detected) | 97.8% | 97.7% | 97.7% | 97.7% |

Objective: (8) Assist Hamilton County citizens in getting involved with their local government through the use of volunteers in various County departments.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Coordinate activities for current volunteers | 21 | 20 | 20 | 20 |
| Workload: Total Number of Volunteers this year. | 21 | 20 | 20 | 20 |
| Efficiency: Number of Volunteer Hours Coordinated. | 6,742 | 7,000 | 7,000 | 7,000 |
| Effect./Outcome: Number of FTE's not needed as a result of labor input by volunteers | 3.24 | 3.37 | 3.37 | 3.37 |

Objective: (9) Serve as official record-keeper of employment information for all CPD participating agencies.

| | | | | |
|--|-----|-----------|-----------|-----------|
| Demand: Number of employees in CPD participating agencies | N/A | 5704 | 5704 | 5704 |
| Workload: Number of Personnel Actions to process. | N/A | 3000 | 3500 | 3500 |
| Efficiency: Average time to process a Personnel Action. | N/A | 7 minutes | 7 minutes | 7 minutes |
| Effect./Outcome: Time spent processing Personnel Actions. | N/A | 350 hours | 408 hours | 408 hours |



Objective: (10) Coordinate the BOCC Internship Program, providing positive public sector work experience to college students to benefit the County.

| | | | | |
|---|-----|-----|------|------|
| Demand: Number of Internships coordinated through CPD | N/A | N/A | 1 | 1 |
| Workload: Number of positions recruited for | N/A | N/A | 1 | 1 |
| Efficiency: Number of applicants for internship positions | N/A | N/A | 50 | 50 |
| Effect./Outcome: Percent of Interns who will consider working for Hamilton County in the future. | N/A | N/A | 100% | 100% |



Objective: (5) Effectively counsel department managers regarding employee and labor relations issues in an effort to reduce or eliminate grievances

| | | | | |
|---|-----|-------|-------|-------|
| Demand: Number of employees (All BOCC: BU and NBU) | N/A | 1,864 | 1,850 | 1,850 |
| Workload: Number of grievances filed (through CBA or internal for NBU employees) | 23 | 10 | 0 | 0 |
| Efficiency: Total Number of grievances resolved by Step 3. | 8 | 5 | 0 | 0 |
| Effect./Outcome: Percent of total grievances resolved prior to Step 3. | 35% | 50.0% | 100% | 100% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 158,989 | 311,429 | 315,528 | 323,310 |
| 4 Other Expenditures | 21,606 | 80,841 | 217,010 | 210,478 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 180,595 | 392,270 | 532,538 | 533,788 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 6.00 | 6.00 | 6.00 | 6.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

NOTES ON OBJECTIVES:

OBJECTIVE 1: The CPD performs the initial screening of all resumes and applications, determining which applicants are qualified. Employee Relations is also responsible for preparing the appropriate paperwork for the new hires, as well as inductions and new employee orientation. The CPD processing time begins the day a request to post is received and includes the 10 days it is posted and includes time to review each resume and application for minimum qualifications and concludes the day the qualified individuals' resumes and applications are submitted to the hiring department. The average times are for BOCC postings only.

OBJECTIVE 2: The CPD assists in limiting possible liability to the County by eliminating certain candidates from consideration based on information provided on their application and/or obtained from their background check documents. In 2004, the CPD began utilizing selection.com to conduct out-of-state background checks. The volume of background checks conducted greatly increased in 2004, due to the new policy requiring a state check for each state of residency over the past 7 years.

OBJECTIVE 3: The CPD utilizes several resources in order to obtain applicants for vacant positions, including: the Cincinnati Enquirer, Monster.com, job fairs, and internal postings.

OBJECTIVE 4: The CPD is responsible for responding to any charges of discrimination that may arise against a BOCC department or employee. The CPD also represents the County if an employee were to file an appeal to the State Personnel Board of Review. The CPD addresses these issues and concerns, limiting involvement required by department heads and supervisors. By maintaining positive communications with employees and managers, the CPD assists in limiting the number of charges filed against the County. If a Charge is filed, the CPD gathers the appropriate info/documentation to assist in preparing the County's position. The CPD also conducts investigations regarding hostile environment, discrimination, etc.

OBJECTIVE 5: Employees covered by Collective Bargaining Agreements have the ability to file a grievance through their CBA. All NBU employees under the BOCC are able to file a grievance via the Internal Grievance Policy. The CPD works to assist management in making informed decisions to reduce the total number of grievances.

OBJECTIVE 6: There are 11 CBA's in the County. A typical negotiation session can last between 4 and 6 hours. Fact-finding and Conciliation can each take one to two days. All of these require an additional amount of prep and research time.

OBJECTIVE 7: Employees required to drive as part of their employment are subjected to random drug and alcohol testing, as required under state and federal law, coordinated through this division.

OBJECTIVE 8: The CPD assists in reducing the costs of several departments by encouraging the use of volunteers to assist in completing work.

OBJECTIVE 9: The CPD maintains employee records for classified employees in CPD participating agencies. Processing a Personnel Action involves 1) reviewing the form against current information, 2) authorizing the form and/or contacting the department for clarification 3) distributing authorized copies appropriately, 4) data-entering changes into database, and 5) filing appropriately.

OBJECTIVE 10: New objective for 2004. The CPD is hoping to revamp the internship program into 2005. Becoming more involved in the recruitment and appointment of these interns, and more closely monitoring the feedback of interns. There are currently several internship positions within the County, but the CPD hopes to utilize one within the CPD to help jumpstart a central program.

CHALLENGES FOR 2005:

1. Evaluating selection.com background checking and OCCNet CDL contracts for possible renewal.
2. Negotiating successor agreement with IUOE.
3. Possibly implementing HRIS.
4. Assuring CPD participating agencies maintain accurate personnel data on file with CPD.

Budget Office Analysis:

2005 will witness a large volume of collective bargaining unit negotiations. This is reflected in the recommended appropriations for the County's primary contract negotiations consultant.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

County Personnel

Program: Training - 2701

Mandated By: Not mandated activity.

Funding Source: General Fund

| | |
|---|--|
| <p>Program Description: The function of the Human Resources Development (HRD) division is to develop and administer the countywide human resources development program. The program provides leadership, management, and employee development skills to all county employees. In doing so, the program enhances both internal and external customer relations, gives people basic work skills, develops future leaders, ensures compliance with law and policy, and limits organizational liability. The program also enhances communication and information sharing among the county's 55 separate departments and agencies. HRD services consist of facilitated group learning experiences, self-paced learning through E Learning and a learning center, loan of informational and skills enhancing video programs from an extensive video resource center, and effective positioning of training interventions through sound organizational development principles. Key human resources development processes are determining development requirements, planning and evaluating delivery sources, applying resources, and conducting training delivery.</p> | <p>Accomplishments: Development of employee leadership, supervisory, interpersonal, communications, and service skills continues to be the focus of this division. The vision of Human Resources Development (HRD) is: "To be the focal point of human resources development for all county employees." This vision is essentially realized as virtually every County organization now partners with HRD in their employee development efforts. Supporting the three full-time HRD staff are 44 employee "Adjunct Instructors," and 55 "Training Coordinators." In 2003 HRD offered some 450 group and individual self-paced learning sessions with over 2000 employees enrolled. Learners confirm HRD exceeds its goal by consistently rating course sessions between 5 and 6 on a six point Likert scale. In 2004 in response to employee and management feedback, HRD implemented a program to relieve the cost and administration burden of individual reimbursements for student parking. With the new program, HRD now directly reimburses the county-owned Parkhaus Garage. HRD received special recognition again this year from the National Association of Counties Information Officers by being named a Meritorious Award Winner for its Opportunities Newsletter.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: (2) Execute a series of human resources management courses required for employees and managers of various county organizations. | | | | |
| Demand: Sessions Needed | 48 | 40 | 40 | 40 |
| Workload: Sessions Completed | 62 | 40 | 40 | 40 |
| Efficiency: Percent of sessions executed as needed | 129% | 100% | 100% | 100% |
| Effect./Outcome: Average Participant Reaction | N/A | > 5.6 | > 5.0 | > 5.0 |
| Rating | | | | |
| Objective: (3) Execute a series of staff development courses required for employees and managers of various county organizations. | | | | |
| Demand: Sessions needed. | 148 | 112 | 112 | 112 |
| Workload: Sessions Completed. | 76 | 112 | 112 | 112 |
| Efficiency: Percent of sessions executed as needed | 51.3% | 100% | 100% | 100% |
| Effect./Outcome: Average participant reaction | N/A | > 5.7 | > 5.0 | > 5.0 |
| rating. | | | | |

Objective: (4) Conduct professional development courses for experienced and novice trainers from any county organization.

| | | | | |
|---|-----|-------|-------|-------|
| Demand: Sessions needed. | N/A | 16 | 16 | 16 |
| Workload: Sessions completed. | 20 | 16 | 16 | 16 |
| Efficiency: Percent of sessions executed as needed. | N/A | 100% | 100% | 100% |
| Effect./Outcome: Average participant reaction rating | N/A | > 5.0 | > 5.0 | > 5.0 |

Objective: (1) Execute a series of leadership and management development courses targeted at all county employees who are in leadership roles.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: Sessions Needed. | 183 | 160 | 160 | 160 |
| Workload: Sessions Completed. | 132 | 160 | 160 | 160 |
| Efficiency: Percent of Sessions executed as needed. | 72.1% | 100% | 100% | 100% |
| Effect./Outcome: Average Participant reaction rating on a 6.0 scale | N/A | > 5.1 | > 5.0 | > 5.0 |



Objective: (5) Operate a range self-paced desktop personal computer and business skills courses available to all county employees and managers.

| | | | | |
|--|-----|-------|-------|-------|
| Demand: Sessions needed. | N/A | 125 | 125 | 125 |
| Workload: Sessions completed. | 163 | 125 | 125 | 125 |
| Efficiency: Percent of sessions executed as needed | N/A | 100% | 100% | 100% |
| Effect./Outcome: Average participant reaction rating. | N/A | > 5.0 | > 5.0 | > 5.0 |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|---------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 4 Other Expenditures | 121,028 | 128,404 | 144,724 | 135,518 |
| 5 Capital Outlay | 0 | 0 | 2,000 | 2,000 |
| 3 Personnel | 162,037 | 187,892 | 190,808 | 194,670 |
| Total | 283,065 | 316,296 | 337,532 | 332,188 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|---------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 3.00 | 3.00 | 3.00 | 3.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Departmental Comments:

In January 2003, Human Resources Development (HRD) began a leadership development program to support the 238 managers and supervisors in the Department of Job & Family Services (JFS). This increased demand is estimated to require the following: 90 additional class sessions per year, purchase and maintenance of materials inventories for an additional 1,350 additional student-sessions per year, processing of at least 300 more registrations and confirmations each year, preparation of class materials for 1,350 additional student-sessions each year, database maintenance on the additional student-sessions, and training and support for an additional 12 Adjunct Instructors. Funding for an additional full-time equivalent (FTE) HRD staff member was rejected in the 2003 budget request. The lack of the additional staff member has slowed implementation of the JFS leadership program. This is reflected in Objective (1) below. Through reprioritization of other training programs, automating the training registration process, and further enhancing of the skills of selected Adjunct Instructors, we anticipate having the DJFS leadership initiative back on track by 2004 year's end.

NOTES ON OBJECTIVES:

Objective (1) consists of the following group learning courses: Personal Leadership, Performance Management (supervisors only), Moving the Organization Forward (supervisors only), Succeeding in a Dynamic Workplace, Developing Team Performance, Problem Solving for Individuals and Teams, Coaching Others for Success (employees only), Situational Leadership (supervisors only), Leader Behavior Analysis (supervisors only), Twelve O'clock High (supervisors only), and Solving Performance Problems (supervisors only). Projected inability to fulfill the 2003-budgeted need is due to staffing constraints in supporting administrative requirements.

Objective (2) consists of the following group learning courses: Civil Treatment for Employees, Civil Treatment for Managers (supervisors only), Take Note, Employee Assistance Program (supervisors only), Stress Management, Personal Security, and Workplace Violence: Prevention & Response (supervisors only).

Objective (3) consists of the following group learning courses: CPR, CPR Review, Customer Service & The Irate Customer, Customer Service & The Irate Customer Overview (supervisors only), Customer Service & The Telephone, Defensive Driving, Leadership Certification Seminar, Organization Skills for Professionals, Professional Presentations, Professional Writing, and Situational Self-Leadership (employees only). Projected inability to fulfill the 2003-budgeted need is due to a reduction in requests for CPR/First-Aid sessions. Reduction in 2004 request is due to reassignment of some courses to new Objective (4).

Objective (4) consists of the following group learning courses: Leadership Certification Seminar and Tools For Trainer Excellence.

Objective (5) Courses are available on-line or at the HRD Learning Center/Resource Center. These courses may be required by individual organizations, or chosen by individual employees as a part of their overall development and career progression efforts. This demand was formerly contained in deleted Objective: "Operate training Resource Center providing materials to customers within 24 hours of request."

CHALLENGES FOR 2005:

1. Continuing the expansion of the Leadership for Results Training for JFS managers and supervisors, requiring 90 additional classes per year.
2. Converting training registration system and database primary key from ssn to employee identification number.
3. Implementing self-service training registration.
4. Implementing new programs and updating current courses.
5. Determining the viability of the "e-learning" program.

Budget Office Analysis:

In 2004, the Human Resources Development (HRD) division met 100% of its objectives while maintaining staff at the 2003 level.

Information Processing Advisory Committee (IPAC)

Program: Information Processing Advisory Committee (IPAC) - 7508

Mandated By: Not mandated

Funding Source: General Fund

| | |
|--|--|
| <p>Program Description: The Information Processing Advisory Committee (IPAC) is comprised of various County officials charged with reviewing and ranking automation requests from County departments. The committee acts in an advisory capacity for countywide technology.</p> | <p>Accomplishments: In 2004 IPAC provided funding for the following projects, among others: tablet computers at the Youth Center and wireless laptops for probation officers in Juvenile Court; a voter registration system for the Board of Elections; a laser system for the Traffic Safety Unit and an HR management system for the Sheriff; modules for vehicle inventory, key control, and building egress for County Facilities; a digital recording system in the probate court; and development troubleshooting for the Treasurer's tax system.</p> |
|--|--|

| | | | |
|----------------|------------------|-----------------|------------------|
| 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------|------------------|-----------------|------------------|



Objective: To review and rank funding requests to ensure the best return possible for investments in information technology.

| | | | | |
|---|-------------|-----------|-----------|---------|
| Demand: Projects to be ranked and reviewed | 18 | 14 | 19 | 6 |
| Workload: Projects ranked and reviewed | 17 | 14 | 19 | 6 |
| Efficiency: Dollar value of projects | \$1,325,091 | 1,066,989 | 1,596,106 | 525,870 |
| Effect./Outcome: Agencies benefiting from IPAC funding | 8 | 8 | 11 | 5 |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|------------------|------------------|
| 5 Capital Outlay | 435,934 | 916,250 | 1,405,137 | 1,199,863 |
| 4 Other Expenditures | 41,978 | 41,978 | 0 | 0 |
| Total | 477,912 | 958,228 | 1,405,137 | 1,199,863 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The IPAC program continues to be a success with representatives of all major departmental Information Systems working in a coordinated process of advising the County Administrator regarding the prioritization of technology requests for future funding.

Budget Office Analysis:

Board of Elections and the County Recorder have both requested that some 2004 funds be reappropriated in 2005.

In addition to the projects reflected in the objective above, a project for the Court of Appeals was included in its department budget.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Recorder

Program: Administration - 2201

Mandated By: Titles 1,3,9,13,41,53 & 145.297

Funding Source: General Fund

| | |
|---|---|
| <p>Program Description: Responsible for: Administer personnel, maintain employee records, develop policies and procedures; improve productivity and work quality through training/coordination of the Recorder's Office staff; maintain/ensure adherence to OSHA and ADA requirements; maintain fiscal responsibilities, including deposits, refunds, purchasing, and documenting revenue; maintain Recorder's Office computer system; maintain all Real Estate transaction documents and records within Hamilton County, make same records available for public inspection.</p> | <p>Accomplishments: Monitored personnel structure for all departments, updated personnel policies, participated in County Pay Plan, maintained employee reviews in accordance with County policy, updated personnel files. Fiscal records maintained: refunds, vendor payments, requisitions and purchase orders processed by using County's accounting system. Addressed capital improvement needs, which enhanced the overall effectiveness of the Recorder's Office. Worked with County Facilities ensuring all OSHA regulations are met in all Recorder's departments, maintained dialogue with County Personnel to ensure compliance on ADA requirements. Further developed management policies, directed department coordinators and supervisors to streamline analyzing quality control and arriving at workable solutions. Maintained computer system through I.T. Department. Further developed plans to complete conversion of Registered Land records to Internet access/Web Site. Participated with Hamilton County's Technology Committee on requests and grading of future projects countywide. Attended various seminars and training sessions.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| <hr/> | | | | |
| Objective: Manage current staff to ensure all Real Estate documents and records are accurately processed, recorded and made available for public inspection. | | | | |
| Demand: Staff members responsible for Administration/Operations. | 0 | 4 | 4 | 4 |
| Workload: Administer Recorders Office Departments. | 0 | 5 | 5 | 5 |
| Efficiency: Staff hours required to administer departments. | 0 | 8,320 | 8,320 | 8,320 |
| Effect./Outcome: Effectively manage 5 departments processing Real Estate documents and records. | 0 | 100% | 100% | 100% |
| <hr/> | | | | |
| Objective: Maintain fiscal responsibilities, including deposits, refunds, purchasing, collect and document revenue. | | | | |
| Demand: Staff required to perform fiscal responsibilities. | 0 | 1 | 1 | 1 |
| Workload: Days required to maintain fiscal responsibilities. | 0 | 250 | 250 | 250 |
| Efficiency: Staff hours required to maintain fiscal records. | 0 | 2,080 | 2,080 | 2,080 |
| Effect./Outcome: Fiscal responsibilities accomplished throughout year. | 0 | 100% | 100% | 100% |

Objective: To provide in-house computer support, including AS/400, Land Records Management System, PC network and monitoring system to reduce outsourcing.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Maintain current system. | 1 | 2 | 2 | 2 |
| Workload: Days required to maintain system. | 365 | 365 | 365 | 365 |
| Efficiency: Staff time required to maintain system. | 2,080 | 4,160 | 4,160 | 4,160 |
| Effect./Outcome: Effectively maintain system with little downtime. | 0 | 99% | 99% | 99% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|---------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 641,299 | 729,345 | 682,846 | 639,251 |
| 4 Other Expenditures | 61,497 | 126,665 | 167,420 | 156,180 |
| 5 Capital Outlay | 1,237 | 1,237 | 20,000 | 20,000 |
| Total | 704,033 | 857,247 | 870,266 | 815,431 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 25 Fines & Forfeitures | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 95 | 114 | 0 | 0 |
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 5,799,998 | 6,900,098 | 6,000,000 | 6,500,000 |
| Total | 5,800,093 | 6,900,212 | 6,000,000 | 6,500,000 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 7.00 | 8.00 | 11.00 | 10.00 |
| New Positions | 1.00 | 0.00 | 3.00 | 2.00 |

Departmental Comments:

To continue ongoing emphasis on personnel administration, fiscal responsibilities and reporting, OSHA and ADA requirements. Continue to monitor and update all computer functions. Remain involved with various associations that share information relating the Recorder's Office.

Revenues for 2004 have stabilized and mirror historical figures with the exception of 2003. Due to slightly higher interest rates, recordings are down resulting in less earned revenue for the county's general fund. Funding from the Hamilton County Technology Committee is anticipated for the year 2005. Projects related to the Land Records Management System; Internet access, infrastructure and hardware issues are ongoing.

Budget Office Analysis:

In the prior three years, Recorders Receipts were far above average. A high volume of re-financing activity due to low interest rates largely drove this increase. Interest rates have had a moderate increase in the past year and 2005 Recorders Receipts are expected to return to normal levels.

Recorder

Program: Document Processing - 2202

Mandated By: Titles 317; 9.01; 5309; 5310

Funding Source: General Fund, Agency

| | |
|---|--|
| <p>Program Description: Responsible for: Creating computerized geographic index of documents submitted for recording; microfilming of documents and indexes, mailing of all documents to individuals or companies originally recording document, providing and maintaining microfilm viewing equipment for the public. Processing and recording of Registered Land documents, establish/maintain a daily log of instruments, data entry and verification, production of Certificates of Title, processing Uniform Commercial Code (UCC) documents including recording and performing UCC searches.</p> | <p>Accomplishments: Maintained an acceptable level in document processing and maintained a high level of accuracy in all departments.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: Sort; assign book and page reference and correctly index all sectionally indexed documents on an annual basis. | | | | |
| Demand: Documents to be indexed. | 266,000 | 220,000 | 209,000 | 209,000 |
| Workload: Documents indexed. | 250,000 | 220,000 | 209,000 | 209,000 |
| Efficiency: Staff time to index documents. | 18,450 | 18,450 | 18,450 | 18,450 |
| Effect./Outcome: % of documents indexed on an annual basis. | 98% | 100% | 100% | 100% |
| Objective: Correctly enter new subdivisions in Computerized Geographic Index on an annual basis. | | | | |
| Demand: Subdivisions to be indexed. | 160 | 150 | 142 | 142 |
| Workload: Subdivisions indexed. | 160 | 150 | 142 | 142 |
| Efficiency: Staff time to index subdivisions. | 270 | 270 | 270 | 270 |
| Effect./Outcome: % of subdivisions indexed on an annual basis. | 100% | 100% | 100% | 100% |
| Objective: Film recorded documents for permanent record on an annual basis. | | | | |
| Demand: Documents presented for filming on an annual basis | 42,540 | 38,000 | 36,100 | 36,100 |
| Workload: Documents filmed. | 41,600 | 38,000 | 36,100 | 36,100 |
| Efficiency: Staff time for documents filmed. | 3,120 | 3,120 | 3,120 | 3,120 |
| Effect./Outcome: % of documents filmed on an annual basis. | 98% | 100% | 100% | 100% |
| Objective: Maintain copy and microfiche machines on a daily basis. | | | | |
| Demand: Machines to be maintained on an annual basis. | 61 | 61 | 61 | 61 |
| Workload: Machines maintained. | 61 | 61 | 61 | 61 |
| Efficiency: Staff time for machines maintained. | 540 | 540 | 540 | 540 |
| Effect./Outcome: % of machines maintained on an annual basis. | 100% | 100% | 100% | 100% |
| Objective: Mail original recorded documents to owners/mortgage companies on an annual basis. | | | | |
| Demand: Documents presented for mailing. | 312,540 | 255,180 | 245,100 | 245,100 |
| Workload: Documents mailed. | 312,540 | 255,180 | 245,100 | 245,100 |
| Efficiency: Staff time mailing documents. | 2,080 | 2,080 | 2,080 | 2,080 |
| Effect./Outcome: % of documents mailed on an annual basis. | 100% | 100% | 100% | 100% |

| | | | | |
|--|--------|--------|--------|--------|
| Objective: Correctly process all Registered Land documents received for recording on an annual basis. | | | | |
| Demand: Documents presented for recording. | 42,540 | 38,000 | 36,100 | 36,100 |
| Workload: Documents processed. | 41,680 | 38,000 | 36,100 | 36,100 |
| Efficiency: Staff time processing documents. | 4,160 | 4,160 | 4,160 | 4,160 |
| Effect./Outcome: % of documents processed on an annual basis. | 98% | 100% | 100% | 100% |

| | | | | |
|--|--------|--------|--------|--------|
| Objective: Verify and Process all Registered Land certificates of title on an annual basis. | | | | |
| Demand: Certificates affected by incoming documents. | 25,520 | 23,000 | 21,850 | 21,850 |
| Workload: Certificates verified and printed. | 25,520 | 23,000 | 21,850 | 21,850 |
| Efficiency: Staff time to verify and print certificates. | 8,320 | 8,320 | 8,320 | 8,320 |
| Effect./Outcome: % of certificates verified and printed on an annual basis. | 100% | 100% | 100% | 100% |

| | | | | |
|--|---------|---------|---------|---------|
| Objective: Correctly process and image all documents presented for recording in Unregistered Land, and reconcile and deposit fees on an annual basis. | | | | |
| Demand: Documents presented for recording. | 266,000 | 209,000 | 198,550 | 198,550 |
| Workload: Documents recorded/ processed. | 250,000 | 209,000 | 198,550 | 198,550 |
| Efficiency: Staff time to record/ process documents. | 18,720 | 18,720 | 18720 | 18720 |
| Effect./Outcome: % of documents recorded/ processed on an annual basis. | 98% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|---------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 275,362 | 568,426 | 568,097 | 556,600 |
| 4 Other Expenditures | 42,006 | 125,071 | 127,000 | 123,177 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 317,368 | 693,497 | 695,097 | 679,777 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 0 | 0 | 60,000 | 60,000 |
| Total | 0 | 0 | 60,000 | 60,000 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 14.00 | 13.00 | 13.00 | 13.00 |
| New Positions | -1.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Document processing is being accomplished with emphasis on accuracy, currency and professionalism in providing service to the public.
 New technology used within the office has allowed the Recorder's Office to accurately processing an ever-increasing number of Real Estate transactions.

Budget Office Analysis:

The measures indicate the decrease in activity expected in 2005. Efficiency will be maintained as the Recorder had met the higher workload in prior years with temporary staff. The Recorder's budget does include a decrease in temporary labor cost.

Recorder

Program: Services - 2203

Mandated By: Titles 317; 53; 9.01

Funding Source: General Fund

| | |
|--|---|
| <p>Program Description: Microfilm customer services: provide copies of plats, documents, faxes, copies etc. Registered Land customer services: answer questions/resolve problems regarding document processing and certificate production. Unregistered Land customer services: answer/resolve document related question/problems. Public Information: provide services to the public, customers and other County offices, answer questions pertaining to land records documents, assist in obtaining information and copies of HCRO records, provide tours to the public, monitoring legislation affecting the land records industry, developing and implementing Total Records Restoration Program to maintain the quality of HCRO records, develop public awareness materials (e.g., information brochures, fact sheets, public displays and arranging document meetings and seminars).</p> | <p>Accomplishments: The Recorder's Office increased the quality of services provided to the general public and customers. The Recorder's Office continues providing currency and a high level of accuracy by upgrading equipment, in-house maintenance of equipment and continued renovation of the office. The Recorder's Office plans to continue expanding the information available to the public while generating additional revenue for the County.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| <hr/> | | | | |
| Objective: Microfilm: To provide copies of plats, documents, faxes and Xerox copies. | | | | |
| Demand: Plats, documents, faxes and Xerox copies requested | 75,900 | 62,200 | 59,100 | 59,100 |
| Workload: Plats, documents, faxes and Xerox copies provided. | 75,900 | 62,200 | 59,100 | 59,100 |
| Efficiency: Staff time per copies provided. | 2,580 | 2,580 | 2,580 | 2,580 |
| Effect./Outcome: % of copies provided to customers on an annual basis. | 100% | 100% | 100% | 100% |
| <hr/> | | | | |
| Objective: Provide accurate information through customer service programs (e.g., Fax and Copy Service) | | | | |
| Demand: Number of service program requests. | 350 | 320 | 310 | 310 |
| Workload: Number of service program requests processed. | 350 | 320 | 310 | 310 |
| Efficiency: Staff time to process service requests. | 350 | 350 | 350 | 350 |
| Effect./Outcome: % of service requests processed. | 100% | 100% | 100% | 100% |
| <hr/> | | | | |
| Objective: Fill all mail, telephone and in-person requests for information and copies of Hamilton County Recorder's Office records on an annual basis. | | | | |
| Demand: Number of mail, telephone and in-person requests. | 265,000 | 230,000 | 218,500 | 218,500 |
| Workload: Number of requests filled. | 265,000 | 230,000 | 218,500 | 218,500 |
| Efficiency: Staff time to fill requests. | 7,970 | 7,970 | 7,970 | 7,970 |
| Effect./Outcome: % of requests filled. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 416,843 | 842,840 | 857,033 | 839,534 |
| 4 Other Expenditures | 16,640 | 27,296 | 33,000 | 32,007 |
| 5 Capital Outlay | 0 | 0 | 2,000 | 2,000 |
| Total | 433,483 | 870,136 | 892,033 | 873,541 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------|----------------|------------------|-----------------|------------------|
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 19.00 | 19.00 | 19.00 | 19.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Customer service programs continue to be very successful and are a major focus of the Recorder's Office.

Budget Office Analysis:

The reduction in some services, such as microfilmed copies, is due to the ongoing Recorder's Project to imagine all documents. Microfilmed records continue to be used less as more documents are imagined.

Regional Planning Commission

Program: Administration - 2601

Mandated By: ORC303.04, 711.10, 303.021, 713.23, and 711.131

Funding Source: Non-Entity

| | |
|--|--|
| <p>Program Description: The Mission of the Regional Planning Commission is: - To build planning partnerships for creating and implementing community plans in the context of the region. - To provide data management and analysis for effective planning and decision-making in Hamilton County governments. - To promote an equitable balance of local, county and regional perspectives and interests in community planning forums.</p> <p>To accomplish that mission, RPC has created the following departmental sections: Community Planning - responsible for comprehensive planning e.g. COMPASS, Eastern Corridor Land Use Plan, etc. Development Review - responsible for development review activities associated with zoning, subdivisions and land use plan cases. Data Center - responsible for (1) collecting, managing and analyzing key data for planning and decision making; (2) maintaining RPC's CAGIS GIS layers (3) supporting Planning Partnership activities Committees and Programs; (4) maintaining the computer network; (5) performing normal "Help Desk" functions for the network Administration/Planning Partnership - support for all RPC/RZC/Planning Partnership activities</p> | <p>Accomplishments: In addition to meeting all statutory requirements for development review and processing, we prepared a strategic plan for First Suburbs revitalization, published reports on "Economy & Labor Market," "Hamilton Co.'s Comparative & Competitive Advantages for Business & Industry Clusters" & held workshops to explain the concept at several public and private agencies, conducted a study of local experts and prepared a report for "External Influences: The Impact of National Trends on Hamilton Co.'s Future," prepared Co. population estimates for 2020, worked with EPA on a Partner Grant for Smart Growth INDEX software pilot project, held open houses for Community COMPASS Plan & presented it at BoCC's hearing for approval of the Plan. "State of the County" reports are complete for almost all 12 elements of the Hamilton Co. comprehensive plan. As staff support for the Planning Partnership we prepared & conducted workshops (& materials) on Property & Maintenance for Elected Officials & Administrators, Asset Based Community Development, Site Plan Review & a Newly Elected Officials Workshop. RPC staff has begun to facilitate Plan implementation strategies through establishment of a new Hamilton Co. Regional Forum & a new alliance of older suburbs - The First Suburbs Consortium. The Villages of Evendale & Addyston joined the PP. The RPC received an international award from ICMA, 11 national awards, a state award, & an Ohio Senatorial Commendation for Outstanding Achievement.</p> |
|--|--|

| | | | |
|----------------|------------------|-----------------|------------------|
| 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------|------------------|-----------------|------------------|



Objective: To complete 100% of plans, plan elements, initiatives, strategies and new technologies for Community COMPASS

| | | | | |
|---|--------|--------|--------|--------|
| Demand: # of plans, etc. requested | 22 | 22 | 22 | 22 |
| Workload: # of plans, etc. completed | 17 | 18 | 18 | 18 |
| Efficiency: # of hours per year to complete | 17,950 | 17,850 | 17,850 | 17,850 |
| Effect./Outcome: % of plans, plan elements, initiatives, strategies and new technologies completed | 78% | 81% | 81% | 81% |

| | | | | |
|---|-------|-------|-------|-------|
| Objective: To maintain CAGIS database | | | | |
| Demand: # of databases needing maintenance | 7 | 7 | 7 | 7 |
| Workload: # of databases maintained | 7 | 7 | 7 | 7 |
| Efficiency: Hours per year to maintain databases | 1,600 | 1,600 | 1,600 | 1,600 |
| Effect./Outcome: % of databases kept up to date. | 100% | 100% | 100% | 100% |



Objective: Review and process major subdivisions in compliance with ORC and Hamilton County

| | | | | |
|---|------|------|------|------|
| Regulations | | | | |
| Demand: Major subdivision requests received | 16 | 16 | 16 | 16 |
| Workload: Major subdivision requests processed | 16 | 16 | 16 | 16 |
| Efficiency: Total hours per request | 75 | 75 | 75 | 75 |
| Effect./Outcome: % of requests processed | 100% | 100% | 100% | 100% |



Objective: Review and process minor subdivisions in compliance with ORC and Hamilton County

| | | | | |
|---|------|------|------|------|
| regulations | | | | |
| Demand: Minor subs, inquiries/requests received | 100 | 100 | 100 | 100 |
| Workload: Minor subs inquiries/requests responded/acted upon | 100 | 100 | 100 | 100 |
| Efficiency: total hours per inquiry/request | 2 | 2 | 2 | 2 |
| Effect./Outcome: % responded/acted upon | 100% | 100% | 100% | 100% |

| | | | | |
|---|------|------|------|------|
| Objective: Process and complete all development review applications - zone amendments, PUD's, conditional uses, land use plans & Special Interest District reports | | | | |
| Demand: Development Review cases received | 70 | 80 | 75 | 75 |
| Workload: Development Review cases processed | 70 | 80 | 75 | 75 |
| Efficiency: Hours per case to process | 75 | 75 | 75 | 75 |
| Effect./Outcome: % of Development Review cases processed within the time permitted by the Code | 100% | 100% | 100% | 100% |

| | | | | |
|---|-------|-------|-------|-------|
| Objective: Provide address assignment for unincorporated Hamilton County and communities under contract with the building department as needed | | | | |
| Demand: # of requests for address assignment received | 1,500 | 1,500 | 1,500 | 1,500 |
| Workload: # of requests for address assignment processed | 1,500 | 1,500 | 1,500 | 1,500 |
| Efficiency: Hours per year to assign addresses | 120 | 120 | 120 | 120 |
| Effect./Outcome: % of addresses assigned | 100% | 100% | 100% | 100% |

| | | | | |
|--|-------|-------|-------|-------|
| Objective: To maintain RPC/RZC/BZA network and "Help Desk" functions as well as Special Requests/Projects (SRP) | | | | |
| Demand: # of computers needing maint & Help desk requests | 1,206 | 1,206 | 1,500 | 1,500 |
| Workload: # of computers maintained and help desk requests processed | 859 | 860 | 1,075 | 1,075 |
| Efficiency: Hours per year to maintain computers & answer help desk questions | 2,000 | 2,000 | 2,500 | 2,500 |
| Effect./Outcome: % of computers maintained and help desk questions answered | 94% | 94% | 75% | 75% |



Objective: To organize, analyze and distribute 2000 Census Data, internal and external requests for data analysis and maps and support ongoing Census activities

| | | | | |
|---|-------|-------|-------|-------|
| Demand: # of databases, requests for data and support activities | 312 | 312 | 312 | 312 |
| Workload: # of databases, requests for data and support activities completed | 310 | 310 | 310 | 310 |
| Efficiency: Hours per year to complete | 5,750 | 5,750 | 5,750 | 5,750 |
| Effect./Outcome: % of Census work completed. | 91% | 97% | 97% | 97% |



Objective: To support all Planning Partnership Committees, Programs and Projects

| | | | | |
|---|-------|-------|-------|-------|
| Demand: # of Committees, Programs & Projects needing support | 36 | 39 | 40 | 40 |
| Workload: # of Committees, Programs & Projects supported | 22 | 35 | 34 | 34 |
| Efficiency: # of hours per year to support | 4,950 | 6,197 | 6,810 | 6,810 |
| Effect./Outcome: % of support given to Committees, Programs & projects (request for Planner position in 2003 was not funded) | 32% | 89% | 85% | 85% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|------------------|------------------|
| 5 Capital Outlay | 32,900 | 35,422 | 32,000 | 11,000 |
| 3 Personnel | 732,141 | 1,134,437 | 1,122,585 | 1,144,491 |
| 4 Other Expenditures | 82,930 | 279,932 | 186,600 | 147,100 |
| Total | 847,971 | 1,449,791 | 1,341,185 | 1,302,591 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|------------------|------------------|
| 15 Licenses | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 0 | 164,000 | 164,000 | 164,000 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 0 | 62,000 | 58,000 | 58,000 |
| 50 Transfers - In | 0 | 1,235,595 | 1,119,185 | 1,058,685 |
| Total | 0 | 1,461,595 | 1,341,185 | 1,280,685 |

FTE Count

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Total | 3.00 | 19.00 | 19.00 | 19.00 |
| New Positions | 16.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

In 2004 RPC redirected some clerical staff to respond to increased demand for Planning Partnership Services, Committees and Projects.

Challenges for 2005 Plan implementation focus on : coordination of a monthly Caucus for Hamilton County members of OKI Board of Trustees & Intermodal Coordinating Committee; First Suburbs revitalization, public health/planning partnership for walkable communities, analysis & feasibility of bio-tech economic cluster, economic evaluation of public policies, coordinating role in greenspace plan. Extra effort by staff supporting the Planning Partnership needs to be put into recruitment of members to (a) generate revenues, and (b) to support and implement projects and initiatives that require multi-jurisdictional collaboration as well as to support lobbying efforts such as the First Suburbs Consortium and Hamilton County Caucus of OKI representatives.

The introduction of Active Direction into our local area network (and the county wide area network) and the associated changes required within the department in terms of system administration and user training will be substantial in addition to the normal workloads as seen in Objective #8.

Budget Office Analysis:

The Regional Planning Commission provides advisory planning services to the unincorporated areas (12 townships) of the County. It also provides services upon request to 37 county municipalities that are members of the Commission and pay annual fees. In 2005, Regional Planning Commission will continue to provide quality and efficient services to its customers with fewer appropriations.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Rural Zoning Commission

Program : Zoning Revision - 9030

Mandated By : ORC 303.04, 12, 16, 17, 18 & Article XIII

Funding Source : General Fund

| | |
|--|--|
| <p>Program Description : The responsibility of the zoning department is to review and approve site plans for zoning compliance; investigate zoning complaints, abate zoning violations and issue Final Zoning Certificates; manage and coordinate zoning amendments and Planned Unit Development (PUD) processes, maintain special zoning maps and file.</p> | <p>Accomplishments : The goal of the zoning department is to be totally automated. All zoning amendment cases and Planned District information have been digitized creating electronic informational files. Having the zoning certificate applications including site plans digitized, information for all properties is within seconds of retrieval.</p> <p>The zoning department continues to assist townships and municipalities having their own zoning through contractual services. Providing such service supports the goal of the BCC in achieving a One-Stop-Shop permitting process.</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective : To assist in the maintenance of CAGIS databases | | | | |
| Demand: # of databases needing maintenance | 5 | 5 | 5 | 5 |
| Workload: # of databases being maintained | 5 | 5 | 5 | 5 |
| Efficiency: Hours per year to maintain databases | 250 | 250 | 250 | 250 |
| Effect./Outcome: % of database kept up to date | 100% | 100% | 100% | 100% |



| | | | | |
|---|------|------|------|------|
| Objective: To assist in providing addresses for every existing and planned parcel within Hamilton County | | | | |
| Demand: # of lots to assign and update | 500 | 500 | 500 | 500 |
| Workload: # of lots assigned addresses | 500 | 500 | 500 | 500 |
| Efficiency: Hours per day to assign and update address records | .5 | .5 | .5 | .5 |
| Effect./Outcome: % of addresses assigned on same day as request | 100% | 100% | 100% | 100% |



| | | | | |
|--|------|------|------|------|
| Objective: To annually inspect all PUDs for zoning compliance | | | | |
| Demand: Total number of PUDs | 530 | 558 | 560 | 560 |
| Workload: Total number of inspections required | 530 | 558 | 560 | 560 |
| Efficiency: Hours required per PUD inspection | .25 | .25 | .25 | .25 |
| Effect./Outcome: The % of total inspections completed | 100% | 100% | 100% | 100% |



Objective: To process all zoning amendment and PUD applications within time limits required by the Ohio Revised Code and the Hamilton County Zoning Resolution.

| | | | | |
|---|------|------|------|------|
| Demand: Zoning amendment and PUD applications received | 30 | 32 | 30 | 30 |
| Workload: Zoning amendments and PUD's processed. | 30 | 32 | 30 | 30 |
| Efficiency: Hours to process per application | 16 | 16 | 16 | 16 |
| Effect./Outcome: The % of zone amendment and PUD applications processed within the time permitted by the Code. | 100% | 100% | 100% | 100% |



Objective: To provide assistance through contract services to Townships and Municipalities having local zoning authority.

| | | | | |
|--|------|------|------|------|
| Demand: Number of zoning assistance contracts secured | 6 | 6 | 6 | 6 |
| Workload: Number of zoning assistance contracts processed | 6 | 6 | 6 | 6 |
| Efficiency: Time charged in hours per week per contract | 25 | 25 | 25 | 25 |
| Effect./Outcome: The % of zoning contracts annually completed | 100% | 100% | 100% | 100% |



Objective: To process all Zoning Certificates within 2 days of application

| | | | | |
|---|-------|-------|-------|-------|
| Demand: # of Zoning Certificate applications received | 1,714 | 1,657 | 1,500 | 1,500 |
| Workload: # of Zoning Certificates issues | 1,714 | 1,657 | 1,500 | 1,500 |
| Efficiency: Hours to issue a Zoning Certificate | 2.3 | 2.3 | 2.3 | 2.3 |
| Effect./Outcome: The % of non-residential zoning certificates issued within 2 days of receipt of application | 100% | 100% | 100% | 100% |



Objective: To investigate all complaints regarding zoning violations within 2 days

| | | | | |
|---|-------|-------|-------|-------|
| Demand: # of zoning violations and complaints | 3,760 | 4,300 | 4,000 | 4,000 |
| Workload: # of site inspections completed | 5,562 | 6,000 | 5,000 | 5,000 |
| Efficiency: Hours to investigate per inspection | .63 | .63 | .63 | .63 |
| Effect./Outcome: The % of zoning violations complaints investigated within 2 days of receipt | 100% | 100% | 100% | 100% |



Objective: To issue a Final Inspection Certificate within five days of the on-site inspection

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Total number of Final Inspection Certs. requested | 2,500 | 2,400 | 2,200 | 2,200 |
| Workload: Total number of Final Inspection Certs. issued | 2,500 | 2,400 | 2,200 | 2,200 |
| Efficiency: Hours to inspect per certificate | .63 | .63 | .63 | .63 |
| Effect./Outcome: % of Final Zoning Inspection certificates issued within five days of on-site inspection | 100% | 100% | 100% | 100% |

Objective: To generate a digitized zoning certificate by scanning all zoning certificates, applications, and site plans.

| | | | | |
|---|-----|-----|-------|-------|
| Demand: # of zoning certificate apps received | N/A | N/A | 1,500 | 1,500 |
| Workload: # of zoning certificate apps scanned | N/A | N/A | 1,500 | 1,500 |
| Efficiency: Hours to scan apps | N/A | N/A | .25 | .25 |
| Effect./Outcome: The % of zoning certificate apps scanned annually | N/A | N/A | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|----------------|----------------|----------------|----------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 311,227 | 402,170 | 396,518 | 404,748 |
| 4 Other Expenditures | 18,497 | 24,593 | 38,165 | 32,458 |
| 5 Capital Outlay | 240 | 1,500 | 1,500 | 1,000 |
| Total | 329,964 | 428,263 | 436,183 | 438,206 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|----------------|----------------|----------------|----------------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 236,347 | 306,582 | 308,000 | 308,000 |
| 25 Fines & Forfeitures | 2,349 | 2,523 | 2,200 | 2,200 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| Total | 238,696 | 309,105 | 310,200 | 310,200 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 1.00 | 8.00 | 8.00 | 8.00 |
| New Positions | 7.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

A reduction of all numbers in zoning certificates, zoning violations and zoning inspections are due to the action of Springfield Township proposing to adopt Township Zoning. These numbers would increase significantly if the residents of Springfield Township decide not to adopt zoning authority.

The addition of objective #9 reflects one of the goals of the zoning office. The additional workload would be absorbed by the decline of work generated by Springfield Township.

Budget Office Analysis:

The Rural Zoning Commission staff reviews all site plans and construction drawings for compliance with zoning regulations and issues zoning certificates for all applications.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Treasurer

Program: Delinquent Tax - 2101

Mandated By: 321.261

Funding Source: Special Revenue Operating Fund

| | |
|---|--|
| Program Description: To manage Agreement Plans and collect delinquent Real Estate taxes. To collect delinquent Personal Property taxes, receive, and process Personal Property tax bills. | Accomplishments: Due to change in legislation, the County Auditor instead of the Department of Tax Equalization is now approving Penalty Remit Applications. With this change, applications can be processed within 30 days, even though more applications being filed due to additional reason for filing - reasonable cause. |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To notify taxpayers who have presented uncollectible checks. | | | | |
| Demand: Number of returned checks. | 490 | 510 | 500 | 500 |
| Workload: # paymts reversed, letter mailed, repayment made. | 440 | 460 | 450 | 450 |
| Efficiency: Time to reverse payments, mail notification letter. | 15 | 16 | 15 | 15 |
| Effect. /Outcome: % of uncollectible checks made collectible. | 90 | 90 | 90 | 90 |
| Objective: To meet the needs of the delinquent taxpayer in the collection of taxes while maintaining consistency with the ORC. | | | | |
| Demand: Agreements to be made and received. | 1,000 | 1,100 | 1,150 | 1,150 |
| Workload: Agreements made and payments received. | 850 | 970 | 1,000 | 1,000 |
| Efficiency: Time to make agreements in minutes. | 11 | 10 | 10 | 10 |
| Effect. /Outcome: % of payments made on Agreements. | 85% | 88% | 87% | 87% |
| Objective: To contact and set-up collections of Delinquent Personal Property. | | | | |
| Demand: Accounts to be contacted to set-up for collection. | 1,500 | 1,450 | 1,500 | 1,500 |
| Workload: Delinquent accounts contacted. | 1,350 | 1,320 | 1,350 | 1,350 |
| Efficiency: Time to contact delinquent accounts in minutes. | 22 | 21 | 21 | 21 |
| Effect. /Outcome: % of delinquent Personal Property accounts contacted. | 90% | 91% | 90% | 90% |
| Objective: Penalty Remit Applications-maintain contact with Hamilton Cnty Auditor to encourage timely (30 days) return of applications for payment or remittance | | | | |
| Demand: # of apps to be prepared and filed with the Auditor | 1,200 | 1,710 | 1,800 | 1,800 |
| Workload: # of apps to be filed and returned (30days) with the Auditor. | 1,000 | 1,710 | 1,800 | 1,800 |
| Efficiency: Time to process apps and maintain records (min.). | 9 | 8 | 8 | 8 |
| Effect. /Outcome: % of applications returned by the Hamilton County Auditor within 30 days. | 77% | 85% | 95% | 95% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|-----------------------|---------|----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 699,674 | 825,251 | 882,183 | 891,501 |
| 4 Other Expenditures | 110,206 | 130,291 | 137,221 | 132,079 |
| 5 Capital Outlay | 0 | 0 | 3,000 | 3,000 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 809,880 | 955,542 | 1,022,404 | 1,026,580 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|---------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 1 Property Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 915,053 | 1,004,432 | 1,054,000 | 1,054,000 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 915,053 | 1,004,432 | 1,054,000 | 1,054,000 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 15.00 | 18.00 | 18.00 | 18.00 |
| New Positions | 2.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Benchmark: Number of delinquent agreements in comparable sized counties in Ohio is 2,000 to 2,500.

Budget Office Analysis:

In accordance with the Ohio Revised Code, the Hamilton County Treasurer is responsible for collecting three kinds of property taxes: real estate, manufactured homes, and personal property. Taxes on real estate are due in June and December of each year. Personal property taxes are collected in April and September.

There are two major factors that influence the amount of real estate taxes a property owner owes: the value of the property and tax levies.

The 2005 budget is a continuation budget. No significant changes occurred from 2004 to 2005.

Treasurer

Program: Tax Collection - 2102

Mandated By: 321 & 323

Funding Source: General Fund

| | |
|--|---|
| <p>Program Description: To receive, manage and disburse public monies; maintain accounting transactions.</p> <p>To manage and invest public monies.</p> | <p>Accomplishments: Successfully performed and met all deadlines while implementing a major computer conversion. We will answer over 119,000 phone calls during the year of 2004 related to tax collection issues.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To timely answer all phone calls received. | | | | |
| Demand: Phone calls made to Treasurer's Office. | 118,000 | 120,000 | 123,000 | 123,000 |
| Workload: Phone calls received and answered. | 115,000 | 116,000 | 119,000 | 119,000 |
| Efficiency: Time to receive and answer phone call. | 1.4 | 1.7 | 1.5 | 1.5 |
| Effect. /Outcome: % of phone calls answered. | 97% | 97% | 97% | 97% |
| Objective: To record all expenditures to proper funds. | | | | |
| Demand: Expenditures to be recorded. | 1,200 | 1,300 | 1,300 | 1,300 |
| Workload: Expenditures recorded. | 1,200 | 1,300 | 1,300 | 1,300 |
| Efficiency: Time to record expenditures per minute. | 1.5 | 1.5 | 1.5 | 1.5 |
| Effect. /Outcome: % of expenditures recorded. | 100% | 100% | 100% | 100% |
| Objective: Invest all cash within 24 hours of availability. | | | | |
| Demand: Investments initiated. | 1,250 | 1,250 | 1,250 | 1,250 |
| Workload: Investments made. | 1,250 | 1,250 | 1,250 | 1,250 |
| Efficiency: Investment time per hour. | 1.5 | 1.5 | 1.5 | 1.5 |
| Effect. /Outcome: % of idle cash invested within 24 hours of availability. | 100% | 100% | 100% | 100% |
| Objective: To distribute taxes within 45 days of collection as provided by State Statute. | | | | |
| Demand: Tax bills to be collected and distributed. | 298,000 | 301,000 | 301,000 | 301,000 |
| Workload: Tax bills returned for payment and processing. | 284,000 | 284,500 | 285,000 | 285,000 |
| Efficiency: Time to process tax bills per minute. | .6 | .55 | .54 | .54 |
| Effect. /Outcome: % of tax bills collected and distributed. | 95% | 95% | 95% | 95% |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|------------------|------------------|
| Expenditures | | | | |
| 3 Personnel | 738,619 | 845,773 | 859,988 | 844,469 |
| 4 Other Expenditures | 239,893 | 342,954 | 340,025 | 277,650 |
| 5 Capital Outlay | 1,733 | 7,800 | 7,800 | 7,800 |
| Total | 980,245 | 1,196,527 | 1,207,813 | 1,129,919 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Estimate | Request | Approved |
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 2,527,299 | 2,959,915 | 2,905,700 | 2,905,700 |
| 30 Investments Interest | 11,083,626 | 14,405,160 | 13,912,142 | 14,399,727 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 13,610,925 | 17,365,075 | 16,817,842 | 17,305,427 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 19.00 | 18.00 | 18.00 | 18.00 |
| New Positions | -1.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Benchmark: Expenditures for a comparable Treasurer's Office are approximately \$2 million. Treasurer Offices in comparable counties have 31 employees.

Benchmark: Investment revenue for comparable size counties in Ohio is approximately \$13,500,000 to \$15,000,000.

Budget Office Analysis:

The number of tax bills returned for processing averages approximately 285,000 annually. All major credit cards are accepted for paying taxes.

Unclaimed Funds

The Hamilton County Treasurer attempts to locate the rightful owners of thousands of unclaimed funds. The list of accounts is available online or at the locations below.

- Rm 405, County Administration Building, 138 East Court Street, downtown Cincinnati
- Main Public Library (Government & Business section), downtown Cincinnati
- Green Township Branch Library, 6525 Bridgetown Rd, Cincinnati
- Anderson Branch Library, 7450 State Rd, Anderson Township
- Symmes Township Branch Library, 11850 Enyart Road, Cincinnati
- Sharonville Branch Library, 10980 Thornview Drive
- North Central Branch Library, 11109 Hamilton Avenue, Pleasant Run
- Madeira Branch Library, 7200 Miami Avenue
- Norwood City Hall, 4645 Montgomery Road, Norwood
- Clerk of Courts (auto title) branch office, 5089 Glencrossing Way, Cincinnati
- Clerk of Courts (auto title) branch office, 4790 Red Bank Road, Cincinnati
- Clerk of Courts (auto title) branch office, 1216 West Kemper Road, Cincinnati

Treasurer

Program: Treasurer Optional Payments - 2103

Mandated By: 321.45

Funding Source: Special Revenue Operating Fund

| | |
|---|---|
| <p>Program Description: To receive, manage and apply escrow payments for Real Estate taxes. Each account is issued 10 coupons for payment during the year.</p> | <p>Accomplishments: Due to the continuing quality customer service, the participants of the program are showing increased satisfaction and understanding with an increased % of monthly payments being made.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To record escrow accounts and distribute coupons timely. | | | | |
| Demand: Number of escrow accounts open. | 15,000 | 14,500 | 14,500 | 14,500 |
| Workload: # of accounts that are active. | 14,500 | 14,100 | 14,100 | 14,100 |
| Efficiency: Time to set-up and disperse coupons in minutes. | 1.3 | 1.1 | 1.1 | 1.1 |
| Effect. /Outcome: % of accounts recorded and distributed timely. | 97% | 97% | 97% | 97% |
| Objective: To receive and process all coupon payments | | | | |
| Demand: Number of potential coupon payments. | 150,000 | 145,000 | 145,000 | 145,000 |
| Workload: Payments received and processed. | 142,000 | 141,000 | 141,000 | 141,000 |
| Efficiency: Time per payment to process in minutes. | .25 | .25 | .25 | .25 |
| Effect. /Outcome: % of potential coupons received. | 95% | 97% | 97% | 97% |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Expenditures | | | | |
| 3 Personnel | 46,884 | 93,173 | 94,340 | 95,297 |
| 4 Other Expenditures | 4,447 | 8,121 | 10,610 | 8,085 |
| 5 Capital Outlay | 0 | 0 | 500 | 500 |
| Total | 51,331 | 101,294 | 105,450 | 103,882 |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-------------------------|----------------|------------------|-----------------|------------------|
| Revenues | | | | |
| 1 Property Taxes | 0 | 0 | 0 | 0 |
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| 30 Investments Interest | 34,222 | 80,084 | 80,000 | 80,000 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| Total | 34,222 | 80,084 | 80,000 | 80,000 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|---------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 4.00 | 2.00 | 2.00 | 2.00 |
| New Positions | -2.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Benchmark - Number of accounts for comparable size counties in Ohio is 3,500 to 5,000.

Budget Office Analysis:

The Hamilton County Treasurer provides the Treasurer's Optional Payment (TOP) Program, which allows residential and commercial property owners to prepay their real estate taxes in installments.

The program is voluntary and allows property owners to prepay each future tax bill in five installments. There is no service charge associated with the program.

How to Challenge Your Property Value:

Challenges are filed with, and are heard by, the Hamilton County Board of Revision. The Board is comprised of three members—the County Auditor, County Treasurer, and president of the Board of County Commissioners. Before filing, property owners should carefully review the Board of Revision's Rules of Practice & Procedure and guidelines.

The purpose of a challenge is to show that the market value of your property, being used by the county for tax evaluation purposes, is incorrect. The best evidence of market value for your property is its recent (last two years) sale price. A complainant will be required to provide relevant documentation in support of his claim, such as closing statement of sales, condition of property, etc. It is also helpful if the property owner can provide photographs or other visual representations that would support the claim.

Challenges must be filed between January 1 and March 31. Necessary forms for filing a challenge can be obtained by calling the Board of Revision office at 513/946-4035, or the forms can be printed from the Treasurer's website: www.hamilton-co.org/treasurer/

While a property owner may want to retain an attorney to process the claim, it is not necessary.

Health

The health function includes agencies that provide services countywide. These agencies address a spectrum of health concerns: mental health, mental retardation, health care for the indigent, long term rehabilitation, hospital construction and alcohol/drug abuse treatment.

The **Community Mental Health Board** operates as an administrative arm of County government, but has its own policy making board. The Board acts as an umbrella agency that coordinates a community-wide mental health system that is accessible to those in need of or desiring mental health services. It plans, funds, coordinates and evaluates a network of services designed to provide a range of care for the emotionally distressed and the chronically and acutely mentally disabled. It further offers primary prevention through education services to the community. The Mental Health Board contracts with a variety of social service agencies to provide programs throughout the County. Specifically, these services deal with people who are severely mentally disabled or emotionally disturbed and at-risk adults, children and the elderly. The Mental Health Board is funded by a countywide property tax levy.

The Hamilton County **Board of Mental Retardation and Developmental Disabilities (MR/DD)** provides support, programs and services to approximately 10,000 individuals with mental retardation and other developmental disabilities. Services range from educational to vocational to residential, all with the goal of enabling each enrollee to make choices to achieve a life of increasing capabilities. In the development of each support, program, or service, the Hamilton County MR/DD's focus is always on the

individuals and families who are served. Their choices, their desires and their preferences shape the directions of their lives at home, at work and at play. MR/DD is funded primarily by a countywide property tax levy.

The **Indigent Health Care Levy** provides health and hospitalization services for indigent county residents at University Hospital and Children's Hospital.

Indigent Health Care Levy-Drake Center – This levy supports various county Drug Court programs and long-term care and rehabilitation services for county residents at Drake Hospital, which is operated by Drake Center, Inc. Drake Center, Inc. is a regional, not-for-profit, tax-assisted private healthcare organization. Drake Center, Inc. offers long-term care for people as well as rehabilitation services for victims of strokes, traumatic brain injuries, spinal cord injuries, trauma caused by accidents and other disabling conditions.

The **Alcohol and Drug Addiction Services (ADAS)** Board serves as the community planning agency in Hamilton County for alcohol and drug addiction services. Through contractual agreements, ADAS provides for the delivery of comprehensive alcohol and drug addiction services and programs. The Board works with the Ohio Department of Alcohol and Drug Addiction Services to maintain program standards, professional certification, fiscal accountability and informational services for the delivery of treatment, intervention, prevention, education and training services.

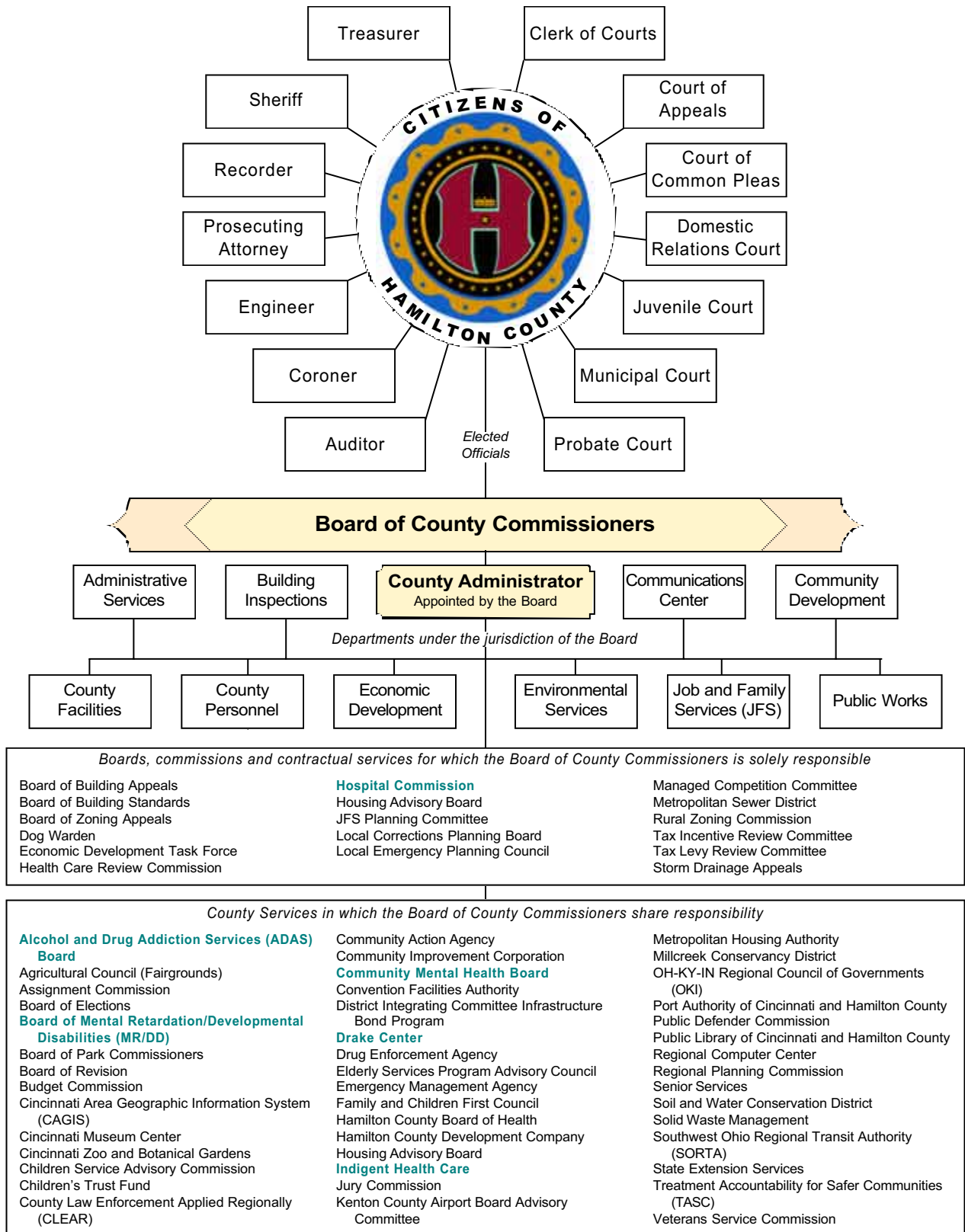
The Hamilton County **Hospital Commission** has existed since 1965. Its purpose is to review requests from health care organizations that wish to finance capital expenditures, including construction and equipment, through the sale of

Chapter 140 hospital facilities revenue bonds, and to make recommendations to the Board of County Commissioners about the advisability of authorizing such bond issues.



Hamilton County, Ohio

Health



Health

2005 Approved Budget

Expenditures

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|
| ADAS Board | 8,559,644 | 8,337,190 | 8,907,423 | 8,689,979 |
| Board of Mental Retardation | 80,347,617 | 85,230,178 | 90,383,865 | 90,267,714 |
| Community Mental Health Board | 32,890,514 | 37,192,677 | 37,086,781 | 37,041,892 |
| Health and Hospitalization Tax | 56,701,999 | 59,098,745 | 56,134,282 | 53,331,123 |
| Hospital Commission | 76,685 | 79,198 | 86,448 | 82,363 |
| Total | 178,576,458 | 189,937,989 | 192,598,799 | 189,413,072 |

Revenues

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|
| ADAS Board | 4,524,817 | 4,456,545 | 4,694,031 | 4,694,031 |
| Board of Mental Retardation | 73,431,842 | 74,448,876 | 94,654,145 | 94,654,145 |
| Community Mental Health Board | 35,051,477 | 37,900,459 | 35,342,580 | 35,342,580 |
| Health and Hospitalization Tax | 72,130,843 | 74,349,647 | 70,461,226 | 70,461,226 |
| Hospital Commission | 44,500 | 45,077 | 86,448 | 82,363 |
| Total | 185,183,479 | 191,200,604 | 205,238,430 | 205,234,345 |

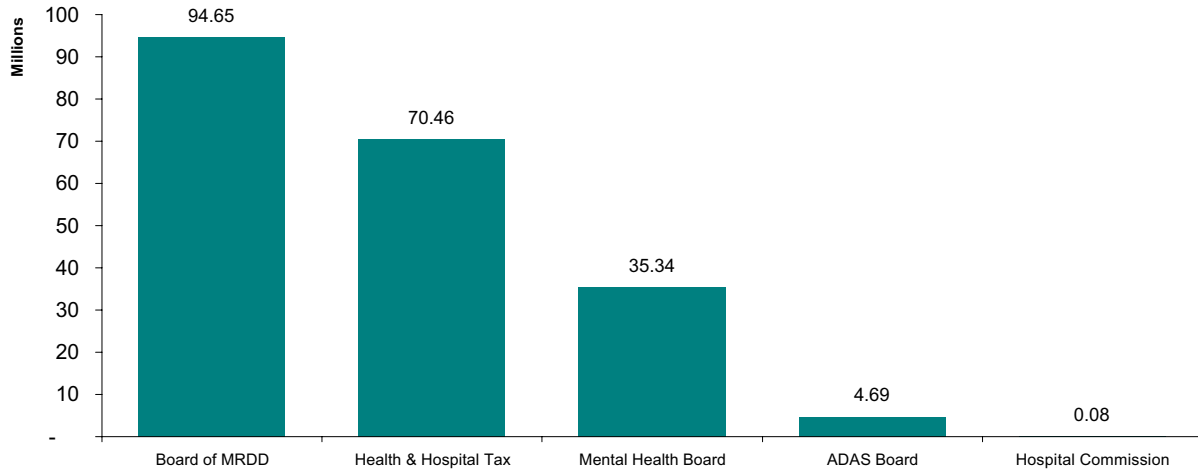
FTEs

| Department | 2003 Actual | 2004 Approved | 2005 Request | 2005 Budget |
|--------------------------------|---------------|---------------|---------------|---------------|
| ADAS Board | 14.00 | 15.00 | 15.00 | 15.00 |
| Board of Mental Retardation | 667.22 | 672.87 | 653.42 | 653.41 |
| Community Mental Health Board | 42.14 | 42.14 | 42.14 | 42.14 |
| Health and Hospitalization Tax | - | - | - | - |
| Hospital Commission | - | - | - | - |
| Total | 723.36 | 730.01 | 710.56 | 710.55 |

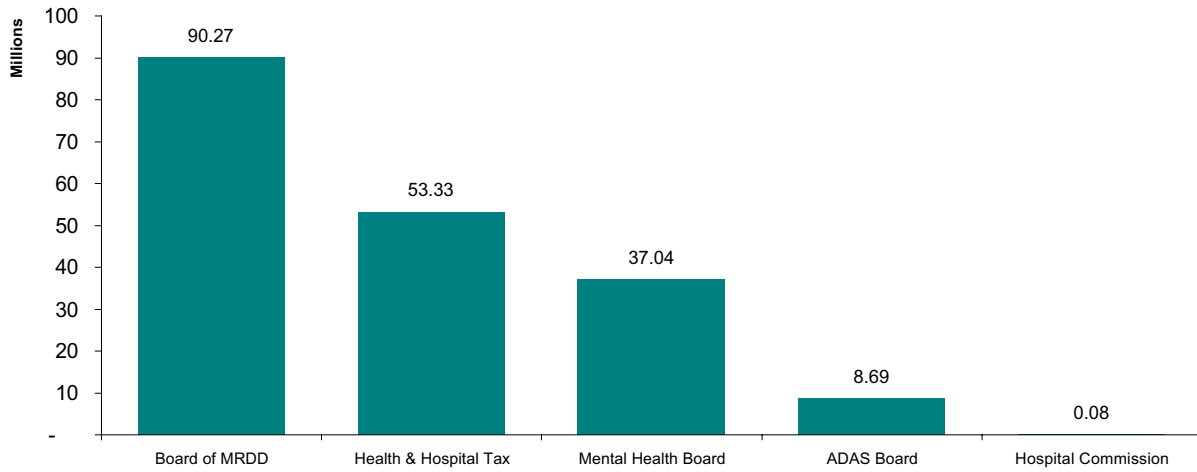
Health

2005 Budget Summary by Department

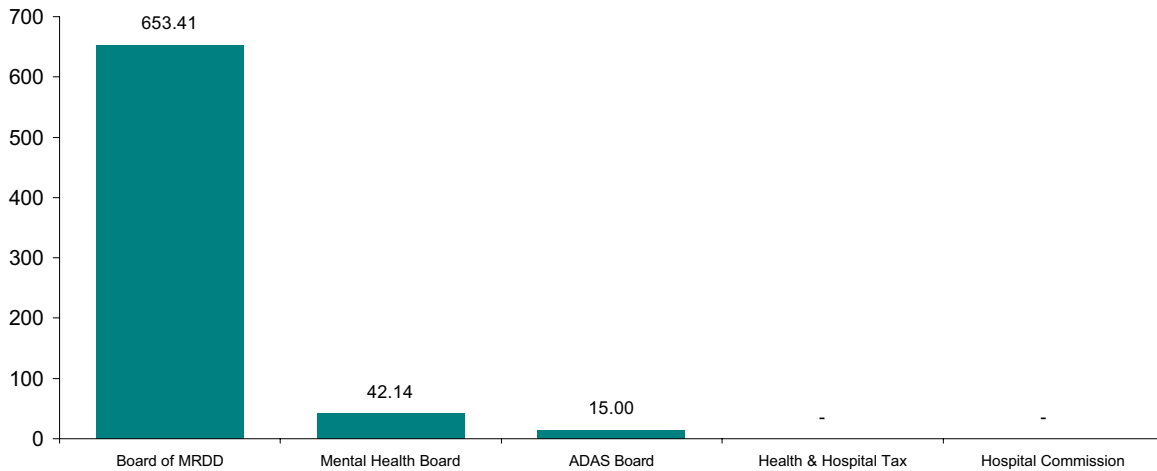
Revenue



Expenditures



Employees



ADAS Board

Program: Administration - 6601

Mandated By: HB 317, SB 131

Funding Source: Special Revenue Operating Fund, Tax Levies Operating Fund, ADAS Special Revenue, Special Revenue Calendar Grants, Special Revenue State Grants

| | |
|---|---|
| <p>Program Description: The ADAS Board is responsible for assessing, planning, funding and monitoring publicly funded alcohol, other drug, and gambling prevention and treatment services within Hamilton County. Community needs are assessed through an ongoing process that includes a review of existing services and identification of services gaps. The ADAS Board uses qualitative and quantitative measures in the needs assessment process including focus groups with consumers and community representatives, and analysis of service utilization data. Priorities for new services are identified and incorporated into the biennial Community Plan. The 18-member Board of Trustees includes city and state appointments. The Board operates under a committee structure as follows: Executive Committee, Program Committee, Finance and Facilities Committee, and the Planning Committee. The ADAS Board does not provide direct services, but instead contracts with the Ohio Department of Alcohol and Drug Addiction Services (ODADAS) certified provider agencies.</p> | <p>Accomplishments: Developed, executed and monitored service contracts with 12 provider agencies. Approved funding applications for 12 provider organizations that received direct funding from the Ohio Department of Alcohol and Drug Addiction Services (ODADAS). Managed the Board's Medicaid payment process. Contracted for an Independent Peer Review process for adolescent treatment services that included 4 provider agencies.</p> <p>ADAS staff conducted or participated in several community events including the 25 Cities Initiative, the National Alcohol and Drug Addiction Recovery Month, and the Prescription Drug Abuse Awareness Campaign. Board staff participates on various community coalitions including the Coalition for a Drug-Free Greater Cincinnati, the Community Corrections Planning Board, the SAMI Initiative, the Hamilton County Family Drug Court Committee, and the Intersystem Strategic Planning Committee. In addition, Board staff also participates on several statewide committees.</p> <p>ADAS produced a Source Book on alcohol and drug use in Hamilton County, which will be distributed to a wide range of community stakeholders. The Board also published three newsletters during the year.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: Individuals enrolled in treatment complete the treatment service. | | | | |
| Demand: # of persons enrolled in treatment | 6400 | 6500 | 6500 | 6500 |
| Workload: # of persons completing treatment | 2300 | 2200 | 2200 | 2200 |
| Efficiency: Cost per successful completion of treatment | \$2,550 | \$2,550 | \$2,650 | \$2,650 |
| Effect./Outcome: % of clients enrolled who complete treatment | 36% | 34% | 34% | 34% |
| Objective: Provide alcohol, other drug, and gambling treatment and prevention services for individuals within Hamilton County. | | | | |
| Demand: Number of people dependent on Alcohol/Other Drugs | 23000 | 23000 | 23000 | 23000 |
| Workload: Number of people enrolled in treatment | 6400 | 6400 | 6400 | 6400 |
| Efficiency: Average dollars per person in treatment | \$1,950 | \$1,950 | \$2,000 | \$2,000 |
| Effect./Outcome: Treat 38% of those person in Hamilton County who were dependent on alcohol and drugs | 28% | 38% | 30% | 30% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|-----------------------|------------|-----------|------------|------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 809,583 | 961,373 | 987,322 | 1,006,141 |
| 4 Other Expenditures | 18,507,209 | 7,621,453 | 20,479,015 | 20,242,753 |
| 5 Capital Outlay | 16,552 | 16,103 | 14,000 | 14,000 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 19,333,344 | 8,598,929 | 21,480,337 | 21,262,894 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|------------|-----------|------------|------------|
| | Actual | Estimate | Request | Approved |
| 25 Fines & Forfeitures | 85,706 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 13,116,874 | 826,448 | 13,732,915 | 13,732,915 |
| 40 Miscellaneous | 1,168,282 | 3,613,325 | 2,427,600 | 2,427,600 |
| 45 Other Financing Sources | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 230,171 | 292,402 | 1,106,431 | 1,106,431 |
| Total | 14,601,033 | 4,732,175 | 17,266,946 | 17,266,946 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 14.00 | 14.00 | 14.00 | 15.00 |
| New Positions | 1.00 | -1.00 | 0.00 | 0.00 |

Departmental Comments:

The Alcohol and Drug Addiction Services Board is moving with its providers toward a system of outcome measurement and outcome based planning that will help ensure continuous improvement of service quality for County clients. State fiscal year 2003 represents the first year for which we have baseline data on our outcome measures. We will continue to improve data collection and measurement processes, and we will be incorporating these results into the planning process that is a part of our providers' annual contracts. ADAS will also begin reporting these measurements to the County, beginning with the most basic measures of clients served versus residents in need, clients completing treatment, and estimates of the associated costs. Clinical outcomes measures will be reported in future years.

Objective #1

The demand is based on national prevalence data percentage (SAMHSA estimates) applied to local (Hamilton County) census data.

The workload is based on data pulled from CMHC for the number of clients enrolled in a given year.

Efficiency is then determined by the number of clients divided by the dollar amount pulled from the fee for service MACSIS database.

The outcome is the workload divided by demand.

Objective #2

The demand is based on data pulled from CMHC for the number of clients enrolled in a given year.

The workload is based on data pulled from CMHC for the number of clients completing treatment in a given year as opposed to the number of clients enrolled in a given year.

Efficiency is then determined by the number of clients divided by the dollar amount pulled from the fee for service MACSIS database.

The outcome is the workload divided by demand.

Budget Office Analysis:

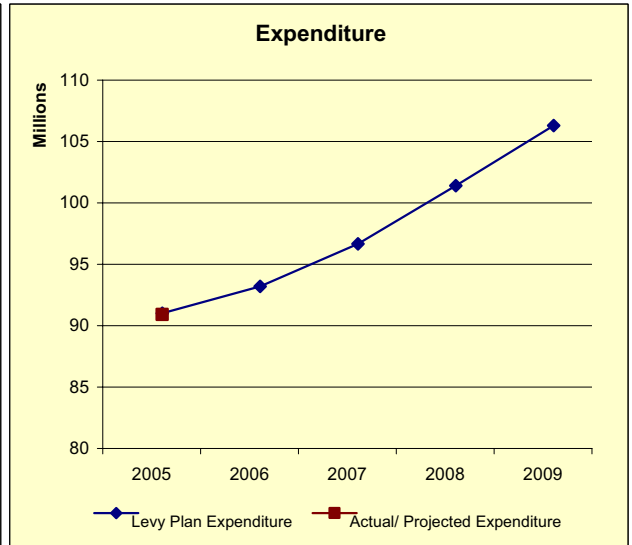
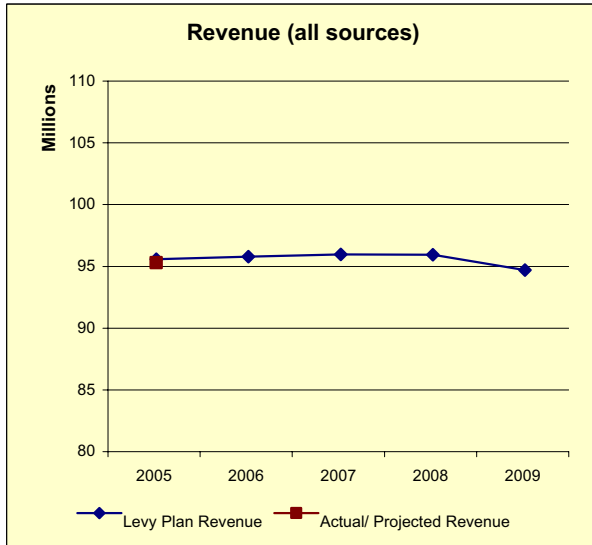
ADAS has made much progress in the area of grant accounting. This has been accomplished through the efforts of the ADAS staff and the help of an outside independent auditor.

MRDD Levy

Tax Levy: 3.62 Mills

Fund 003-002

| LEVY PLAN | Year 1 2005 | Year 2 2006 | Year 3 2007 | Year 4 2008 | Year 5 2009 |
|-----------------------------|-------------------|-------------------|-------------------|--------------------|--------------------|
| Beginning carryover | 10,574,852 | 15,140,576 | 17,726,677 | 17,046,960 | 11,588,749 |
| REVENUES (Total) | 94,934,546 | 95,131,556 | 95,332,255 | 95,292,925 | 94,067,595 |
| Tax Levy | 68,431,906 | 68,469,916 | 68,596,615 | 68,790,285 | 68,983,955 |
| Other | 26,502,640 | 26,661,640 | 26,735,640 | 26,502,640 | 25,083,640 |
| EXPENDITURES (Total) | 90,368,822 | 92,545,455 | 96,011,972 | 100,751,136 | 105,656,344 |
| EXPENDITURES | 90,368,822 | 92,545,455 | 96,011,972 | 100,751,136 | 105,656,344 |
| Ending Carryover | 15,140,576 | 17,726,677 | 17,046,960 | 11,588,749 | - |



| ACTUAL/PROJECTED | Year 1 2005 Budget | Year 2 | Year 3 | Year 4 | Year 5 |
|-----------------------------|-----------------------|--------|--------|--------|--------|
| Beginning carryover | 15,276,044 | | | | |
| REVENUES (Total) | 68,431,906 | | | | |
| Tax Levy | 68,431,906 | | | | |
| Other | - | | | | |
| EXPENDITURES (Total) | 821,182 | | | | |
| Agency | - | | | | |
| Auditor and Treasurer Fees | 821,182 | | | | |
| Ending Carryover | 82,886,768 | | | | |

2004 Encumbrances as of 3/14/05

7,113,045

Board of Mental Retardation

Program: Administration - 6101

Mandated By: ORC 5126.05

Funding Source: Tax Levies Operating Fund, Capital Project, Special Revenue Operating Fund

| | |
|--|---|
| <p>Program Description: The mission of the Board of Mental Retardation is to support people with disabilities and their families to achieve what is important to them. The administration program provides support to direct service divisions on a daily basis in the following areas: Supervision, purchasing, payroll, transportation, maintenance, accounting, purchasing, computer services, personnel, planning, community relations, auditing (internal/external), and training. To provide support to contract and community agencies in the areas of behavioral support services, contract development, housing, Quality Assurance, supported living supervision, training/staff development, advocacy, health/safety, investigations of abuse and neglect of individuals</p> | <p>Accomplishments: November 2004 will bring forth a ballot issue to the voters of Hamilton County for the funding of the MR/DD programs. As part of this process we worked with a consultant (Maximus), who was under contract with the Tax Levy Review Committee, to do a performance review of our operations and finances. They reported, "We are impressed with the operation of the MR/DD Board in terms of its organization and overall performance. Agency personnel appear to be very professional in demeanor, conduct, and performance. There is an appropriate focus on client service, accompanied by concern for the proper use of public funds." As part of this review we reduced our 2004 budget by \$958,000 in order to have a lower base year for our Tax Levy. Eleven positions were eliminated without affecting direct services to individuals. In partnership with the County Purchasing Department we have, and continue to, explore ways to consolidate our purchasing capability. Savings have already been realized. The Board approved the investigation into an Early Retirement Incentive Program (ERIP) that will help to save dollars in the upcoming levy cycle. The Community Relations Department received a Superior Award from the National Assoc. of County Officers for their Community Relations Plan, and also received the Award of Merit from the Ohio Public Images for the same plan. Our web site was redesigned and launched in Winter, 2004. Nineteen events were held with over 500 volunteers.</p> |
|--|---|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: Continue to meet training needs for agency staff, contract agencies, individuals served and their families

| | | | | |
|---|-------|-----|-----|-----|
| Demand: Training sessions to support individuals with DD | 150 | 200 | 240 | 240 |
| Workload: # of sessions to be planned, # of sessions to be planned, coordinated, and implemented | 150 | 200 | 240 | 240 |
| Efficiency: Staff required to develop, conduct, facilitate, and or coordinate training | 1.5 | 1.5 | 2 | 2 |
| Effect./Outcome: % of positive evaluations from training participants | 95.0% | 95% | 95% | 95% |



Objective: Investigate allegations of abuse, neglect and other major unusual incidents

| | | | | |
|---|------|------|------|------|
| Demand: Receive, investigate and follow-up on incidents | 850 | 900 | 900 | 900 |
| Workload: Investigate and follow-up | 850 | 900 | 900 | 900 |
| Efficiency: Staff required to investigate and oversee process | 4 | 4 | 4 | 4 |
| Effect./Outcome: Percent of investigations that when needing follow-up has corrective action taken | 100% | 100% | 100% | 100% |



Objective: Coordinate satisfaction surveys regarding services provided by the Board and through agency contracts.

This is a contracted service.

| | | | | |
|---|----|------|------|------|
| Demand: # of surveys needed to assess and improve services | NA | 55 | 55 | 55 |
| Workload: # of surveys of all services provided by the Board or through agency contracts | NA | 55 | 55 | 55 |
| Efficiency: Staff required to coordinate and conduct surveys | NA | 1.5 | 1.5 | 1.5 |
| Effect./Outcome: Percentage of improvement plans implemented | NA | 100% | 100% | 100% |



Objective: Explore the feasibility and potential cost savings by implementing an Early Retirement Incentive Program (ERIP)

| | | | | |
|--|---|---|-------------|-------------|
| Demand: Need to reduce cost assoc. w/long-term staff | 0 | 0 | 1 | 1 |
| Workload: Investigate number of eligible staff | 0 | 0 | 38 | 38 |
| Efficiency: # of staff accepting ERIP | 0 | 0 | 38 | 38 |
| Effect./Outcome: Savings by replacing existing staff w/entry level and not filling all vacated pos. 05 will not realize a savings, but will cost add'l dollars. | 0 | 0 | \$1,058,000 | \$1,058,000 |



Objective: Quality Assurance Department will continue to conduct QA reviews for individuals receiving residential services

| | | | | |
|---|------|------|------|------|
| Demand: QA reviews of 1/3 of individuals/residential serv. | 360 | 450 | 500 | 500 |
| Workload: Reviews conducted of 1/3 of individuals receiving residential services | 360 | 450 | 500 | 500 |
| Efficiency: Staff required to review, schedule and oversee reviews | 6 | 6 | 5.5 | 5.5 |
| Effect./Outcome: Percentage of individuals with no health or safety issues | 100% | 100% | 100% | 100% |



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.



Objective: Conduct compliance reviews of contracted services, determine areas of non-compliance and follow up to ensure compliance

| | | | | |
|---|------|------|------|------|
| Demand: # of contracted providers needing compliance reviews | 40 | 30 | 45 | 45 |
| Workload: # of contracted providers needing compliance reviews | 40 | 30 | 45 | 45 |
| Efficiency: Staff needed to conduct reviews and follow up | 4 | 3.5 | 3.5 | 3.5 |
| Effect./Outcome: Percent of completed compliance reviews that when needing follow-up has corrective action | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|------------------|------------------|------------------|------------------|
| 3 Personnel | 4,170,262 | 4,934,287 | 4,957,577 | 4,931,515 |
| 4 Other Expenditures | 1,213,530 | 2,219,607 | 2,293,607 | 2,293,607 |
| 5 Capital Outlay | 55,036 | 125,000 | 174,800 | 174,800 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 5,438,828 | 7,278,894 | 7,425,984 | 7,399,922 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------------|------------------|------------------|------------------|------------------|
| 1 Property Taxes | 3,272,000 | 3,754,400 | 6,010,896 | 6,010,896 |
| 35 Other Intergovernmental | 310,667 | 544,404 | 832,295 | 832,295 |
| 40 Miscellaneous | 12,391 | 12,061 | 7,000 | 7,000 |
| 50 Transfers - In | 286,820 | 0 | 0 | 0 |
| Total | 3,881,878 | 4,310,865 | 6,850,191 | 6,850,191 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 70.00 | 67.00 | 71.00 | 71.00 |
| New Positions | 10.00 | -19.00 | 0.00 | 0.00 |

Departmental Comments:

Our work with Maximus and the Tax Levy Review Committee has provided some recommendations for our review and possible implementation in the next levy cycle. We are looking forward to the continuation of providing quality services to the individuals we serve and to meet the needs of new adults coming to our programs and being able to serve "emergency placements" on an "as needed" basis. We will develop our Strategic Plan and tie it into the financial picture for the same time period. We continue to explore ways to reduce current expenditures in order to allow for potential growth in the future. The ERIP program will be pursued, but will result in an increase of costs for 2005 with savings resulted in the final four (4) years of the levy cycle. The contracted services department will negotiate new contracts with day service providers based on a fee for service model.

Budget Office Analysis:

Objectives reflect the work that can be accomplished with increased revenues resulting from passage of a new MRDD 3.62 mills levy in November 2004.

Board of Mental Retardation

Program: Adult Services - 6103

Mandated By: Ohio Revised Code 5126.05 and 5126.08

Funding Source: Tax Levies Operating Fund, Special Revenue State Grants, Special Revenue Federal Grants

| | |
|---|--|
| <p>Program Description: Mandated services for eligible adults (individuals) with mental retardation and developmental disabilities include sheltered employment, supported employment, transportation, retirement programs, recreational and educational programs. Approximately 35% of the individuals enrolled require specialized therapies, such as Occupational Therapy, Physical Therapy, Nursing, Behavior Support, or Speech Therapy services. Individuals needing these specialized services are most frequently enrolled in the four Centers operated directly by the Board. All services and supports are authorized through the Individual's Service Plan (ISP). Services are provided in four Adult Centers operated directly by Adult Services, at community agencies, such as Goodwill Industries, Jewish Vocational Services, and Work Resource Centers of Cincinnati, smaller not-for-profit agencies such as Almost Family or Stepping Stones Center, in individuals' homes, and through other providers and locations through individual budgets.</p> | <p>Accomplishments: The most important accomplishments in 2003: Net increase in numbers served was 40. A decrease of 7.9% (80) individuals receiving services directly from Board employees. An increase of 6.75% (65) individuals receiving services through contracts with other agencies. An increase of 161.2% (34) individuals customizing their services and supports using individuals' budgets. A reported increase of 47.5% earning wages in supported employment or enclaves. (This is an inflated number, due to a change in which data is now tracked.) Reorganized the four Centers so individuals have more choices. General Assembly (GA) centralized its operations. This decreased the number of individuals in each Center operated by the Board. GA is paying the rent for a central location; expenditure usually paid with tax levy dollars.</p> |
|---|--|

| | | | |
|----------------|------------------|-----------------|------------------|
| 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------|------------------|-----------------|------------------|



Objective: Provide remunerative work and employment training for eligible individuals in four (4) workshops and mobile work crews staffed by Adult Services.

Demand: Projected number of individuals to be served. 650 690 700 700

Workload: Actual number of individuals served * as of 5/28 685 700 700 700

Efficiency: Staff hours per year to operate 343,350 353,524 353,524 353,524

Effect./Outcome: Percent of actual individuals served 105.3% 100% 100% 100%

In 2003, General Assembly Centralized its enclave program. More people have chosen to work than anticipated.



Objective: To provide retirement options to eligible age 60 and above.

| | | | | |
|---|---------|---------|---------|---------|
| Demand: New measure; those eligible for retirement programs | 145 | 125 | 135 | 135 |
| Workload: Actual number choosing to not work or to work part time. | 138 | 125 | 135 | 135 |
| Efficiency: Total hours available for retirement options. | 200,970 | 214,830 | 225,575 | 225,575 |
| Effect./Outcome: Outcome is percent projected compared to percent receiving. | 95.2% | 100% | 100% | 100% |



Objective: To provide alternatives to employment for those who are not of retirement age, but choose not to work.

| | | | | |
|---|---------|---------|---------|---------|
| Demand: Number of individuals requesting to not work. | 185 | 230 | 255 | 255 |
| Workload: Number of individuals not working | 185 | 230 | 255 | 255 |
| Efficiency: Number of hours spent in other activities. | 256,410 | 312,543 | 343,800 | 343,800 |
| Effect./Outcome: Percent of total Adult Services enrollment choosing alternatives to work or retirement. | 9.1% | 7.8% | 11.2% | 11.2% |



Objective: To contract with private rehabilitation facilities (PRF) for sheltered and enclave employment services and supports.

| | | | | |
|--|-------|-------|------|------|
| Demand: Projected number of individuals to be served. | 675 | 525 | 550 | 550 |
| Workload: Actual number of individuals served. *number deflated due to change in manner in which data collected. | 638 | 525 | 550 | 550 |
| Efficiency: Total hours per year (PRF) operated. | 8,750 | 8,750 | 550 | 550 |
| Effect./Outcome: Percent actually served. | 94.5% | 100% | 100% | 100% |



Objective: Help individuals obtain supported or enclave employment, using Adult Services staff, PRF staff, and in collaboration with RSC.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Number of individuals | 435 | 560 | 575 | 575 |
| Workload: Number of individuals receiving employment. | 544 | 560 | 575 | 575 |
| Efficiency: Total staff hours available for supported employment. | 69,000 | 69,000 | 69,000 | 69,000 |
| Effect./Outcome: Percent of actual served | 125% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 10,639,472 | 11,706,680 | 12,125,029 | 12,095,850 |
| 4 Other Expenditures | 18,516,802 | 19,091,742 | 20,582,581 | 20,570,362 |
| 5 Capital Outlay | 48,625 | 115,600 | 145,600 | 145,600 |
| Total | 29,204,899 | 30,914,022 | 32,853,210 | 32,811,812 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|----------------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Estimate | Request | Approved |
| 1 Property Taxes | 13,906,001 | 15,956,200 | 20,437,046 | 20,437,046 |
| 35 Other Intergovernmental | 7,159,899 | 8,300,927 | 14,784,575 | 14,784,575 |
| 40 Miscellaneous | 17,619 | 204,000 | 5,000 | 5,000 |
| Total | 21,083,519 | 24,461,127 | 35,226,621 | 35,226,621 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|----------------------|---------------|---------------|---------------|---------------|
| | Actual | Estimate | Request | Approved |
| Total | 251.00 | 234.00 | 235.00 | 235.00 |
| New Positions | -17.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The lack of accessible transportation in Hamilton County continues to be a major obstacle for individuals who want to become fully employed taxpayers, or to participate in social, cultural, religious, and recreational activities. Board staff continues to negotiate with other agencies within Hamilton County so individuals have an even wider variety of providers located throughout Hamilton County.

*Objective #3 - the data collection method for the number of individuals receiving employment changed.

Budget Office Analysis:

Objectives reflect the work, which can be accomplished with increased revenues resulting from passage of a new MRDD 3.62 mills levy in November 2004.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Expenditures for staff salaries and fringe benefits at the Hamilton County MR/DD Board are just 40%, the second lowest in the state of Ohio. The state average for county MR/DD boards is 67%.

Board of Mental Retardation

Program: Children's Services - 6102

Mandated By: ORC 5126.05

Funding Source: Tax Levies Operating Fund, Special Revenue State Grants, Special Revenue Federal Grants, Trust

| | |
|---|---|
| <p>Program Description: The division of Children's Services provides service to individuals birth through twenty-one years of age through direct and contracted services. In partnership with community agencies, early intervention services are provided for individuals birth through three years of age; preschool services are provided for individuals three through five years of age and school age services are provided to individuals six through age twenty-one.</p> | <p>Accomplishments: Infants eligible for services under the Individual with Disabilities Education Act were provided assessments by Board staff as part of a contractual collaboration with local school districts and Help Me Grow. In the first year of the project, 393 infants were assessed helping to expedite services for infants during critical developmental periods of their life. The Board's collaboration with local school districts to fund this initiative is unprecedented in the state. Early intervention services enhanced service delivery by offering playgroups and therapy groups for families. The Board provided satellite services in four public school locations. Two primary age classrooms and two intermediate level classes are currently in operation with plans for a junior high satellite for the 2004-05 school year. Through the Board's Itinerant Support Team and contract agencies, technical support was provided to 238 students in community locations enabling them to remain in the least restrictive environment. Parents/caregivers of individuals receiving Board services were provided with 60 informational sessions throughout the year. Parents/caregivers reported a 96% satisfaction with Board services. The Board received "Best Practice" recognition for educational services to the community as part of the Ohio Department of MR/DD state accreditation.</p> |
|---|---|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: To deliver and coordinate early intervention (0-2) services for infants with disabilities and their families and provide county Part C evaluations.

| | | | | |
|---|------|-------|-------|-------|
| Demand: Number of children eligible | 1385 | 1,400 | 1,450 | 1,450 |
| Workload: Number of children served | 1385 | 1,400 | 1,450 | 1,450 |
| Efficiency: Number of FTE staff includes ancillary staff | 42 | 42 | 42 | 42 |
| Effect./Outcome: % of eligible children served | 100% | 100% | 100% | 100% |



Objective: To provide individualized education programs for children with multiple and severe disabilities in Board operated school programs.

| | | | | |
|---|------|------|------|------|
| Demand: Number of children eligible | 330 | 320 | 300 | 300 |
| Workload: Number of children served | 330 | 320 | 300 | 300 |
| Efficiency: Number of FTE staff includes ancillary staff | 132 | 132 | 132 | 132 |
| Effect./Outcome: % of eligible children served | 100% | 100% | 100% | 100% |



Objective: To provide technical support to students with intense needs in community settings through the Board's Itinerant Support Team and contract services.

| | | | | |
|---|------|------|------|------|
| Demand: Number of clients needing service | 238 | 300 | 200 | 200 |
| Workload: Number of clients served | 238 | 300 | 200 | 200 |
| Efficiency: Number of clients served through contractual providers | 250 | 300 | 200 | 200 |
| Effect./Outcome: % of eligible clients served | 100% | 100% | 100% | 100% |



Objective: Provide preschool disability services to children 3 - 5 years old in collaboration with the Local Educ. Authority and other early childhood providers.

| | | | | |
|---|------|------|------|------|
| Demand: Number of children eligible | 20 | 20 | 12 | 12 |
| Workload: Number of children served | 20 | 20 | 12 | 12 |
| Efficiency: Number of FTE staff | 4 | 4 | 4 | 4 |
| Effect./Outcome: % of eligible children served | 100% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 10,446,075 | 11,621,825 | 11,864,937 | 11,836,158 |
| 4 Other Expenditures | 5,403,804 | 6,284,388 | 5,516,155 | 5,516,155 |
| 5 Capital Outlay | 111,835 | 241,000 | 231,090 | 231,090 |
| Total | 15,961,714 | 18,147,213 | 17,612,182 | 17,583,403 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|----------------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Estimate | Request | Approved |
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| 25 Fines & Forfeitures | 0 | 0 | 0 | 0 |
| 30 Investments Interest | 3,452 | 413 | 0 | 0 |
| 35 Other Intergovernmental | 5,414,311 | 6,583,798 | 6,971,708 | 6,971,708 |
| 40 Miscellaneous | 354,171 | 384,135 | 2,493,055 | 2,493,055 |
| 1 Property Taxes | 8,180,001 | 9,386,000 | 8,415,254 | 8,415,254 |
| Total | 13,951,935 | 16,354,346 | 17,880,017 | 17,880,017 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|----------------------|---------------|---------------|---------------|---------------|
| | Actual | Estimate | Request | Approved |
| Total | 231.00 | 230.00 | 222.00 | 222.00 |
| New Positions | -1.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The stabilization of the Help Me Grow system in Hamilton County and the development of an authentic assessment process have led to an increase in the number of infants served. This increase is evident in the number of infants currently served in the first half of 2004 and includes projections for the increase to remain in 2005. The reduction in numbers of individuals served in the school age, preschool and contract services is a result of the need to decrease the Children's Services budget during the next levy cycle. The Board is legally committed to provide school age services from August 2004 through June 2005. In August of 2005 preschool services will be terminated or costs will be deferred to local school districts.

Budget Office Analysis:

Objectives reflect the work that can be accomplished with increased revenues resulting from passage of a new MRDD 3.62 mills levy in November 2004.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Board of Mental Retardation

Program: Community Resources - 6104

Mandated By: ORC 5126.15 Case management

Funding Source: Tax Levies Operating Fund, Special Revenue State Grants

| | |
|---|--|
| <p>Program Description: Community Resources provides service facilitation for all eligible individuals who receive waiver services and for any other eligible individual who requests the service.</p> | <p>Accomplishments: In the past year, Community Resources has continued to work on two major initiatives. First, we are continuing to transform our service model into one in which the individual and family have more control over their own services (self determination). Second, the residential services of more individuals are being funded by Medicaid home and community based waivers. Progress continues to be made in both areas. The change to self-determination is being accomplished by first regionalizing services to get staff closer to people served and to be more accessible to them. This phase was completed in 2003. In 2004, we are working to shift control over dollars and services to the local regional teams and individuals and families. Two of the five geographical regions of Hamilton County have entered this phase of self-determination (also known as consumer-directed services). We continue efforts also to convert the costs of residential supports to waivers, thereby enabling us to serve emergencies more efficiently. So far in 2004, we have added 123 new waivers to assist in funding existing services that were 100% funded with local dollars and new emergencies. We expect to add 68 waivers during the remainder of this year.</p> |
|---|--|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: To provide supported living and residential services to eligible persons within natural settings or facilities.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Number of persons on the residential waiting list | 679 | 607 | 607 | 607 |
| Workload: Number of persons receiving supported living or residential services. | 1,221 | 1,320 | 1,395 | 1,395 |
| Efficiency: Number of individuals who receive residential services who have a waiver | 834 | 1,025 | 1,100 | 1,100 |
| Effect./Outcome: Increase in number of people receiving residential services | 69 | 64 | 75 | 75 |



Objective: Provide case management and service facilitation to eligible persons as specified in their Plans.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Number of people needing case management | 3,549 | 3,800 | 4,268 | 4,268 |
| Workload: Number of people served. | 3,549 | 3,800 | 3,838 | 3,838 |
| Efficiency: Number of service coordinators | 82 | 89 | 89 | 89 |
| Effect./Outcome: Percent of people served | 100% | 100% | 90% | 90% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Estimate | Request | Approved |
| 4 Other Expenditures | 18,334,037 | 27,360,308 | 24,174,811 | 24,174,811 |
| 5 Capital Outlay | 53,844 | 244,469 | 245,900 | 245,900 |
| 3 Personnel | 6,255,223 | 7,393,411 | 8,071,777 | 8,051,868 |
| Total | 24,643,104 | 34,998,188 | 32,492,488 | 32,472,579 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Estimate | Request | Approved |
| 1 Property Taxes | 15,542,001 | 17,833,400 | 25,245,763 | 25,245,763 |
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 7,066,282 | 13,210,712 | 9,241,554 | 9,241,554 |
| 40 Miscellaneous | 98,057 | 210,000 | 210,000 | 210,000 |
| Total | 22,706,340 | 31,254,112 | 34,697,317 | 34,697,317 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|----------------------|---------------|---------------|---------------|---------------|
| | Actual | Estimate | Request | Approved |
| Total | 116.00 | 123.00 | 126.00 | 126.00 |
| New Positions | 2.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

In the coming year, the remaining three regions will begin the consumer-directed services phase of self-determination. We expect to receive more waivers (IO waivers and Level I) that will be used to continue to expand residential services to individuals who do not receive any residential services currently (Level I) or have an emergency need.

CHALLENGES FOR 2005: The challenge facing Community Resources is to continue to provide quality service facilitation without adding new positions, either service facilitators or support staff. We will need to reconsider our current practice of providing service facilitation to any eligible person who requests it, as opposed to those who are required to have a service facilitator (those with waivers). We will also be challenged to conserve the dollars that are budgeted for residential services to insure that all emergencies that come to us in 2005 can be served.

Budget Office Analysis:

Objectives reflect the work, which can be accomplished with increased revenues resulting from passage of a new MRDD 3.62 mills levy in November 2004.

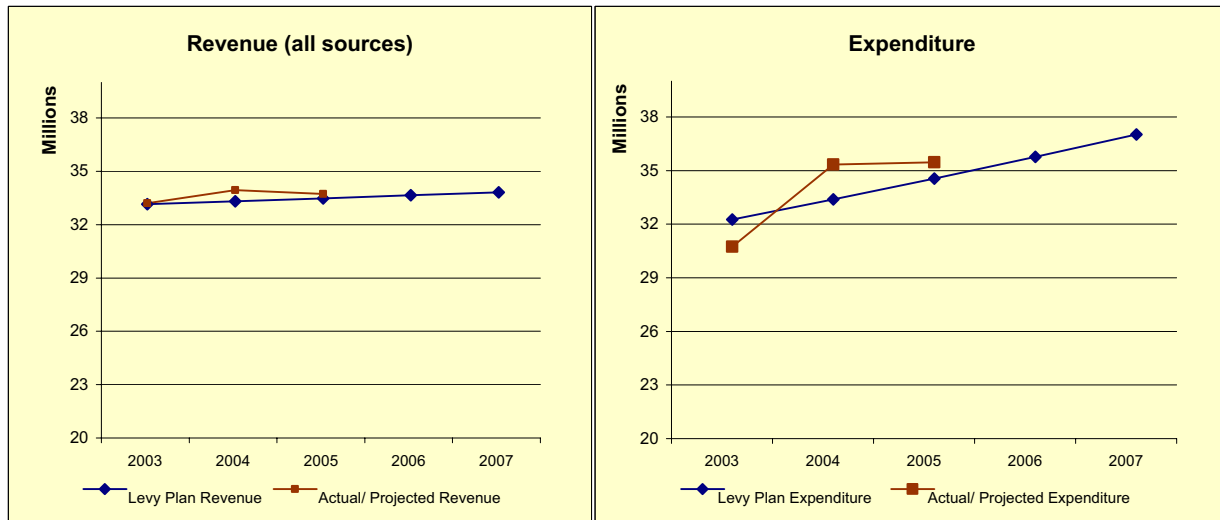


A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Community Mental Health Board

Tax Levy: 2.74 Mills Fund 003-003

| LEVY PLAN | Year 1 2003 | Year 2 2004 | Year 3 2005 | Year 4 2006 | Year 5 2007 |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Beginning carryover | 8,564,482 | 9,461,694 | 9,392,822 | 8,318,564 | 6,198,194 |
| REVENUES (Total) | 32,700,000 | 32,863,500 | 33,027,818 | 33,192,957 | 33,358,922 |
| Tax Levy | 32,700,000 | 32,863,500 | 33,027,818 | 33,192,957 | 33,358,922 |
| EXPENDITURES (Total) | 31,802,788 | 32,932,372 | 34,102,076 | 35,313,327 | 36,567,599 |
| EXPENDITURES | 31,802,788 | 32,932,372 | 34,102,076 | 35,313,327 | 36,567,599 |
| | - | - | - | - | - |
| Ending Carryover | 9,461,694 | 9,392,822 | 8,318,564 | 6,198,194 | 2,989,517 |



| ACTUAL/PROJECTED | Year 1 2003 Actual | Year 2 2004 Actual | Year 3 2005 Budget |
|-----------------------------|-----------------------|-----------------------|-----------------------|
| Beginning carryover | 9,257,767 | 11,722,692 | 10,325,876 |
| REVENUES (Total) | 32,757,437 | 33,490,913 | 33,281,474 |
| Tax Levy | 32,757,437 | 33,490,913 | 33,281,474 |
| EXPENDITURES (Total) | 30,292,512 | 34,887,729 | 35,013,669 |
| Agency | 30,292,512 | 34,887,729 | 34,614,291 |
| Auditor and Treasurer Fees | | | 399,378 |
| Ending Carryover | 11,722,692 | 10,325,876 | 8,593,681 |

2004 Encumbrances as of 3/14/05

190,162

Community Mental Health Board

Program: Direct Services - 6203

Mandated By: In part by ORC 1522.29

Funding Source: Tax Levies Operating Fund, Special Revenue State Grants, Special Revenue Operating Fund, Special Revenue Calendar Grants

| | |
|--|--|
| Program Description: Provide funding, planning, program monitoring, and agency support through fiscal and information management systems, clinical services management, and mental health service evaluation and coordination. | Accomplishments: All of the 2004 objectives detailed below were met. |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
|--|----------------|------------------|-----------------|------------------|



Objective: Respond to and/or resolve within 10 working days the concerns called into the Board by consumers.

| | | | | |
|--|------|------|------|------|
| Demand: # of concerns rec. by the Client Rights Officer | 258 | 260 | 260 | 260 |
| Workload: # of concerns responded to and/or resolved | 258 | 260 | 260 | 260 |
| Efficiency: # hours to respond to and/or resolve each concern | 5.0 | 5.0 | 5.0 | 5.0 |
| Effect./Outcome: % of concerns responded to and/or resolved | 100% | 100% | 100% | 100% |



Objective: Develop all budgets and contracts in compliance with budgeting schedule.

| | | | | |
|---|------|------|------|------|
| Demand: # of contracts and allocations proposed | 158 | 140 | 140 | 140 |
| Workload: # of contracts and allocations signed | 158 | 140 | 140 | 140 |
| Efficiency: # of hours to develop a contract and allocation | 33 | 33 | 33 | 33 |
| Effect./Outcome: % of contracts and allocations developed on schedule. | 100% | 100% | 100% | 100% |



Objective: Provide member maintenance for all contract and Medicaid provider agencies enrolled in MACSIS.

| | | | | |
|---|------|------|------|------|
| Demand: # of agencies to maintain | 35 | 33 | 33 | 33 |
| Workload: # of agencies maintained | 35 | 33 | 33 | 33 |
| Efficiency: # hours per day to provide maintenance | 7.5 | 7.5 | 7.5 | 7.5 |
| Effect./Outcome: % of agencies maintained | 100% | 100% | 100% | 100% |



Objective: Process service claims within two weeks of posting at the state level.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: # of claims received per week | 20,600 | 17,500 | 17,500 | 17,500 |
| Workload: # of claims processed per Week | 20,600 | 17,500 | 17,500 | 17,500 |
| Efficiency: # days to process weekly claims | 15.0 | 15.0 | 15.0 | 15.0 |
| Effect./Outcome: % of claims processed | 100% | 100% | 100% | 100% |



Objective: Conduct and review surveys of consumer satisfaction with services provided by contract agencies

| | | | | |
|--|------|------|------|------|
| Demand: # of agencies to survey | 50 | 45 | 45 | 45 |
| Workload: # of agencies surveyed | 50 | 45 | 45 | 45 |
| Efficiency: # of days to conduct and review each survey | 50 | 50 | 50 | 50 |
| Effect./Outcome: % of consumer surveys conducted and reviewed | 100% | 100% | 100% | 100% |



Objective: Review and analyze provider quarterly and annual assurance reports

| | | | | |
|--|------|------|------|------|
| Demand: # of assurance reports received | 50 | 45 | 45 | 45 |
| Workload: # of assurance reports reviewed and analyzed | 50 | 45 | 45 | 45 |
| Efficiency: # of days to review and analyze each report | 5.0 | 5.0 | 5.0 | 5.0 |
| Effect./Outcome: % of assurance reports reviewed and analyzed | 100% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 3,357,381 | 0 | 1,594,397 | 1,594,397 |
| 4 Other Expenditures | 300,869 | 3,037,472 | 1,899,008 | 1,899,008 |
| 5 Capital Outlay | 2,636,773 | 364,352 | 129,215 | 129,215 |
| Total | 6,295,023 | 3,401,824 | 3,622,620 | 3,622,620 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|----------------------------|---------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 1 Property Taxes | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 112,545 | 2,905,120 | 1,936,106 | 2,061,106 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| Total | 112,545 | 2,905,120 | 1,936,106 | 2,061,106 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 42.00 | 19.00 | 17.00 | 17.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The sources of funding for Mental Health Board administration are as follows:
Grants from the Ohio Department of Mental Health and the local Mental Health Tax Levy.

Budget Office Analysis:

The 2004 levy request is approximately \$1m more than estimated in the original levy plan as a result of reduced state funding and increases in Medicaid agency budgets. However, MHB will take necessary steps to ensure that the levy will have a positive fund balance at the end of the levy period.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.




Community Mental Health Board

Program: Services Administration - 6202

Mandated By: In part by ORC 1522.29.

Funding Source: Tax Levies Operating Fund, Special Revenue State Grants, Special Revenue Federal Grants, Special Revenue Operating Fund

| | |
|---|---|
| <p>Program Description: Provide a full range of mental health services to Hamilton County residents through the agency of independent service contractors, and perform service audits for these contract agencies. Additionally, provide funding, planning, program monitoring, and agency support through fiscal and information management systems, clinical services management, and mental health service evaluation and coordination.</p> | <p>Accomplishments: CY 2000 - Implemented the MACSIS claims processing system. CY 2001 - Implemented the Re-Design of the Case Management System CY 2002 - Implemented the Mental Health Court. Implementation of the MACSIS system results in standardized statewide claims processing and Hamilton County claim information by agency/service/client is now available for analysis.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
|  <p>Objective: Fund service agencies in accord with contract timelines.</p> | | | | |
| Demand: # of funding requests received | 4,985 | 4,800 | 4,800 | 4,800 |
| Workload: # of funding requests processed on schedule | 4,985 | 4,800 | 4,800 | 4,800 |
| Efficiency: # of hours to process each funding request | 1.0 | 1.0 | 1.0 | 1.0 |
| Effect./Outcome: % of funding requests processed on schedule | 100% | 100% | 100% | 100% |
|  <p>Objective: Monitor agency performance through annual service audits.</p> | | | | |
| Demand: # of service audits scheduled | 44 | 52 | 45 | 45 |
| Workload: # of service audits performed | 44 | 52 | 45 | 45 |
| Efficiency: # of days to conduct each audit | 3.3 | 3.3 | 3.3 | 3.3 |
| Effect./Outcome: % of service audits performed annually | 100% | 100% | 100% | 100% |
|  <p>Objective: Track Hamilton County (HC) consumers and confirm remittance advice payments to agencies in other Ohio counties</p> | | | | |
| Demand: # of HC consumers serviced out of county | 423 | 500 | 500 | 500 |
| Workload: # of payments confirmed for out of county consumers | 542 | 600 | 600 | 600 |
| Efficiency: # of hrs to track each consumer & pay for services | 2.0 | 2.0 | 2.0 | 2.0 |
| Effect./Outcome: % of consumers tracked & remittance advice payments confirmed for out of county services | 100% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 27,336 | 5,474 | 0 | 0 |
| 4 Other Expenditures | 58,809,673 | 32,163,393 | 78,169,433 | 78,169,433 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 58,837,009 | 32,168,867 | 78,169,433 | 78,169,433 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|----------------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Estimate | Request | Approved |
| 1 Property Taxes | 12,512,829 | 29,078,000 | 29,163,446 | 29,163,446 |
| 35 Other Intergovernmental | 29,400,904 | 2,877,362 | 49,875,105 | 49,750,105 |
| 40 Miscellaneous | 112,981 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| 71 Contractual Services | 0 | 0 | 0 | 0 |
| 98 Debt Service | 0 | 0 | 0 | 0 |
| Total | 42,026,714 | 31,955,362 | 79,038,551 | 78,913,551 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The sources of funding for agency-contracted services are as follows:

Grants from the State of Ohio (Primarily from the Ohio Department of Mental Health)

And the local Mental Health Tax Levy, and grants from the Cincinnati Health Foundation. The sources of funding for Mental Health Board administration are: 1) grants from the Ohio Department of Mental Health and 2) the local Mental Health Tax Levy.

Our third objective, to track out-of-county services provided to Hamilton County residents and confirm remittance advices, has changed considerably and will continue to do so. More and more out-of-county provider agencies are paid with Medicaid funds for services reported through the State's MACSIS (Multi Agency Community Services Information System). We are required to contract with all agencies certified to provide mental health Medicaid services without exception. Consequently the number of agencies with which we contract has increased from only a few in 1999 to over 50 in 2001 and is expected to increase to 125 in 2002.

Budget Office Analysis:

The 2004 and 2005 levy requests were more than estimated in the original levy plan as a result of reduced state funding and increases in Medicaid agency budgets.

As a result of the service audits, \$10,593 was recovered for 141 claims found to be ineligible for payment. Twenty-one audits resulted in a "Plan of Correction" or other actions being required of the audited agency.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

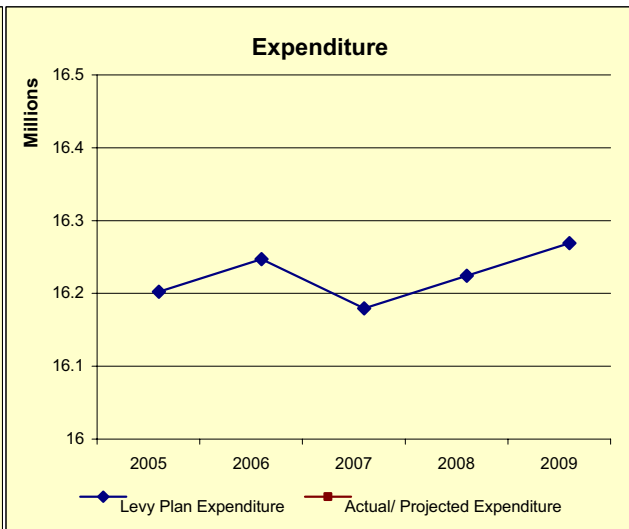
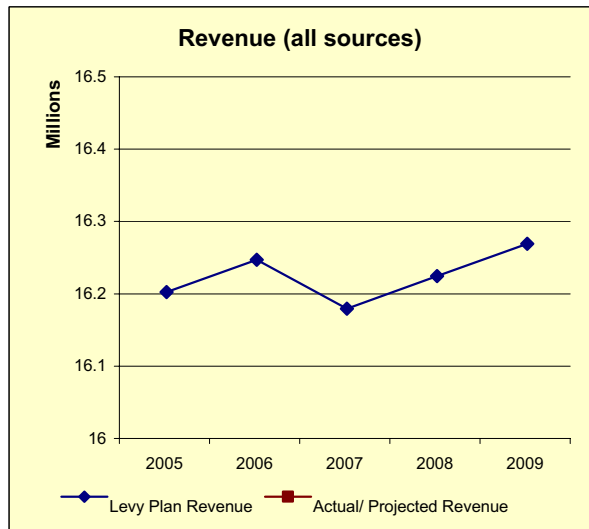
Health and Hospitalization - including Drake Center, Inc.

Tax Levy: 1.59 Mills

Fund 003 - 007

updated for 2004 ending balance

| LEVY PLAN | Year 1 2005 | Year 2 2006 | Year 3 2007 | Year 4 2008 | Year 5 2009 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| Beginning carryover | - | - | - | - | - |
| REVENUES (Total) | 16,190,204 | 16,234,724 | 16,167,143 | 16,212,083 | 16,257,023 |
| Tax Levy | 16,190,204 | 16,234,724 | 16,167,143 | 16,212,083 | 16,257,023 |
| Other | - | - | - | - | - |
| EXPENDITURES (Total) | 16,190,204 | 16,234,724 | 16,167,143 | 16,212,083 | 16,257,023 |
| Drake Center Inc. & Other County Entities | 15,995,922 | 16,039,907 | 15,973,137 | 16,017,538 | 16,061,939 |
| Auditor and Treasurer Fees | 194,282 | 194,817 | 194,006 | 194,545 | 195,084 |
| Ending Carryover | - | - | - | - | - |



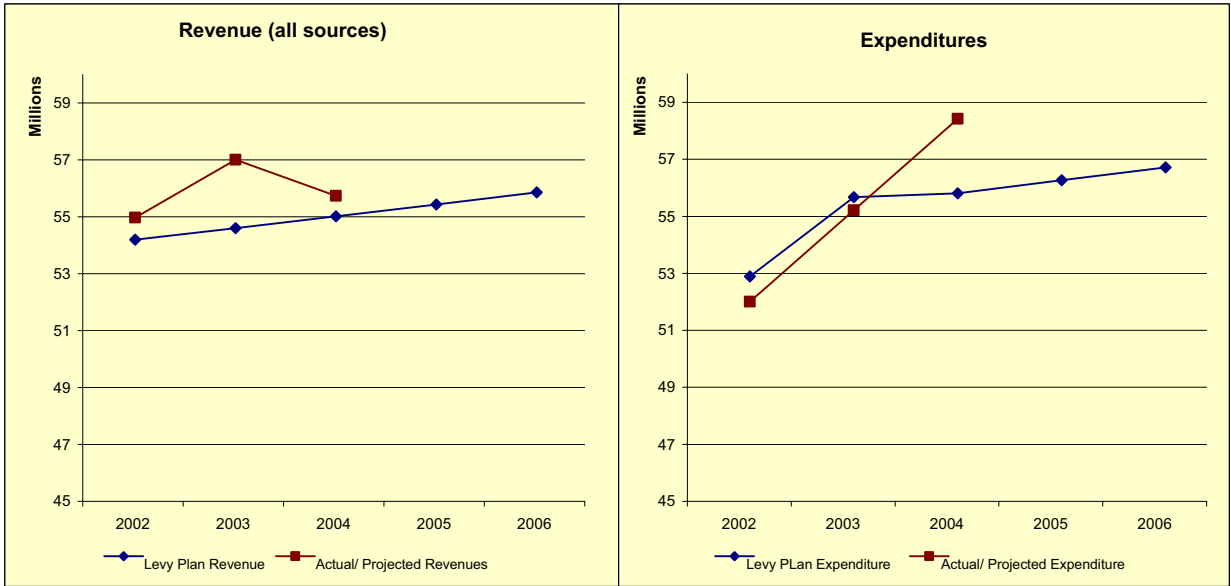
| ACTUAL/PROJECTED | Year 1 2005 | Year 2 2006 | Year 3 2007 | Year 4 2008 | Year 5 2009 |
|---|-------------------|----------------|----------------|----------------|----------------|
| Beginning carryover | 794,879 | | | | |
| REVENUES (Total) | 16,190,204 | | | | |
| Tax Levy | 16,190,204 | | | | |
| Other | - | | | | |
| EXPENDITURES (Total) | 16,190,204 | | | | |
| Drake Center Inc. & Other County Entities | 15,977,807 | | | | |
| Auditor and Treasurer Fees | 194,282 | | | | |
| Indirect Cost | 18,115 | | | | |
| Ending Carryover | 794,879 | | | | |

Health and Hospitalization - University & Children's Hospital

Tax Levy: 5.39 Mills Fund 003 - 004

2004 Actuals

| LEVY PLAN | Year 1 2002 | Year 2 2003 | Year 3 2004 | Year 4 2005 | Year 5 2006 |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Beginning carryover | 2,251,302 | 3,552,967 | 2,487,553 | 1,694,460 | 862,131 |
| REVENUES (Total) | 53,921,683 | 54,331,109 | 54,743,731 | 55,159,577 | 55,578,672 |
| Tax Levy | 53,635,203 | 54,037,467 | 54,442,748 | 54,851,069 | 55,262,452 |
| Other | 286,480 | 293,642 | 300,983 | 308,508 | 316,220 |
| EXPENDITURES (Total) | 52,620,018 | 55,396,523 | 55,536,824 | 55,991,906 | 56,440,803 |
| Other Health Care Allocation | 10,280,018 | 13,056,523 | 13,196,824 | 13,651,906 | 14,100,803 |
| Hosp. Health Care Allocation | 42,340,000 | 42,340,000 | 42,340,000 | 42,340,000 | 42,340,000 |
| Ending Carryover | 3,552,967 | 2,487,553 | 1,694,460 | 862,131 | - |



| ACTUAL/PROJECTED | Year 1 2002 Actual | Year 2 2003 Actual | Year 3 2004 Actual | Year 4 2005 Budget |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| Beginning carryover | 2,251,302 | 5,215,216 | 7,005,627 | 4,310,837 |
| REVENUES (Total) | 54,694,127 | 56,728,448 | 55,458,557 | 54,538,312 |
| Tax Levy | 54,409,543 | 53,395,087 | 54,735,659 | 54,271,022 |
| Other | 284,584 | 3,333,361 | 722,898 | 267,290 |
| EXPENDITURES (Total) | 51,730,213 | 54,938,037 | 58,153,347 | 57,552,038 |
| University/Children's Hosp. | 42,340,000 | 42,340,000 | 44,078,539 | 42,340,000 |
| Juvenile Court Medical Services (400067) | - | 1,550,000 | 1,395,027 | 1,516,000 |
| TB Control (123711,123729,123737) | 1,287,112 | 1,173,366 | 1,365,539 | 1,412,449 |
| Sheriff - Inmate Health Care (300558) | 4,517,499 | 5,796,552 | 6,978,297 | 7,139,416 |
| Extended Detoxification & ADAPT Programs (660084) | 2,253,161 | 2,676,654 | 2,640,327 | 2,387,500 |
| Crippled Children's Fund (190010) | 1,285,062 | 1,348,082 | 941,772 | 1,880,057 |
| Other (190010) | 47,379 | 53,383 | 71,792 | 225,364 |
| Auditor and Treasurer Fees | | | 682,054 | 651,252 |
| Sub-total Carryover | 5,215,216 | 7,005,627 | 4,310,837 | 1,297,111 |

2004 Encumbrances as of 3/14/05

1,298,597

Health and Hospitalization Tax

Program: Administration - 6001

Mandated By: Not Mandated

Funding Source: Tax Levies Operating Fund

| | |
|---|--|
| <p>Program Description: There are two levies in Hamilton County that provide health and hospitalization services to indigent patients, the Drake Center levy and the Indigent Health Care tax levy.</p> <p>On November 2,1999 the voters of Hamilton County approved a renewal of the tax levy benefiting the Drake Center. The levy is for a five-year term from 1999 to 2003 at the rate of 1.59 mills. The Drake Center is a regional, not-for-profit, tax-assisted private health care organization dedicated to providing cost-effective, high quality skilled comprehensive rehabilitation, subacute and skilled nursing care programs, principally to Hamilton County residents.</p> <p>In November 2001, voters approved a 5.39 mill five-year tax levy for Indigent Health Care. Indigent Health Care provides health and hospitalization services for indigent County residents at the University of Cincinnati and Children's Hospital through a contract with Hamilton County, adopted by the Board of County Commissioners on June 18, 2002.</p> | <p>Accomplishments: Drake Center</p> <p>During the past year, Drake has significantly expanded and renovated the facility to provide better access to care for patients and to accommodate additional programs.</p> <p>Indigent Health Care</p> <p>University Hospital and Children's Hospital continued to provide cost-effective, high-quality health care to medically indigent residents of Hamilton County who also meet income eligibility requirements.</p> |
|---|--|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: Drake Center - To provide Rehabilitation/Medically Complex/Long Term Acute Care services for 100% of persons meeting admission criteria.

| | | | | |
|--|---------|---------|---------|-----|
| Demand: Long Term Acute Care Hospital days | 42,851 | 45,847 | 46,750 | TBD |
| Workload: Long Term Acute Care Procedures | 275,331 | 294,796 | 300,603 | TBD |
| Efficiency: Long Term Acute Care procedures per day | 6.43 | 6.43 | 6.43 | TBD |
| Effect./Outcome: % of patients meeting admission criteria | 100% | 100% | 100% | TBD |



Objective: UH/Children's Hospitals: To confirm that patients qualify financially for indigent care.

| | | | | |
|---|---------|---------|---------|---------|
| Demand: Patient records reviewed annually | 110,175 | 108,409 | 109,500 | 109,500 |
| Workload: Patient records reviewed monthly | 481 | 435 | 425 | 425 |
| Efficiency: Costs to review patient records - monthly | \$568 | \$583 | \$601 | \$601 |
| Effect./Outcome: Total c% of patients qualifying as indigent/% of patient files containing proof of income | 99.4% | 100% | 100% | 100% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|-------------------|-------------------|-------------------|-------------------|
| 4 Other Expenditures | 43,070,714 | 59,328,357 | 56,134,282 | 53,331,123 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 43,070,714 | 59,328,357 | 56,134,282 | 53,331,123 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|
| 1 Property Taxes | 46,351,556 | 63,639,000 | 61,505,317 | 61,505,317 |
| 10 State & Local Government | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 5,909,908 | 9,637,544 | 8,955,909 | 8,955,909 |
| 40 Miscellaneous | 437,011 | 437,011 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 52,698,475 | 73,713,555 | 70,461,226 | 70,461,226 |

FTE Count

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Contracts with the Drake Center and University Hospital, Children's Hospital and UC govern the timing and usage of the tax levy payments.

Budget Office Analysis:

The Health and Hospitalization Levy for Drake Hospital expires in 2004. The voters passed a new .40 mill levy in November 2004. The objectives for Drake Hospital will be updated pending the results of the Board of Commissioners' decision on the distribution of the levy funds. Performance measures and objectives for County agencies receiving levy funds are included on the program sheets for those departments.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Hospital Commission

Program: Administration - 6501

Mandated By: No - Organized under ORC 339.14

Funding Source: Special Revenue Operating Fund

| | |
|---|--|
| <p>Program Description: The Hospital Commission receives a fee, which is generated when bonds are issued for the construction projects undertaken by health care organizations. For this fee, the Hospital Commission ensures that new bond issues are drafted, reviewed, revised and an offering circular is prepared timely. The Commission annually monitors the financial condition of and compliance with outstanding bond covenants issued.</p> | <p>Accomplishments: The Hospital Commission participated in one-bond issuances in 2004. This issuance was for the Cincinnati Children's Hospital Center in the amount of \$97,785,000.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: Annually monitor the financial condition of and compliance with bond covenants issued. | | | | |
| Demand: # of active bonds to be reviewed | 30 | 30 | 30 | 30 |
| Workload: # of bonds reviewed | 30 | 30 | 30 | 30 |
| Efficiency: Time spent reviewing (hrs. per bond) | 30 | 30 | 30 | 30 |
| Effect./Outcome: % of bonds monitored | 100% | 100% | 100% | 100% |
| Objective: Ensure new bond issues are drafted, reviewed and revised, and an offering circular is prepared timely. | | | | |
| Demand: # of new issues requested | 2 | 2 | 2 | 2 |
| Workload: # of new issues processed | 2 | 2 | 2 | 2 |
| Efficiency: Avg. cost to monitor and active bond | \$2,500 | 2,500 | 2,500 | 2,500 |
| Effect./Outcome: % of bonds issues prepared timely | 100% | 100% | 100% | 100% |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Expenditures | | | | |
| 4 Other Expenditures | 79,198 | 79,198 | 86,448 | 82,363 |
| Total | 79,198 | 79,198 | 86,448 | 82,363 |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| Revenues | | | | |
| 20 Charges for Service Fees | 45,000 | 79,198 | 86,448 | 82,363 |
| 40 Miscellaneous | 77 | 102 | 0 | 0 |
| Total | 45,077 | 79,300 | 86,448 | 82,363 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The Hospital Commission receives a fee, which is generated when bonds are issued for construction projects undertaken by health care organizations. For this fee, the Hospital Commission ensures that new bond issues are drafted, reviewed, revised and an offering circular is prepared timely. The Commission annually monitors the financial condition of and compliance with outstanding bond covenants issued.

Budget Office Analysis:

The GCHC's Vision Statement is as follows:

The Council is a member-driven organization that will be widely recognized by the community as providing innovative leadership and collaborative opportunities to address health care issues in the region and, through its members, to actively enhance the health status of the people of the Tristate area.

Judicial

Courts of original jurisdiction, the Ohio Courts of Common Pleas and those commonly referred to as trial courts, perform two basic functions. They ascertain the facts in a specific situation and the meaning of laws applicable to that situation. The Court of Appeals reviews the actions of another court to determine if the applicable laws were properly interpreted and applied in the specific controversy being considered.

There are both trial courts and an appellate court within the Hamilton County judicial function.

The **Municipal Court** is a trial court serving all of Hamilton County. It is a court with which the average citizen is most likely to come in contact. The jurisdiction of Municipal Court is limited to traffic offenses, misdemeanors and civil cases where the amount of controversy does not exceed \$10,000. This court also has preliminary jurisdiction in felonies. Small claims court is a division of Municipal Court which hears claims for money only, not in excess of \$500.

The **Common Pleas** Court serves all of Hamilton County and is divided into four divisions by function: Common Pleas (general cases), Probate, Domestic Relations and Juvenile.

There is an interrelationship among the components of the judicial function. Once a person is arrested, a private attorney could handle the defendant's case or a **Public Defender** (if the defendant is determined to

be indigent). The State is represented in the case by an attorney from the **Prosecutor's** office (see public safety function). If the case does not go to trial and a payout is made, the defendant would pay the fine in the **Clerk of Court's** office. Depending on the type of violation, the case would be heard by the Court of Common Pleas or Municipal Court. If the defendant were not an adult, the case would be adjudicated in **Juvenile Court**. If the case involves paternity, divorce, or dissolution the case would appear on the **Domestic Relations** docket. If a will is filed or a person is found to be incompetent, the **Probate Court** would handle the case. If the defendant is found guilty, he or she could contact the **Court of Appeals** to have the case reviewed and possibly overturned.

Court Reporters keep a verbatim record of all reported proceedings and provide transcripts of those proceedings on request. **Adult Probation** is charged by the Common Pleas and Municipal Courts, under statutory authority, to supervise the conduct of criminal offenders. Probation also offers them opportunities to improve their livelihood through services delivered both in-house and contracted from other agencies.

The **River City Correctional Center** is a community-based correctional facility (CBCF) opened in 1998. The residential facility provides an alternative approach to the traditional jail for third, fourth and fifth degree felons. The Center has a focus on safety, security and effectiveness and anticipates that offenders will spend an

average of four months in the facility. The maximum length of stay is six months, depending on the progress of rehabilitation.

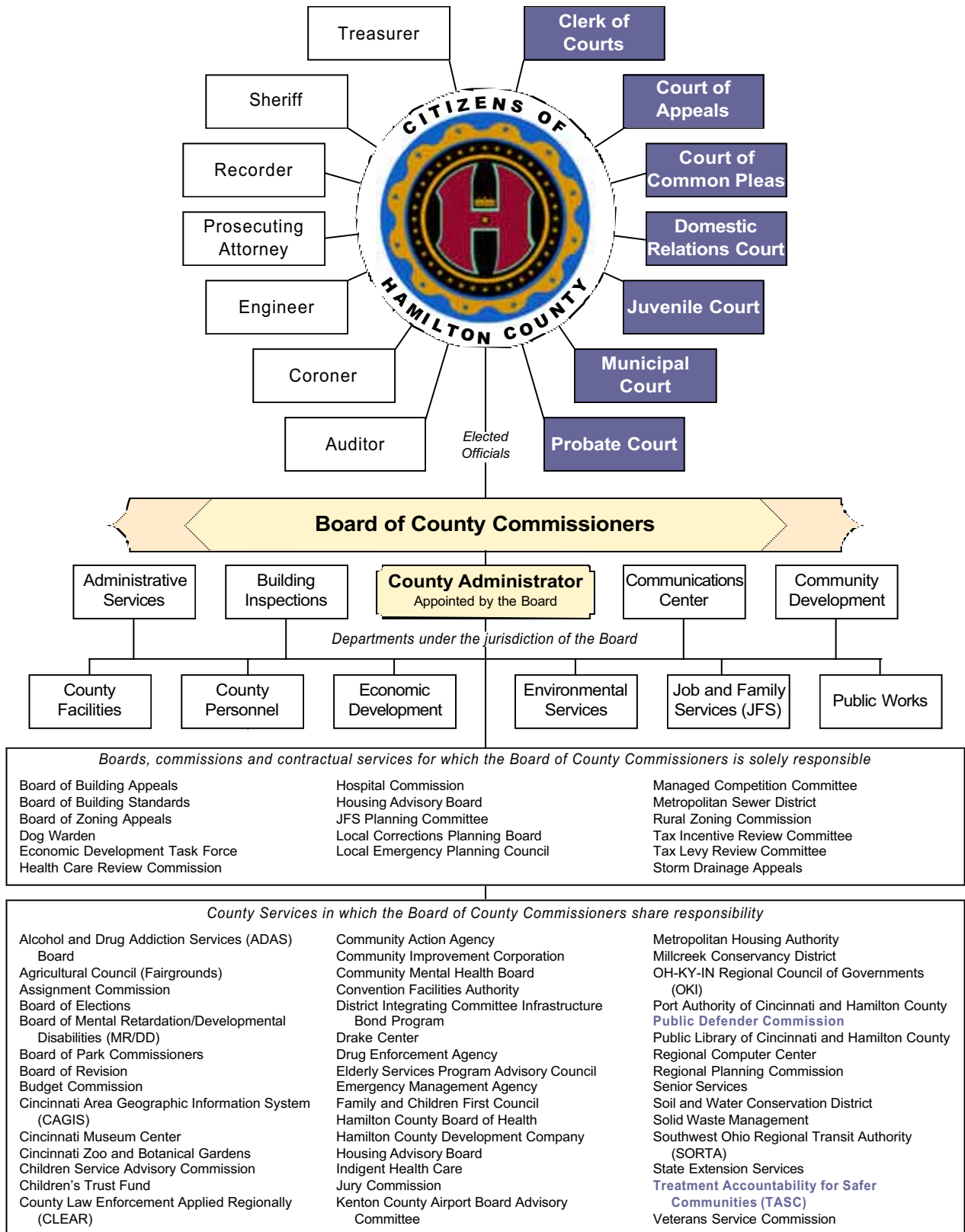
The 73,000 square foot facility is located on the 2.3-acre site of the old Community Correctional Institute. A staff of 103.5 County employees oversees the 150 men and 50 women when the facility is fully occupied. All staff and operations are fully funded by the State of Ohio. The facility is one of 15 CBCFs in Ohio. This innovative facility provides higher security than a halfway house but provides another jail

alternative and allows for additional housing at the County Justice Center.

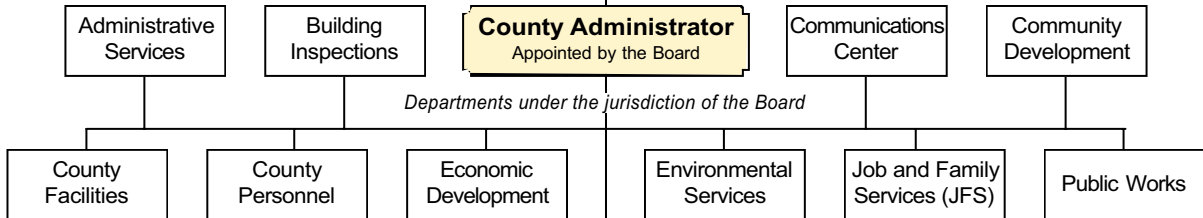
The agencies within the judicial function work closely with both the public safety and social services areas.

The **Treatment Accountability for Safer Communities (TASC)** – TASC (formerly Treatment Alternatives to Street Crime) now includes both adult and juvenile divisions. It provides treatment to drug and alcohol abusers in an attempt to reduce street crime.

Hamilton County, Ohio Judicial



Board of County Commissioners



Boards, commissions and contractual services for which the Board of County Commissioners is solely responsible

| | | |
|---------------------------------|----------------------------------|--------------------------------|
| Board of Building Appeals | Hospital Commission | Managed Competition Committee |
| Board of Building Standards | Housing Advisory Board | Metropolitan Sewer District |
| Board of Zoning Appeals | JFS Planning Committee | Rural Zoning Commission |
| Dog Warden | Local Corrections Planning Board | Tax Incentive Review Committee |
| Economic Development Task Force | Local Emergency Planning Council | Tax Levy Review Committee |
| Health Care Review Commission | | Storm Drainage Appeals |

County Services in which the Board of County Commissioners share responsibility

| | | |
|--|--|--|
| Alcohol and Drug Addiction Services (ADAS) Board | Community Action Agency | Metropolitan Housing Authority |
| Agricultural Council (Fairgrounds) | Community Improvement Corporation | Millcreek Conservancy District |
| Assignment Commission | Community Mental Health Board | OH-KY-IN Regional Council of Governments (OKI) |
| Board of Elections | Convention Facilities Authority | Port Authority of Cincinnati and Hamilton County |
| Board of Mental Retardation/Developmental Disabilities (MR/DD) | District Integrating Committee Infrastructure Bond Program | Public Defender Commission |
| Board of Park Commissioners | Drake Center | Public Library of Cincinnati and Hamilton County |
| Board of Revision | Drug Enforcement Agency | Regional Computer Center |
| Budget Commission | Elderly Services Program Advisory Council | Regional Planning Commission |
| Cincinnati Area Geographic Information System (CAGIS) | Emergency Management Agency | Senior Services |
| Cincinnati Museum Center | Family and Children First Council | Soil and Water Conservation District |
| Cincinnati Zoo and Botanical Gardens | Hamilton County Board of Health | Solid Waste Management |
| Children Service Advisory Commission | Hamilton County Development Company | Southwest Ohio Regional Transit Authority (SORTA) |
| Children's Trust Fund | Housing Advisory Board | State Extension Services |
| County Law Enforcement Applied Regionally (CLEAR) | Indigent Health Care | Treatment Accountability for Safer Communities (TASC) |
| | Jury Commission | Veterans Service Commission |
| | Kenton County Airport Board Advisory Committee | |

Judicial

2005 Approved Budget

Expenditures

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|
| Clerk of Courts | 17,057,303 | 17,436,012 | 19,733,776 | 18,275,050 |
| Court of Appeals | 90,483 | 82,829 | 134,761 | 194,699 |
| Court of Common Pleas | 10,066,949 | 10,896,301 | 11,354,504 | 11,305,952 |
| Court of Domestic Relations | 5,228,927 | 5,642,358 | 5,774,760 | 5,625,850 |
| Court Reporters | 2,456,166 | 2,342,276 | 2,960,738 | 2,521,249 |
| Juvenile Court | 33,687,934 | 34,580,809 | 35,457,738 | 34,372,545 |
| Municipal Court | 7,278,020 | 7,109,119 | 7,456,863 | 7,467,566 |
| Probate Court | 3,436,084 | 3,151,005 | 3,621,400 | 3,718,867 |
| Probation | 12,874,116 | 14,059,773 | 16,677,997 | 17,363,855 |
| Public Defender | 10,290,173 | 11,347,203 | 12,947,218 | 11,257,138 |
| Total | 102,466,155 | 106,647,685 | 116,119,755 | 112,102,771 |

Revenues

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|
| Clerk of Courts | 15,910,469 | 16,211,754 | 15,959,200 | 17,777,583 |
| Court of Appeals | 1,279 | 476 | 100 | 100 |
| Court of Common Pleas | 2,255,195 | 2,258,415 | 1,809,000 | 2,300,000 |
| Court of Domestic Relations | 1,326,219 | 1,408,988 | 800,526 | 1,241,213 |
| Court Reporters | 23,081 | 18,303 | 20,000 | 20,000 |
| Juvenile Court | 19,200,866 | 18,366,994 | 19,278,011 | 21,399,831 |
| Municipal Court | 847,976 | 675,177 | 802,722 | 684,322 |
| Probate Court | 1,380,914 | 1,421,257 | 1,395,887 | 1,429,700 |
| Probation | 1,867,038 | 1,949,301 | 1,984,039 | 4,904,712 |
| Public Defender | 4,120,740 | 3,421,957 | 3,758,901 | 4,068,784 |
| Total | 46,933,776 | 45,732,622 | 45,808,386 | 53,826,245 |

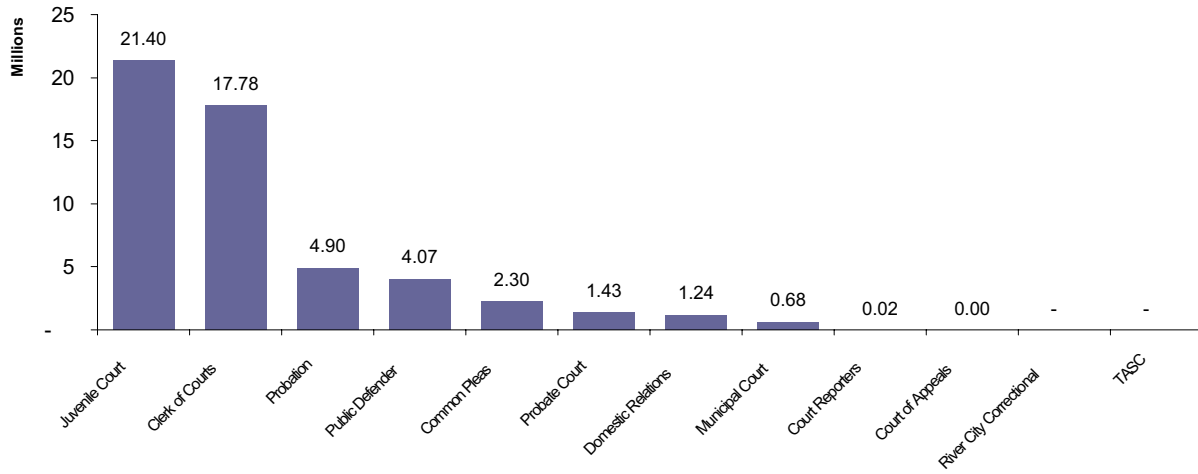
FTEs

| Department | 2003 Actual | 2004 Approved | 2005 Request | 2005 Budget |
|-----------------------------|-----------------|-----------------|-----------------|-----------------|
| CBCF - River City | 103.50 | 100.00 | 100.50 | 100.50 |
| Clerk of Courts | 305.47 | 328.48 | 330.82 | 328.48 |
| Court of Appeals | - | - | - | - |
| Court of Common Pleas | 88.75 | 89.75 | 89.25 | 92.25 |
| Court of Domestic Relations | 82.00 | 82.00 | 82.00 | 82.00 |
| Court Reports | 47.00 | 47.00 | 47.50 | 42.50 |
| Juvenile Court | 593.37 | 579.99 | 582.04 | 587.54 |
| Municipal Court | 125.75 | 126.75 | 125.00 | 125.00 |
| Probate Court | 46.00 | 46.59 | 44.93 | 44.93 |
| Probation | 221.00 | 218.75 | 220.75 | 218.75 |
| Public Defender | 103.75 | 104.00 | 120.01 | 104.00 |
| TASC | - | - | - | 14.00 |
| Total | 1,716.59 | 1,723.31 | 1,742.80 | 1,739.95 |

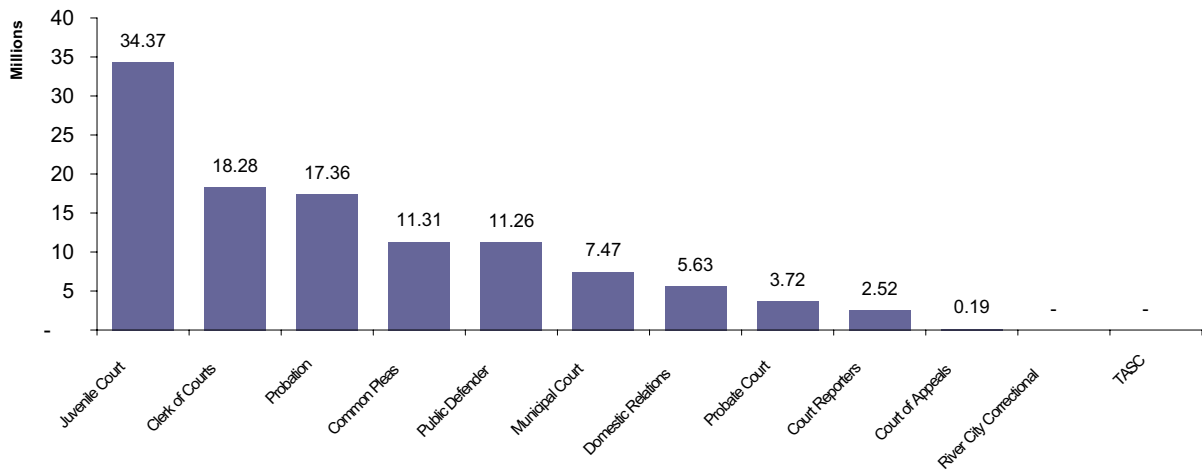
Judicial

2005 Budget Summary by Department

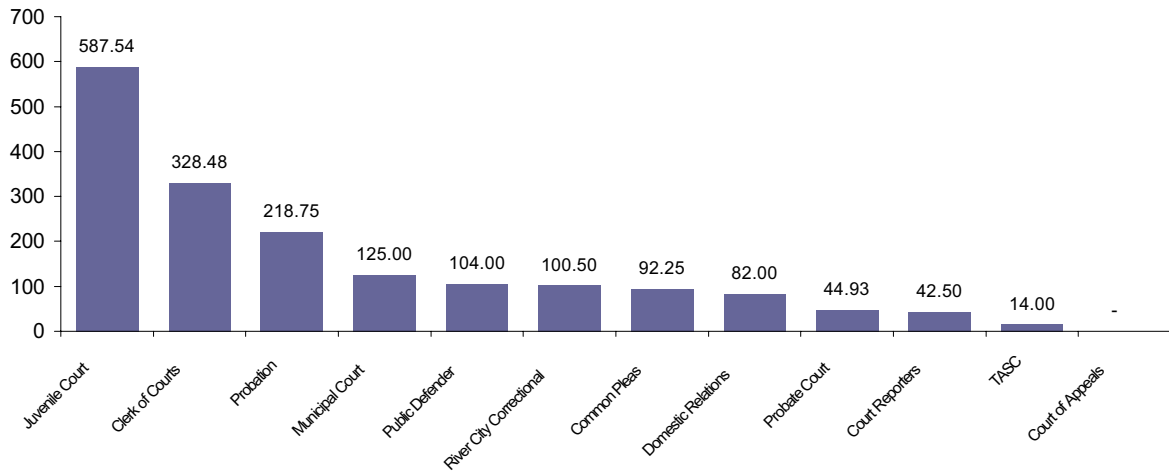
Revenue



Expenditures



Employees



Clerk of Courts

Program: Administration Management Info Systems - 4603

Mandated By: ORC 2303

Funding Source: General Fund

| | |
|---|---|
| <p>Program Description: The Administration/MIS is responsible for providing administrative and technical support to all Clerk of Court divisions on a daily basis in the following areas: supervision, purchasing, payroll, accounting, computer services, personnel, auditing and training.</p> | <p>Accomplishments: The Clerk has established a Privacy Task Force, comprised of representatives from the private sector and various county government agencies, to provide guidance to the Clerk of Courts office in making critical decisions regarding the public display of public records on the Internet. The Clerk's Web site has been completely revised. The Clerk is in contract negotiations to begin debt collection. Expanded document scanning for all clerk offices and other agencies. Numerous Awards for computerization projects.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To continue to develop and implement accounting and auditing procedures to safeguard assets and to follow all statutory rules. | | | | |
| Demand: Auditing procedures to be produced and implemented | 12 | 12 | 12 | 12 |
| Workload: Number of auditing procedures produced and implemented | 12 | 12 | 12 | 12 |
| Efficiency: No of hours to write, edit, produce and implement each procedure | 40 hrs | 40 hrs | 40 hrs | 40 hrs |
| Effect./Outcome: Percent of auditing procedures produced and implemented | 100% | 100% | 100% | 100% |
| Objective: To continue to maintain and make improvements to the CMS System. | | | | |
| Demand: No. of staff hrs available to maintain & improve CMS | 5,460 hrs | 6,825 hrs | 7,280 hrs | 7,280 hrs |
| Workload: No. of staff hours used | 5,460 hrs | 6,825 hrs | 7,280 hrs | 7,280 hrs |
| Efficiency: No. of staff | 3 | 4 | 4 | 4 |
| Effect./Outcome: Percent of time CMS System is operational | 100% | 100% | 100% | 100% |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Expenditures | | | | |
| 3 Personnel | 0 | 0 | 0 | 0 |
| 4 Other Expenditures | 18,844 | 72,613 | 167,285 | 150,475 |
| 5 Capital Outlay | 160 | 2,000 | 2,200 | 2,200 |
| Total | 19,004 | 74,613 | 169,485 | 152,675 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

MIS is and will continue to promote the expansion of electronic filing of all court documents. MIS will complete programming to enable automated telephonic traffic collections.

Budget Office Analysis:

In 2005, MIS will continue to provide technical support to all divisions within the Clerk of Courts.

The Office of the Hamilton County Clerk of Courts originated in 1802 when the Ohio State Constitution provided for the appointment of a clerk of courts for each county. William Henry Harrison, ninth President of the United States, was appointed Hamilton County Clerk of Courts in May, 1836 and was Clerk when he was elected president in 1840.

Clerk of Courts

Program: Appellate - 4602

Mandated By: ORC 1901.32

Funding Source: General Fund, Special Revenue Calendar Grants

| | |
|---|--|
| Program Description: Record and maintain filings in appellate actions within the Common Pleas jurisdiction. | Accomplishments: Scanning of all documents as filed. |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To perform mandated activities timely and efficiently. | | | | |
| Demand: Activities to be performed. | 186,445 | 181,555 | 182,000 | 182,000 |
| Workload: Activities performed. | 186,445 | 181,555 | 182,000 | 182,000 |
| Efficiency: Transactions per employee. | 37,289 | 36,311 | 36,400 | 36,400 |
| Effect./Outcome: Percentage of activities performed timely and efficiently. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 0 | 0 | 0 | 0 |
| 4 Other Expenditures | 54,742 | 6,500 | 16,550 | 9,990 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 54,742 | 6,500 | 16,550 | 9,990 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------------|----------------|------------------|-----------------|------------------|
| 35 Other Intergovernmental | 51,297 | 0 | 0 | 0 |
| Total | 51,297 | 0 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Record and maintain filings in appellate actions within the Common Pleas jurisdiction. Activities include: criminal and civil appeals filings, Ohio Supreme Court preparations and transfers to other jurisdictions, scanning and courtroom sessions.

Budget Office Analysis:

The activities performed in this division remain at a constant level from 2004 to 2005.

Clerk of Courts

Program: Civil Bailiff - 4604

Mandated By: ORC 1901.32

Funding Source: General Fund

| | |
|---|---|
| <p>Program Description: Performs municipal court services similar to those performed by the Sheriff for the Court of Common Pleas and other duties requested by the Court.</p> | <p>Accomplishments: All Bailiffs completed Law Enforcement Certification Training - Ohio Police Training Academy. (OPTA) Re-structuring of division has resulted in more efficient coverage of the county.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To execute statutorily mandated activities on a timely and efficient basis. | | | | |
| Demand: Bailiff activities to be performed. | 56,737 | 52,306 | 52,500 | 52,500 |
| Workload: Bailiff activities performed. | 56,737 | 52,306 | 52,500 | 52,500 |
| Efficiency: Transactions per employee. | 5,674 | 5,231 | 5,250 | 5,250 |
| Effect./Outcome: Percentage of activities performed on a timely and efficient basis. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 0 | 0 | 0 | 0 |
| 4 Other Expenditures | 22,739 | 31,441 | 44,395 | 33,389 |
| 5 Capital Outlay | 0 | 0 | 18,000 | 0 |
| Total | 22,739 | 31,441 | 62,395 | 33,389 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------|----------------|------------------|-----------------|------------------|
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

All bailiffs continue to be cross-trained with Criminal Bailiffs. It is the Clerk's intent to supplement the Criminal Bailiffs presence in cars with Civil Bailiffs.

Activities include: evictions writs received, scheduled and sent out, repos', judgment executions, garnishment activity, Judgment Debtor Examination/Certified Mail Return Receipt mailings, JDX personal service, citations, subpoena services, garnishment citations, lawsuit personal service, criminal subpoena services and prejudgment activities. Effective April 1, 2003, criminal subpoena services were transferred to the Criminal Bailiff's Division which resulted in the transfer of 2 employees to the Criminal Bailiff's Division.

Budget Office Analysis:

The number of activities performed by Bailiffs has decreased from the 2003 levels. The Civil and the Criminal Bailiffs are cross-trained to perform the duties in both divisions.

Clerk of Courts

Program: Common Pleas - 4606

Mandated By: ORC 2303.07 and 2501.16

Funding Source: General Fund

| | |
|--|---|
| <p>Program Description: Records and maintains filings, fees, costs and cash bonds in criminal, civil and appellate actions within Common Pleas Court.</p> | <p>Accomplishments: E-filings continued to expand during 2004 into Common Pleas Criminal area. Common Pleas local rule #34 was expanded to include e-filing endorsed by all Common Pleas judges and was approved by the Ohio Supreme Court.</p> <p>As cases are filed, all related documents are scanned. Access to filed cases is available through the Clerk's Web site.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To perform all statutory duties timely and efficiently. | | | | |
| Demand: Activities to be performed | 6,065,411 | 5,917,299 | 5,918,000 | 5,918,000 |
| Workload: Activities performed. | 6,065,411 | 5,917,299 | 5,918,000 | 5,918,000 |
| Efficiency: Transactions per employee. | 101,090 | 5,917,299 | 5,918,000 | 5,918,000 |
| Effect./Outcome: Activities performed efficiently and timely. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 0 | 0 | 0 | 0 |
| 4 Other Expenditures | 249,914 | 315,328 | 407,700 | 332,773 |
| 5 Capital Outlay | 15,990 | 22,650 | 22,650 | 22,650 |
| Total | 265,904 | 337,978 | 430,350 | 355,423 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|------------------|------------------|------------------|------------------|
| 20 Charges for Service Fees | 2,357,852 | 2,829,423 | 2,832,500 | 2,832,500 |
| 25 Fines & Forfeitures | 130,445 | 156,535 | 151,500 | 151,500 |
| 30 Investments Interest | 25,400 | 30,480 | 35,000 | 35,000 |
| 35 Other Intergovernmental | 358,909 | 430,691 | 100,000 | 177,238 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| Total | 2,872,606 | 3,447,129 | 3,119,000 | 3,196,238 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Activities include: Non-domestic civil/domestic post decrees, certificates of judgment, executions, domestic violence, expungements, Brady bill checks, inmate letters, Passports, criminal indictments, ignored cases, misdemeanor remands, drug court cases, diversion cases, misc. filings, witness fees public, witness fees-Cinti Police Dept., misdemeanor witness fees, criminal bond forfeiture, scanning, and e-filing.

Budget Office Analysis:

The Common Pleas division anticipates that the number of activities performed will remain at the same level as 2004.

Clerk of Courts

Program: Criminal Bailiff - 4605

Mandated By: ORC 1901.32

Funding Source: General Fund

| | |
|---|---|
| <p>Program Description: Performs municipal court services similar to those performed by the Sheriff for the Court of Common Pleas and other duties requested by the Rule of Court.</p> | <p>Accomplishments: Increased Warrants /Capiases service. Continuation of 24 HR services without new hires. Continued Law Enforcement Certification for entire staff - Ohio Police Training Academy (OPTA). Continued cross training of entire staff as Civil Bailiffs. Successful implementation of On Call transports.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To efficiently and timely complete all statutory activities. | | | | |
| Demand: Activities to be performed. | 138,076 | 142,758 | 143,000 | 143,000 |
| Workload: Activities performed. | 138,076 | 142,758 | 143,000 | 143,000 |
| Efficiency: Transactions per employee | 3,368 | 3,482 | 3,488 | 3,488 |
| Effect./Outcome: Percentage of activities performed timely and efficiently. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 0 | 0 | 0 | 0 |
| 4 Other Expenditures | 63,448 | 81,687 | 101,210 | 79,532 |
| 5 Capital Outlay | 4,894 | 6,600 | 22,700 | 4,200 |
| Total | 68,342 | 88,287 | 123,910 | 83,732 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 25 Fines & Forfeitures | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Warrant and capiases mailings have increased dramatically. Because of this and the elimination of re -cites there are more trials, more late hours and more people rotating into extra shifts. This Division is now a 24-hour a day operation.

Effective April 1, 2003, Criminal Subpoenas Services were transferred from the Civil Bailiffs' Division to the Criminal Bailiffs' Division, and 2 Civil Bailiffs were transferred to Criminal Bailiff's Division. Approximately 15,000 Criminal Subpoenas are served annually.

Activities include: warrants and capiases, prisoner transports, DUI, Domestic Violence, 24 hour/7 day on call transport, US Mail warrants/capiases notices, court room security sessions and 2nd shift, and criminal subpoena services.

Budget Office Analysis:

All Bailiffs are cross-trained with Civil Bailiffs.

Clerk of Courts

Program: Domestic Violence Shelter - 4608

Mandated By: Not mandated

Funding Source: Special Revenue Operating Fund

| | |
|--|---|
| <p>Program Description: This program provides financial assistance to shelters for victims of domestic violence, through a surcharge of seventeen dollars on marriage license fees. The entire amount collected has been awarded for the support of the YWCA Battered Women's Shelter.</p> | <p>Accomplishments: New and/or specialized collaborative program accomplishments include: The YWCA provides leadership for the Alliance for Battered and Abused International Women (ABAIW). The group examines the needs of abused immigrant women and their children, to provide training and resources to service providers and law enforcement, and to develop programming to ensure that these victims have access to needed services to overcome the trauma of victimization and to achieve safety and self-sufficiency. Over 20 social services providers have joined together to examine the needs of abused immigrant women and children. Center for Independent Living Options "Educate to Eliminate" Program - The YWCA has partnered with the Center for Independent Living Options (CILO) and Women's Crisis Center of Northern Kentucky to pilot the "Educate to Eliminate Violence Against Women with Disabilities" Project. The project goal is to end violence and abuse against women with disabilities through education, training and outreach.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To provide shelter, counseling, and supportive services to battered women and their children in Hamilton County. | | | | |
| Demand: Battered Women's Hotline calls, annual | 8,500 | 9,000 | 9,000 | 9,000 |
| Workload: Provide clients shelter svcs., annual | 860 | 900 | 900 | 900 |
| Efficiency: Clients provided shelter svcs., annual | 860 | 900 | 900 | 900 |
| Effect./Outcome: Percentage clients provided shelter svcs. | 100% | 100% | 100% | 100% |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Expenditures | | | | |
| 4 Other Expenditures | 80,448 | 80,448 | 85,000 | 85,000 |
| Total | 80,448 | 80,448 | 85,000 | 85,000 |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| Revenues | | | | |
| 20 Charges for Service Fees | 65,184 | 78,464 | 85,000 | 85,000 |
| Total | 65,184 | 78,464 | 85,000 | 85,000 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The goal of the YWCA Battered Women's Shelter is to provide safe, secure, temporary shelter and to provide necessary supportive services for homeless battered women and their children to move them towards living independently and free from violence. Every aspect of the programming is designed with the safety of the woman and her children in mind. Each woman leaves the program with an understanding of the dynamics of domestic violence, an awareness of community resources, and an individually tailored safety plan for her and her children. In addition, the program works with the women to identify the barriers to her self-sufficiency and to help them find/learn the tools necessary to overcome those obstacles. The YWCA Battered Women's Shelter provides ongoing services to battered women and children and can house up to 60 women and children at once. It is the only protective shelter for homeless battered women in the City of Cincinnati/Hamilton County.

Services include:

Safe, temporary emergency shelter for battered women and children who are homeless or in need of protective services and crisis assistance because of domestic violence. The shelter enables battered women and their children who are often isolated from family and support networks or who are in danger to access safe and secure protective shelter.

Provision of food, clothing, and personal care items to shelter residents;

Individual and family supportive services which include intensive case management and advocacy on a variety of concerns such as education, financial and housing opportunities, medical and psychological services, legal aid, and alcohol/drug addiction assessments and referrals;

Group support services include HIV/AIDS education, domestic violence support groups, stress management, safety planning, self-esteem building and parenting skills;

Financial assistance for rent, utility bill payment, back eviction and furniture for clients attempting to obtain permanent housing away from their abuser.

Budget Office Analysis:

Funding from Hamilton County is used to provide family support services and group support services for battered women.

Clerk of Courts

Program: Mail Center - 4609

Mandated By: Not mandated

Funding Source: General Fund

| | |
|--|---|
| <p>Program Description: Provides daily delivery of all outbound mail picked up by clerk's employees and provides an inter-departmental mail system.</p> | <p>Accomplishments: Successful continuation of handling Public Library mail for profit. Continued successful operation of Ascent Mail System, which allows for more accurate tracking of expense. Inter-departmental delivery continues twice daily.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To deliver mail timely and efficiently | | | | |
| Demand: Mail to be delivered-annually | 2,943,606 | 3,119,547 | 3,119,547 | 3,119,547 |
| Workload: Mail delivered. | 2,943,606 | 3,119,547 | 3,119,547 | 3,119,547 |
| Efficiency: Pieces per employee-annually. | 735,901 | 779,886 | 779,886 | 779,886 |
| Effect./Outcome: Percentage of mail handled efficiently and timely. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|------------------|------------------|------------------|------------------|
| 3 Personnel | 0 | 0 | 0 | 0 |
| 4 Other Expenditures | 1,378,626 | 1,583,765 | 1,765,450 | 1,552,616 |
| 5 Capital Outlay | 0 | 0 | 300,000 | 0 |
| Total | 1,378,626 | 1,583,765 | 2,065,450 | 1,552,616 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|------------------|------------------|------------------|------------------|
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 953,603 | 1,144,323 | 1,325,000 | 1,325,000 |
| 40 Miscellaneous | 203,146 | 243,775 | 235,000 | 235,000 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 1,156,749 | 1,388,098 | 1,560,000 | 1,560,000 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The mail center maintains the inter-departmental mail system for the County.

Budget Office Analysis:

The mail center anticipates processing and delivering nearly 3.1 million pieces of mail during 2005 to and from County departments as well as to the Public Library.

Clerk of Courts

Program: Microfilm/Records Center - 4607

Mandated By: ORC 1901.41

Funding Source: General Fund

| | |
|--|---|
| <p>Program Description: Stores and maintains 31,000 square feet of county records. Retrieves and manages over 500 files/day from courts and other County records. Coordinates document storage functions and records disposals. Pulls and permanently disposes of County records according to statutory requirements. Microfilms all County records and scans Clerk of Courts documents. Operates XFP 2000 Production unit.</p> | <p>Accomplishments: During 2004, the records disposals system continued to be implemented resulting in space being rented to outside agencies. The XFP machine has been in use approximately 65% of the time during 2004.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To complete Records Center activities timely and efficiently | | | | |
| Demand: No. of records to be pulled | 199,090 | 219,618 | 220,000 | 220,000 |
| Workload: No. of records pulled | 199,090 | 219,618 | 220,000 | 220,000 |
| Efficiency: Transactions per employee | 33,181 | 36,603 | 36,666 | 36,666 |
| Effect./Outcome: Percent of tasks completed timely | 100% | 100% | 100% | 100% |
| Objective: To perform all microfilm related duties timely and efficiently | | | | |
| Demand: Activities to be performed | 7,452,446 | 5,951,856 | 6,000,000 | 6,000,000 |
| Workload: Activities performed | 7,452,446 | 5,951,856 | 6,000,000 | 6,000,000 |
| Efficiency: Transactions per employee | 621,037 | 495,964 | 500,000 | 500,000 |
| Effect./Outcome: Activities performed efficiently and timely | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 0 | 0 | 0 | 0 |
| 4 Other Expenditures | 79,100 | 117,617 | 166,700 | 134,428 |
| 5 Capital Outlay | 800 | 800 | 1,000 | 1,000 |
| Total | 79,900 | 118,417 | 167,700 | 135,428 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 740 | 960 | 1,100 | 1,100 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| Total | 740 | 960 | 1,100 | 1,100 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Microfilm is responsible for filming original documents from all County Departments and submitting copies to each department. Microfilm retains the original security reels of all filmed documents, which are stored in climate-controlled vaults. As cases are completed, microfilm films all documents related to each case, archives the microfilm, thus eliminating the need for paper storage of the documents.

In addition to the daily upkeep of the Records Center, personnel also are responsible for the proper disposal of records.

Budget Office Analysis:

The Records Center continues to operate at optimal efficiency levels. No additional staff is being requested in 2005.

Clerk of Courts

Program: Municipal Civil - 4610

Mandated By: ORC 1901.31

Funding Source: General Fund, Special Revenue Calendar Grants

| | |
|--|--|
| <p>Program Description: Records and maintains filings, fees, costs and complaints in civil actions within municipal court jurisdiction.</p> | <p>Accomplishments: Electronic filing of court documents continues to expand during 2004. Increase in volume of statutory duties being executed timely and efficiently with no corresponding increase in staff.</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To timely and efficiently execute statutory duties. | | | | |
| Demand: Clerk's actions to be handled | 785,347 | 838,980 | 839,000 | 839,000 |
| Workload: Clerk's actions handled | 785,347 | 838,980 | 839,000 | 839,000 |
| Efficiency: Transactions per employee | 26,178 | 27,966 | 27,967 | 27,967 |
| Effect./Outcome: Percentage of activities handled timely. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 0 | 0 | 0 | 0 |
| 4 Other Expenditures | 323,759 | 400,956 | 514,335 | 439,850 |
| 5 Capital Outlay | 0 | 0 | 13,000 | 13,000 |
| Total | 323,759 | 400,956 | 527,335 | 452,850 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|------------------|------------------|------------------|------------------|
| 20 Charges for Service Fees | 271,577 | 325,892 | 330,100 | 330,100 |
| 25 Fines & Forfeitures | 1,584,015 | 1,900,818 | 1,840,000 | 3,426,145 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| Total | 1,855,592 | 2,226,710 | 2,170,100 | 3,756,245 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

As cases are filed, all related documents are scanned. Access to filed cases is available through the Clerk's website.

Activities include: money suits, evictions, small claims, rent escrow, trusteeships, garnishments, judgment debtor exam, small claims transfers, witness fee payments, alias summons, replevin writs, criminal collections and scanning.

Budget Office Analysis:

The Municipal Civil division continues to provide efficient service to its clients. Personnel levels are remaining constant.

Clerk of Courts

Program: Municipal Criminal Traffic - 4611

Mandated By: ORC 1901.31

Funding Source: General Fund

| | |
|---|--|
| <p>Program Description: Records and maintains warrants, complaints, filings, fees, costs and cash bonds in criminal and traffic cases within municipal court jurisdiction.</p> | <p>Accomplishments: A secured area has been made available for attorneys and police officers 24 hours/day that provides space for completing necessary paperwork for warrants, complaints, etc.</p> <p>Partial payments of "mail-in" tickets continue to be accepted which helps increase revenue collections.</p> <p>Streamlined the process for Bureau of Motor Vehicles (BMV) release forms resulting in improved customer service.</p> <p>Daily average of missing court files continues to be reduced from more than 100 to less than 1/day.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To complete timely all statutory duties. | | | | |
| Demand: Statutory duties to be performed | 2,524,874 | 2,631,057 | 2,632,000 | 2,632,000 |
| Workload: Statutory duties performed | 2,524,874 | 2,631,057 | 2,632,000 | 2,632,000 |
| Efficiency: Transactions per employee. | 33,222 | 34,619 | 34,632 | 34,632 |
| Effect./Outcome: Percentage of tasks completed timely. | 100% | 100% | 100% | 100% |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Expenditures | | | | |
| 3 Personnel | 0 | 0 | 0 | 0 |
| 4 Other Expenditures | 26,593 | 63,560 | 134,000 | 101,355 |
| 5 Capital Outlay | 0 | 5,000 | 24,000 | 24,000 |
| Total | 26,593 | 68,560 | 158,000 | 125,355 |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|------------------|------------------|------------------|------------------|
| Revenues | | | | |
| 20 Charges for Service Fees | 63,620 | 78,096 | 80,000 | 80,000 |
| 25 Fines & Forfeitures | 4,546,196 | 6,068,826 | 6,115,000 | 6,270,000 |
| 30 Investments Interest | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 4,609,816 | 6,146,922 | 6,195,000 | 6,350,000 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

This division operates 24 hours/day, 365 days/year. As cases are filed, all related documents are scanned. Access to filed cases is available through the Clerk's website.

Activities include: criminal complaints processed, traffic citations processed, DETER traffic bureau, traffic tickets pay outs, witness fee checks issued, felony bonds, misdemeanor criminal and traffic bonds, misc., expungements, municipal appeals, scanning and criminal citations.

Budget Office Analysis:

The amount of revenue collected by this division is increasing, due in part to the partial payments of "mail-in" tickets.

Clerk of Courts

Program: Personnel - 4614

Mandated By: Not mandated

Funding Source: General Fund

| | |
|--|---|
| <p>Program Description: A single OCA for General Fund personnel expenses was incorporated in 2001 as a means of simplifying the budget process.</p> | <p>Accomplishments: A simplified process of budgeting for General Fund personnel expenses for future fiscal years was implemented in 2001 and continues.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To efficiently manage and project General Fund personnel expenditures for the current fiscal year. | | | | |
| Demand: Number of pay periods to process | 26 | 26 | 26 | 26 |
| Workload: Number of pay periods processed | 26 | 26 | 26 | 26 |
| Efficiency: Number of hours to process each pay period | 10.5 hrs | 10.5 | 10.5 | 10.5 |
| Effect./Outcome: Percent of pay periods processed timely | 100% | 100% | 100% | 100% |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---------------------|----------------|------------------|-----------------|------------------|
| Expenditures | | | | |
| 3 Personnel | 5,982,335 | 11,982,401 | 12,948,214 | 12,327,049 |
| Total | 5,982,335 | 11,982,401 | 12,948,214 | 12,327,049 |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------|----------------|------------------|-----------------|------------------|
| Revenues | | | | |
| Total | 0 | 0 | 0 | 0 |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| FTE Count | | | | |
| Total | 252.00 | 277.00 | 277.00 | 275.00 |
| New Positions | 23.00 | 2.00 | 0.00 | 0.00 |

Departmental Comments:
The Clerk of Courts views this method as a more efficient way of tracking personnel expenses during the fiscal year.

Budget Office Analysis:
No additional staff was requested for 2005.

Clerk of Courts

Program: Title Administration - 4601

Mandated By: ORC 4505.06

Funding Source: Special Revenue Operating Fund

| | |
|---|--|
| <p>Program Description: This division issues and files certificates of title for motorized vehicles as well as notating and canceling liens, collecting taxes and fees. In addition, Passport applications are processed, and payouts of traffic tickets are collected and remitted.</p> | <p>Accomplishments: Year 3 of implementation of SB59, which includes cross county titling (begun in 2002) and electronic liens. Continued operation of BMV ATPS System. Continued operation of 4 (four) office sites. Successful promotion of Passport business.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To complete activities timely and efficiently | | | | |
| Demand: Activities to be performed. | 739,926 | 667,989 | 675,000 | 675,000 |
| Workload: Activities performed. | 739,926 | 667,989 | 675,000 | 675,000 |
| Efficiency: Transactions per employee. | 14,799 | 13,360 | 13,500 | 13,500 |
| Effect./Outcome: Percentage of duties performed timely and efficiently. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|------------------|------------------|------------------|------------------|
| 3 Personnel | 1,107,692 | 2,243,191 | 2,338,583 | 2,320,740 |
| 4 Other Expenditures | 226,358 | 349,073 | 590,027 | 590,027 |
| 5 Capital Outlay | 1,531 | 50,653 | 50,778 | 50,778 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 1,335,581 | 2,642,917 | 2,979,388 | 2,961,545 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|------------------|------------------|------------------|------------------|
| 15 Licenses | 1,310,081 | 2,536,894 | 2,635,000 | 2,635,000 |
| 20 Charges for Service Fees | 16,002 | 32,141 | 36,000 | 36,000 |
| 25 Fines & Forfeitures | 63,205 | 128,840 | 128,000 | 128,000 |
| 40 Miscellaneous | 19,006 | 36,896 | 30,000 | 30,000 |
| Total | 1,408,294 | 2,734,771 | 2,829,000 | 2,829,000 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Total | 53.00 | 53.00 | 53.00 | 53.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Per S.B.59, Title Administration is continuing to adjust to electronic cross county titling, which may result in fluctuation of volume of titles. There is the possibility of the re-organization of the satellite offices in conjunction with the Ohio BMV, which will result in Title Administration assuming more job functions.

This division issues titles for autos, boats and other titles such as salvage and collects penalties and performs inspections. The office also processes Passport applications, and collects and remits traffic ticket payouts.

Budget Office Analysis:

Title Administration continues to provide efficient services to Hamilton County residents. No additional staff is being requested in 2005.

Community-Based Correctional Facility - River City

Program: River City Comm-Based Correctional Fac - 3901

Mandated By: 5149.061

Funding Source: Special Revenue Calendar Grants, Special Revenue State Grants

| | |
|---|---|
| <p>Program Description: CBCF - River City is a community-based corrections facility overseen by the Hamilton County Court of Common Pleas. CBCF - River City will process 600 residents through the program in one year and insure that they receive the proper rehabilitation training.</p> | <p>Accomplishments: River City operates four pods with a capacity of 50 residents (inmates) per pod. The cooperative program with Frisch's Restaurants has been used successfully to train residents and help them become gainfully employed. The Therapeutic Community treatment modality has been successful in helping our residents learn responsibility. Aftercare treatment continues to aid the residents after they leave the facility. The community service program that was established in cooperation with the Adult Probation Department continues to be successful. There were 81 GED tests taken by River City Correctional Center residents and 58 of our residents passed the GED test.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| <hr/> | | | | |
| Objective: Provide adult basic education (A.B.L.E.) and G.E.D. training for all residents | | | | |
| Demand: Residents accepted into program | 450 | 533 | 600 | 600 |
| Workload: Residents that receive training | 450 | 533 | 600 | 600 |
| Efficiency: Time to train each resident | 190 days | 190 days | 190 days | 190 days |
| Effect./Outcome: Number of residents that receive training | 100% | 100% | 100% | 100% |
| <hr/> | | | | |
| Objective: Evaluate all referrals | | | | |
| Demand: Referrals to program | 927 | 950 | 950 | 950 |
| Workload: Referrals evaluated | 927 | 950 | 950 | 950 |
| Efficiency: Number of hours to evaluate one resident | 3.5 hours | 3.5 | 3.5 | 3.5 |
| Effect./Outcome: Evaluate all residents referred | 100% | 100% | 100% | 100% |
| <hr/> | | | | |
| Objective: 85% of all residents accepted into program will complete the program successfully | | | | |
| Demand: 85% of 600 completions for fy04 and fy05 | 450 | 533 | 600 | 600 |
| Workload: Residents that complete program | 350 | 428 | 510 | 510 |
| Efficiency: Time for each resident to complete program | 4 months | 4 months | 4 months | 4 months |
| Effect./Outcome: The number of residents that complete the program | 81% | 80.3% | 85% | 85% |



Objective: All residents that are assessed as needing chemical dependency training will receive it.

| | | | | |
|--|-----------|-----------|-----------|-----------|
| Demand: Approximately 90% of total residents | 450 | 533 | 600 | 600 |
| Workload: Residents that receive training | 405 | 480 | 540 | 540 |
| Efficiency: Number of hours spent by each resident in training | 288 hours | 288 hours | 288 hours | 288 hours |
| Effect./Outcome: Percentage of residents assessed as needing chemical dependency training that receive training | 100% | 100% | 100% | 100% |

Objective: Recidivism rates will be under 30%. Based upon re-admittance to state institutions within a two-year period.

| | | | | |
|---|-----|-----|-------|-------|
| Demand: Number of residents graduated within the past 2 years | N/A | 983 | 1,133 | 1,133 |
| Workload: Number of residents readmitted to state institutions | N/A | 216 | 340 | 340 |
| Efficiency: Number of years evaluated | N/A | 2 | 2 | 2 |
| Effect./Outcome: Percent of residents that recidivate | N/A | 22% | 30% | 30% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 3,943,390 | 0 | 4,648,904 | 4,648,904 |
| 4 Other Expenditures | 1,366,083 | 0 | 1,087,167 | 1,087,167 |
| 5 Capital Outlay | 32,681 | 0 | 27,460 | 27,460 |
| Total | 5,342,154 | 0 | 5,763,531 | 5,763,531 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 4,902,081 | 0 | 5,763,531 | 5,763,531 |
| 40 Miscellaneous | 7 | 0 | 0 | 0 |
| Total | 4,902,088 | 0 | 5,763,531 | 5,763,531 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 104.00 | 100.00 | 101.00 | 101.00 |
| New Positions | -4.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

As referrals increase we are optimistic that we will be able to divert 600 offenders per year.

Budget Office Analysis:

This program is funded by the State of Ohio and is awarded a grant, which is budgeted on the state FY (July 1 through June 30).



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Court of Appeals

Program: Administration - 4101

Mandated By: O.R.C. 2501

Funding Source: General Fund, Special Revenue State Grants

| | |
|---|---|
| <p>Program Description: Review of the judgments of all trial courts in Hamilton County when an appeal is requested. Any and all proceedings relevant to the processing of said appeal are reviewed. Further, the Court has original jurisdiction in the actions of Mandamus, Habeas Corpus, Prohibition, Quo Warranto, and Procedendo.</p> | <p>Accomplishments: For 95% of all appellate cases filed, the court continues to be the court of last resort; that is, there are no further appeals. While individuals can appeal to the Ohio Supreme Court, the Supreme Court has discretion as to what cases it will hear.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: Dispose of all appellate cases within ten (10) months of filing. | | | | |
| Demand: Current year filings | 843 | 843 | 843 | 843 |
| Workload: Pending cases | 580 | 843 | 843 | 843 |
| Efficiency: Number case terminations | 795 | 843 | 843 | 843 |
| Effect./Outcome: % of appellate cases completed within time frame | 95% | 95% | 95% | 95% |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|----------------|------------------|-----------------|------------------|
| Expenditures | | | | |
| 3 Personnel | 0 | 0 | 0 | 0 |
| 4 Other Expenditures | 63,780 | 88,864 | 108,761 | 93,529 |
| 5 Capital Outlay | 17,961 | 2,831 | 26,000 | 101,170 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 81,741 | 91,695 | 134,761 | 194,699 |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| Revenues | | | | |
| 20 Charges for Service Fees | 337 | 404 | 100 | 100 |
| 35 Other Intergovernmental | 12,400 | 0 | 0 | 0 |
| Total | 12,737 | 404 | 100 | 100 |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| FTE Count | | | | |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

All employee salaries are assumed by the State of Ohio.

Staffing Levels:

| | | | | | |
|-----------|-----------|-----------|-----------|-----------|-----------|
| 1994 - 18 | 1996 - 27 | 1998 - 31 | 2000 - 31 | 2002 - 30 | 2004 - 27 |
| 1995 - 27 | 1997 - 31 | 1999 - 31 | 2001 - 30 | 2003 - 28 | |

Budget Office Analysis:

Court will receive a new Judge as a resolute of the 2004 elections. Additionally, cost of necessary legal subscriptions has increased

Court of Common Pleas

Program: Administration - 4201

Mandated By: ORC 4201

Funding Source: General Fund, Special Revenue Operating Fund, and Special Revenue State Grants

| | |
|--|--|
| <p>Program Description: Court Administration is responsible for the efficient operation of the Hamilton County Common Pleas courtrooms on a daily basis. Court Administration is under the guidance and direction of the respective Administrative Judges and Committee Chairpersons. The administrators provide daily liaison with criminal justice agencies and serve as secretary to the Joint Session and staff.</p> | <p>Accomplishments: Court of Common Pleas continues to be linked to the Hamilton County Network through the Court Management System computer software. Participated in joint meetings with the Supreme Court and eight of the largest areas' Common Pleas Administrators to discuss and share ideas and prepare for impending legislative changes.</p> <p>Completed construction on Phase One and Two of the Common Pleas Court; this involved moving Mediation from the William Howard Taft Building on 9th Street to the Courthouse.</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To have prepared and completed the 2004 annual report by January 10, 2005. | | | | |
| Demand: To complete 2004 annual report by Jan. 10, 2005 | 1 | 1 | 1 | 1 |
| Workload: No. of mos. scheduled to complete 2004 annual rpt | 4 | 8 | 4 | 4 |
| Efficiency: No. of mos. to complete 2004 annual report | 5 | 8 | 4 | 4 |
| Effect./Outcome: % of annual report completed by January 10, 2005 | 100% | 100% | 100% | 100% |
| Objective: To prepare an accurate monthly reconciliation of court cases which is submitted to the Ohio Supreme Court in various monthly reports. | | | | |
| Demand: # of Supreme Court Monthly (SCM) reports | 16 | 16 | 16 | 16 |
| Workload: # of Supreme Court Monthly reports sent | 16 | 16 | 16 | 16 |
| Efficiency: # of SCM reports sent by due date | 16 | 16 | 16 | 16 |
| Effect./Outcome: % of Supreme Court Monthly reports sent | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|------------------|------------------|------------------|------------------|
| 3 Personnel | 907,668 | 1,131,944 | 1,487,825 | 1,471,015 |
| 4 Other Expenditures | 964,526 | 1,223,266 | 1,326,850 | 1,314,176 |
| 5 Capital Outlay | 56,647 | 42,014 | 27,500 | 0 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 1,928,841 | 2,397,224 | 2,842,175 | 2,785,191 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 194,929 | 287,010 | 235,000 | 302,000 |
| 25 Fines & Forfeitures | 107,658 | 164,455 | 100,000 | 160,000 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 302,587 | 451,465 | 335,000 | 462,000 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 13.00 | 17.00 | 17.00 | 16.00 |
| New Positions | -1.00 | 6.00 | 0.00 | 1.00 |

Departmental Comments:

The administrators provide daily liaison with criminal justice agencies and serve as secretary to the Joint Session and staff.

Budget Office Analysis:

The Court in 2005 will begin a process of transitioning from Regional Computer Center employees to court employees for the technical support of the Court Management System (CMS).

Court of Common Pleas

Program: Judicial - 4202

Mandated By: O. Const. Art IV & 14, ORC 4202

Funding Source: General Fund, Special Revenue State Grants, Capital Project, And Special Revenue Operating Fund

| | |
|--|---|
| <p>Program Description: The Court of Common Pleas performs two basic functions. Common Pleas Court ascertains the facts in a specific situation and interprets the meaning of laws applicable to that situation. The Court of Common Pleas serves all of Hamilton County.</p> | <p>Accomplishments: Drug Court has been successfully implemented and works within the Court System with a Judge, Court Administrator, Director and various other staff members. They are responsible for daily court cases and two nights a week for night court. Our Drug Court is one of the few existing Drug Courts in the State of Ohio. The Common Pleas Jury Commissioner's office has a program where a juror who serves in Hamilton County can donate their earnings (which equals \$7.50 per day) back to the Administration of Justice Fund. This fund is solely funded by jurors' donations. With these donations, a free coffee/tea/hot chocolate service is available to them everyday, donuts on Wednesdays, magazines, water service in the jury rooms and many other perks. This program is also new to other courts in the state of Ohio, and Hamilton County can take credit for the development of this wonderful program. Common Pleas Court has also started a Mediation Program that employs two full-time mediators and has a volunteer staff of over 25. The Mediation department is now housed in the Courthouse due to a 2004 renovation project.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| <hr/> | | | | |
| Objective: To provide jurors for Court of Common Pleas. | | | | |
| Demand: No. of jurors required annually | 28,460 | 28,225 | 28,425 | 28,425 |
| Workload: No. of jurors seated annually | 5,345 | 6,200 | 6,325 | 6,325 |
| Efficiency: Daily staff hours working with jurors | 7 | 7 | 7 | 7 |
| Effect./Outcome: % of jurors seated for hearings requiring jurors | 100% | 100% | 100% | 100% |
| <hr/> | | | | |
| Objective: 16 judges will conduct hearings on civil and criminal cases within the required time limits. | | | | |
| Demand: No. of hearings to be conducted | 15,835 | 21,033 | 21,450 | 21,450 |
| Workload: No. of hearings conducted | 12,753 | 17,414 | 18,363 | 18,363 |
| Efficiency: No. of calendar days court is in session | 222 | 222 | 222 | 222 |
| Effect./Outcome: % of hearings conducted within the required time limits | 82% | 83% | 88% | 88% |
| <hr/> | | | | |
| Objective: To schedule arbitration hearings and provide arbitrators and courtroom space for arbitration hearings within the suggested time limits. | | | | |
| Demand: No. of cases referred to Arbitration Department | 1,315 | 1,315 | 1,375 | 1,375 |
| Workload: Cases scheduled for arbitration | 1,315 | 1,315 | 1,375 | 1,375 |
| Efficiency: Daily staff hours needed to process cases referred | 7 | 7 | 7 | 7 |
| Effect./Outcome: Cases processed within suggested time limits | 100% | 100% | 100% | 100% |

Objective: To provide mediation that produces early, cost-effective resolutions of pending civil cases through mediated settlements within suggested time limits.

| | | | | |
|--|------|------|------|------|
| Demand: No. of cases referred to Common Pleas Mediation | 363 | 370 | 390 | 390 |
| Workload: Cases mediated and/or concluded | 363 | 370 | 390 | 390 |
| Efficiency: Daily staff hours needed to process and mediate | 35 | 35 | 35 | 35 |
| Effect./Outcome: Cases processed within suggested time limits | 100% | 100% | 100% | 100% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 2,123,498 | 3,446,307 | 3,464,517 | 3,564,344 |
| 4 Other Expenditures | 3,020,802 | 4,308,053 | 4,322,812 | 4,106,917 |
| 5 Capital Outlay | 8,579 | 89,967 | 125,000 | 249,500 |
| 6 Debt Service | 0 | 0 | 0 | 0 |
| 7 Operating Transfers | 0 | 600,000 | 600,000 | 600,000 |
| Total | 5,152,879 | 8,444,327 | 8,512,329 | 8,520,761 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 5 Other Taxes | 64,692 | 0 | 0 | 0 |
| 15 Licenses | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 319,707 | 426,268 | 325,000 | 420,000 |
| 25 Fines & Forfeitures | 878,572 | 1,325,067 | 1,100,000 | 1,300,000 |
| 35 Other Intergovernmental | 2,686 | 4,755 | 4,000 | 4,000 |
| 40 Miscellaneous | 33,730 | 98,175 | 45,000 | 114,000 |
| 45 Other Financing Sources | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 1,299,387 | 1,854,265 | 1,474,000 | 1,838,000 |

FTE Count

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---------------|----------------|------------------|-----------------|------------------|
| Total | 76.00 | 70.00 | 72.00 | 76.00 |
| New Positions | 2.00 | -8.00 | 2.00 | 2.00 |

Departmental Comments:

Arbitration is one of several types of Alternative Dispute Resolution Programs. The Arbitration Program in Hamilton County Common Pleas Court has been in existence for over 28 years. Local Rule 24 of the Rules of Local Practice defines the set up of Arbitration as it applies to Hamilton County Common Pleas Court civil cases. The Assigned Judge via an entry of referral may refer a civil case filed in Common Pleas Court, where the amount in controversy does not exceed \$100,000 to Arbitration. The majority of cases referred to Arbitration are personal injury and vehicle accidents. Breach of Contract, on account, consumer sales act, and cases referred to as "other civil" make up the rest of the Arbitration Dept.

The Arbitration Hearing is conducted, heard and decided by a panel of three attorneys from the community who have agreed to serve as arbitrators. The attorneys are paid a small fee based on the length of time of the hearing. In order to qualify as an arbitrator, attorneys are required to go through a short training program, including viewing a training videotape. The average hearing requires approximately 3.5 hours to complete, including deliberation time.

Other private arbitration programs where the hearing is conducted for a fee exist in the community. Arbitration is often incorporated into contracts as a method of resolving any potential disputes. Overall, arbitration is considered a very effective and cost-efficient method of resolving disputes.

A staff of five individuals maintains the Common Pleas Arbitration Program, three of whom schedule the civil cases for hearings. This entails locating three arbitrators for every referred case and entering appropriate data into a scheduling computer regarding date, time and arbitrators. Although the use of this procedure began modestly, use throughout the years remained at such a high level that the Court believes that the arbitration procedure has enabled the Court to add the equivalent of more than two judges to the Common Pleas Bench.

In November 1997, the Supreme Court of Ohio awarded a grant to the Hamilton County Court of Common Pleas to initiate an in-house mediation program. In January 1998, a single staff individual was hired to both administer the program and be its mediator. In its first year of operation, the settlement rate for civil cases through this program was 63.6%. Currently, the Common Pleas Court Mediation Services has a staff of 3 full-time equivalents. This program is growing daily and provides an excellent medium to resolve disputes. There is also a volunteer staff of over 25 attorneys who contribute their time and effort to help in this cause.

The State Auditor reviews the Law Library's accounting records biannually, according to ORC 3375.54. The work is completed currently and compiled monthly, quarterly, and annually for biannual review. No new programs in the Law Library were instituted in 2004.

Budget Office Analysis:

Drug Court recidivism rates bear out the success of this program. Recidivism is typically around 10%.

Court of Domestic Relations

Program: Administration - 4401

Mandated By: ORC-2301.03 (B)(2) and throughout Title 31

Funding Source: General Fund, Special Revenue State Grants

| | |
|--|---|
| <p>Program Description: The administration section of the Court budget basically consists of departments that schedule, process, and manage the flow of cases throughout the court. Ancillary administrative services within this section assist with legal, personnel, and financial matters.</p> <p>Specifically the departments within this section of the Court are Docketing, Case Management, File Room, Information Systems, Administration, Decree Specialists and Court Secretaries.</p> | <p>Accomplishments: Projections based on actual hearings for the first four months of 2004 indicate that the number of magistrate hearings will increase 6.4% when compared to 2003 totals. This increase in the number of magistrate hearings will be managed without increasing personnel in this section of the budget.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| <hr/> | | | | |
| Objective: To schedule and process all hearings for all judges and magistrates in a timely manner. | | | | |
| Demand: Magistrates hearings to be scheduled and processed | 16,010 | 17,028 | 17,250 | 17,250 |
| Workload: Magistrates hearings scheduled and processed | 16,010 | 17,028 | 17,250 | 17,250 |
| Efficiency: Designated time to terminate a marriage without children | 12 months | 12 months | 12 months | 12 months |
| Effect./Outcome: Percentage of termination of marriages without children processed timely within the guidelines of the Ohio Supreme Court | 95.6% | 96.4% | 97.5% | 97.5% |
| <hr/> | | | | |
| Objective: To schedule and process all hearings for all judges and magistrates in a timely manner. | | | | |
| Demand: Magistrates hearings to be scheduled and processed | 16,010 | 17,028 | 17,250 | 17,250 |
| Workload: Magistrates hearings scheduled and processed | 16,010 | 17,028 | 17,250 | 17,250 |
| Efficiency: Designated time to terminate a marriage with children | 18 months | 18 months | 18 months | 18 months |
| Effect./Outcome: Percentage of termination of marriages with children processed timely within the guidelines of the Ohio Supreme Court | 91.8% | 93.2% | 95.0% | 95.0% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 1,736,119 | 2,062,490 | 2,184,668 | 2,140,020 |
| 4 Other Expenditures | 742,944 | 822,402 | 923,876 | 894,285 |
| 5 Capital Outlay | 36,369 | 24,687 | 54,579 | 37,800 |
| Total | 2,515,432 | 2,909,579 | 3,163,123 | 3,072,105 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|---------|-----------|---------|-----------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 2,892 | 3,470 | 4,000 | 4,000 |
| 35 Other Intergovernmental | 928,409 | 1,411,000 | 796,526 | 1,237,213 |
| 40 Miscellaneous | 600 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 931,901 | 1,414,470 | 800,526 | 1,241,213 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 43.00 | 43.00 | 43.00 | 43.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Recently, numerous policy changes have been proposed by the Ohio Child Support Enforcement Agency that if ratified, will adversely affect the amount of reimbursement that our Court receives for IV-D activities. Preliminary analysis and estimates indicate that these projected changes in policy will decrease reimbursement by approximately \$500,000 in 2005.

Budget Office Analysis:

The Court of Domestic Relations submitted a continuation budget. The Court continues to provide the same quality of service.

Court of Domestic Relations

Program: Investigative - 4403

Mandated By: Ohio Revised Code 31

Funding Source: General Fund

| | |
|---|--|
| <p>Program Description: The investigative section of the court's budget basically consists of two departments.</p> <p>Parenting specialists make custody recommendations. They conduct interviews with the couple, each parent individually, each child individually and the family as a whole. Information is solicited about the family from various professionals in the community. Visits by the parenting specialists are made to each parent's home while the children are in residence. After all this information is gathered, the parenting specialist makes recommendations regarding the best interest of the children and the best custodial arrangements for the family.</p> <p>Parenting specialists also introduce court ordered mediation in the initial stages of divorce litigation to resolve parenting issues. Independent results of this process illustrate that mediation is an effective and efficient tool.</p> <p>The core purpose of the Family Counseling Dept. is to conduct full visitation evaluations. When difficult visitation matters emerge in court hearings, court personnel have the option of referring cases for evaluation to family counselors. Also, when parents independently contact the court, families are evaluated.</p> | <p>Accomplishments: During 2004, Xavier University and the Hamilton County Court of Domestic Relations are conducting research into the area of children's adjustment to divorce. W. Michael Nelson, Ph.D. of Xavier University's Department of Psychology and Jayne Zuberbuhler, LSW, and Janice Chapman, MSW of Domestic Relations are coordinating the research project.</p> <p>This research involves studying the correlation between the immediate and the short-term effects of divorce on children based on the level of conflict in their parents' divorce. Two perspectives will be explored-one involving parental communication and the other children's adjustment. Two doctoral students will be conducting the research, which consists of parent-litigants completing surveys at the time of their final divorce hearing and a follow-up survey six months after the divorce.</p> <p>A final report reflecting the findings of the study is expected in 2004.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: 1 To investigate and make recommendations for the court concerning issues relating to child custody and visitation | | | | |
| Demand: Pre-decree modified custody investigations requested | 6 | 4 | 6 | 6 |
| Workload: Pre-decree modified custody investigations prepared | 6 | 4 | 6 | 6 |
| Efficiency: Assignment to completion | 1 month | 1 month | 1 month | 1 month |
| Effect./Outcome: Pre-decree modified custody investigations completed in a timely manner | 0.0% | 0.0% | 25.0% | 25.0% |

Objective: 2 To investigate and make recommendations for the court concerning issues relating to child custody and visitation

| | | | | |
|---|----------|----------|----------|----------|
| Demand: Pre-decree full custody investigations required | 87 | 96 | 100 | 100 |
| Workload: Pre-decree full custody investigations prepared | 87 | 96 | 100 | 100 |
| Efficiency: Assignment to completion | 3 months | 3 months | 3 months | 3 months |
| Effect./Outcome: Pre-decree full custody investigations completed in a timely manner | 41.2% | 60.0% | 75.0% | 75.0% |

Objective: 3 To investigate and make recommendations for the court concerning issues relating to child custody and visitation

| | | | | |
|--|----------|----------|----------|----------|
| Demand: Post-decree full custody investigation required | 64 | 52 | 65 | 65 |
| Workload: Post-decree full custody investigation prepared | 64 | 52 | 65 | 65 |
| Efficiency: Assignment to completion | 3 months | 3 months | 3 months | 3 months |
| Effect./Outcome: Post-decree full custody investigations completed in a timely manner | 50.0% | 60.0% | 75.0% | 75.0% |

Objective: 4 To investigate and make recommendations for the court concerning issues relating to child custody and visitation

| | | | | |
|--|---------|---------|---------|---------|
| Demand: Post-decree modified custody investigations requested | 54 | 52 | 55 | 55 |
| Workload: Post-decree modified custody investigations prepared | 54 | 52 | 55 | 55 |
| Efficiency: Assignment to completion | 1 month | 1 month | 1 month | 1 month |
| Effect./Outcome: Post-decree modified custody investigations completed in a timely manner | 7.7% | 27.3% | 35.0% | 35.0% |

Objective: 5 To investigate and make recommendations for the court concerning issues relating to child custody and visitation

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Custody mediation requested | 340 | 292 | 300 | 300 |
| Workload: Custody mediation prepared | 340 | 292 | 300 | 300 |
| Efficiency: Assignment to completion | 100% | 100% | 100% | 100% |
| Effect./Outcome: Custody dispute resolved by mediation | 54.7% | 44.3% | 50.0% | 50.0% |

Objective: 6 To investigate and make recommendations for the court concerning issues relating to child custody and visitation

| | | | | |
|--|------------|------------|------------|------------|
| Demand: Full visitation evaluations requested | 329 | 273 | 275 | 275 |
| Workload: Full visitation evaluations prepared | 329 | 273 | 275 | 275 |
| Efficiency: Referral to completion | 1.5 months | 1.5 months | 1.5 months | 1.5 months |
| Effect./Outcome: Full visitation evaluations completed in a timely manner | 66.9% | 75.8% | 80.0% | 80.0% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|---------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 298,219 | 600,601 | 613,558 | 601,112 |
| 4 Other Expenditures | 440 | 1,132 | 1,300 | 1,261 |
| Total | 298,659 | 601,733 | 614,858 | 602,373 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 11.00 | 11.00 | 11.00 | 11.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

In addition, the investigation and counseling section of the court's budget performs the following activities:

| | 03 Actual | 04 Estimate |
|---------------------------------|-----------|-------------|
| 1. Court requests for services | 211 | 360 |
| 2. Public requests for services | 565 | 450 |
| 3. Custody Updates | 26 | 26 |

Projections for 2005 indicate that workloads for the Parenting and Counseling Departments will remain somewhat constant. Thus, the Court's budgetary requests will not increase for this section of the budget.

-Challenges for 2005-

During 2005, the Court will closely monitor outcomes and compare these results to the goals set by departmental supervisors.

Budget Office Analysis:

The Hamilton County Domestic Relations Court published the results of a fifteen month mediation research project entitled "Early Intervention Mediation: The Use of Court ordered Mediation in the Early Stages of Divorce Litigation to Resolve Parenting Issues."

The project's goal was to test the efficacy of the early introduction of mediation to resolve parenting disputes. Half of the court's divorcing parents, who were unable to agree upon custody arrangements, attended mediation within six weeks after the filing of their divorce while the other half of divorcing parents were the control group who followed existing court procedures. Parenting issues were fully resolved in 61% of the cases ordered into mediation, sparing these families damaging, time consuming and costly litigation.

Court of Domestic Relations

Program: Judges / Magistrates - 4402

Mandated By: ORC section 2301.03 (B)(2) and throughout Title 31

Funding Source: General Fund

| | |
|--|--|
| <p>Program Description: The Court of Domestic Relations is a division of the Court of Common Pleas. By statute, the Court has jurisdiction of proceedings relating to divorce, alimony, annulment, and dissolution of marriage. It affords a forum for adequate and proper relief to litigants in the above process. The Court adjudicates issues identified with those processes through its orders governing custody, support, and visitation as it relates to the minor children of the litigants.</p> | <p>Accomplishments: The number of domestic violence filings continues to increase. Statistics illustrate that from 1998 to 2003 there has been a 129.6% increase in this type of litigation. This trend continues in 2004. When a domestic violence case is filed, it must be heard either the same day or the next business day. The Court has not requested additional FTEs to encounter this increase and has positioned its resources to be flexible in order to process these specific hearings in a timely manner.</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To hear in a timely manner all filings before the Court with sensitivity toward all the parties involved. | | | | |
| Demand: Judicial hearings to be held. | 8,506 | 8,586 | 9,000 | 9,000 |
| Workload: Judicial hearings held. | 8,506 | 8,586 | 9,000 | 9,000 |
| Efficiency: Designated time to terminate a marriage without children. | 12 months | 12 months | 12 months | 12 months |
| Effect./Outcome: The percentage of marriages terminated without children that were processed timely within the guidelines of the Ohio Supreme Court. | 95.6% | 96.4% | 97.5% | 97.5% |
| Objective: To hear in a timely manner all filings before the Court with sensitivity toward all parties involved. | | | | |
| Demand: Judicial hearings to be held. | 8,506 | 8,586 | 9,000 | 9,000 |
| Workload: Judicial hearings held. | 8,506 | 8,586 | 9,000 | 9,000 |
| Efficiency: Designated time to terminate a marriage with children. | 18 months | 18 months | 18 months | 18 months |
| Effect./Outcome: The percentage of marriages terminated with children that were processed timely within the guidelines of the Ohio Supreme Court. | 91.8% | 93.2% | 95.0% | 95.0% |
| Objective: To hear in a timely manner all filings before the Court with sensitivity towards all parties. | | | | |
| Demand: Judicial hearings to be held. | 8,506 | 8,586 | 9,000 | 9,000 |
| Workload: Judicial hearings held. | 8,506 | 8,586 | 9,000 | 9,000 |
| Efficiency: Designated time to terminate a dissolution of marriage without children. | 3 months | 3 months | 3 months | 3 months |
| Effect./Outcome: Percentage of dissolution of marriages without children processed timely within the guidelines of the Ohio Supreme Court. | 99.4% | 99.4% | 100% | 100% |

| | | | | |
|--|----------|----------|----------|----------|
| Objective: To hear in a timely manner all filings before the Court with sensitivity toward all parties involved. | | | | |
| Demand: Judicial hearings to be held. | 8,506 | 8,586 | 9,000 | 9,000 |
| Workload: Judicial hearings held. | 8,506 | 8,586 | 9,000 | 9,000 |
| Efficiency: Designated time to complete dissolution with children. | 3 months | 3 months | 3 months | 3 months |
| Effect./Outcome: Percentage of dissolution of marriages with children processed timely within the guidelines of the Ohio Supreme Court. | 99.1% | 99.2% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 1,485,303 | 1,962,861 | 1,964,535 | 1,927,155 |
| 4 Other Expenditures | 22,757 | 30,127 | 32,243 | 24,217 |
| Total | 1,508,060 | 1,992,988 | 1,996,778 | 1,951,372 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 30 Investments Interest | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 28.00 | 28.00 | 28.00 | 28.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

As in the past few years, projections for 2005 indicate that both the total number of hearings and efficiency levels for processing divorces and dissolutions throughout the judicial section of the budget will remain basically constant. Thus, the Court will request a maintenance level budget in this section of the budget.

-Challenges for 2005-

Even though most divorces and dissolutions in Domestic Relations are completed within the Supreme Court of Ohio time frames, administration will continue to monitor and try to improve outcomes in the section of the budget.

Budget Office Analysis:

The Court of Domestic Relations' website allows customers to download appropriate forms related to civil domestic violence cases. These forms include definitions, fees and a question and answer sections to assist customers in completing the forms.

Court Reporters

Program: Administration - 4801

Mandated By: ORC 2301.18

Funding Source: General Fund, Special Revenue Calendar Grants

| | |
|---|---|
| <p>Program Description: To manage equipment and personnel resources that provide a verbatim record for all Municipal and Common Pleas court hearings, as well as log, store, and deliver to the Court of Appeals all exhibits admitted into evidence in those court hearings, and to provide transcripts of any of those proceedings on request.</p> | <p>Accomplishments: The Court Reporters department continues to provide a court reporter for all Municipal and Common Pleas court hearings, as well as provide transcripts for any of those proceedings that are requested. Log, store, and deliver to the Court of Appeals all those exhibits admitted into evidence in those court hearings.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To provide a court reporter for sick, vacation, and comp time sessions | | | | |
| Demand: Number of "fill-in" reporters available | 5 | 5 | 5 | 5 |
| Workload: Number of sessions covered | 1,555 | 1,600 | 1,600 | 1,600 |
| Efficiency: Hours per day | 7 | 7 | 7 | 7 |
| Effect./Outcome: Percent of courtrooms and Grand Jury hearings covered | 100% | 100% | 100% | 100% |
| Objective: To provide a court reporter for each Municipal courtroom. | | | | |
| Demand: Number of courtrooms to be covered | 14 | 14 | 14 | 14 |
| Workload: Number of sessions for 14 courtrooms | 3,575 | 3,575 | 3,575 | 3,575 |
| Efficiency: Hours per day | 7 | 7 | 7 | 7 |
| Effect./Outcome: Percent of courtrooms covered daily | 100% | 100% | 100% | 100% |
| Objective: To provide a court reporter for each Common Pleas courtroom. | | | | |
| Demand: Number of courtrooms to be covered | 20 | 20 | 20 | 20 |
| Workload: Number of sessions in courtrooms | 5,020 | 5,020 | 5,020 | 5,020 |
| Efficiency: Hours per day | 7 | 7 | 7 | 7 |
| Effect./Outcome: Percent of courtrooms covered daily | 100% | 100% | 100% | 100% |
| Objective: To produce courtrooms and Grand Jury transcripts requested. | | | | |
| Demand: Pages of courtroom & GJ transcript requested | 200,000 | 210,000 | 215,000 | 215,000 |
| Workload: Pages of courtroom & GJ transcript produced | 200,000 | 210,000 | 215,000 | 215,000 |
| Efficiency: # hrs to produce transcripts | 12,000 | 12,075 | 12,150 | 12,150 |
| Effect./Outcome: % of courtroom transcripts produced on request | 100% | 100% | 100% | 100% |
| Objective: To provide two court reporters for each of two Grand Juries. | | | | |
| Demand: Grand Juries to be covered | 2 | 2 | 2 | 2 |
| Workload: Number of sessions | 502 | 502 | 502 | 502 |
| Efficiency: Hours per day | 7 | 7 | 7 | 7 |
| Effect./Outcome: Percent of Grand Jury hearings covered | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 1,112,632 | 2,225,571 | 2,725,738 | 2,387,403 |
| 4 Other Expenditures | 42,441 | 55,494 | 138,000 | 133,846 |
| 5 Capital Outlay | 0 | 3,180 | 97,000 | 0 |
| Total | 1,155,073 | 2,284,245 | 2,960,738 | 2,521,249 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 13,935 | 20,684 | 20,000 | 20,000 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| Total | 13,935 | 20,684 | 20,000 | 20,000 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 47.00 | 48.00 | 48.00 | 43.00 |
| New Positions | 0.00 | 1.00 | 0.00 | 0.00 |

Departmental Comments:

The Court Reporters Department is reactive to many other departments in the County. The number of court hearings are dependent on the number of misdemeanor cases that are filed, as well as the number of cases that are indicted by the Grand Jury and the number of cases that are filed in the Civil Division of both the Municipal and Common Pleas courts. This is something that cannot be accurately predicted, however in 1993, the cases increased to such a degree that it required two Grand Juries to handle the Common Pleas criminal cases alone. The number of misdemeanors charged and the number of civil cases filed have also increased by some measure each year.

The number of transcripts ordered are also dependent on the number of cases in which there is a finding of guilt, as well as the number of cases that civil attorneys decide to pursue an appeal. It is also dependent on the number of orders that are placed for reasons other than appeal. This is something that cannot be accurately predicted, but has historically continued to increase by some measure each year.

Budget Office Analysis:

The Court Reporters continue to meet the challenge of providing records of the trial proceedings in Hamilton County. The 2005 budget provides for the replacement of Court Reporters desktop computers, as well as other miscellaneous equipment and maintenance contracts.

Juvenile Court

Program: Detention - 4002

Mandated By: ORC 2151.01 & 2151.34

Funding Source: General Fund, Tax Levies Operating Fund

| | |
|---|--|
| <p>Program Description: The Hamilton County Juvenile Court Youth Center, through its statutory authority, provides for the safety, security, welfare and protection of youth requiring the Youth Center's involvement. Delivery of Youth Center services is provided through intervention, detention, recreation, school, food service, support services, business services, clinical services, medical, and intake services.</p> | <p>Accomplishments:</p> <ul style="list-style-type: none"> - 10,282 juveniles were intaked at the Youth Center in 2003. - 5,692 juveniles were admitted into the residential population in 2003. - 150 was the average daily population (ADP) in 2003. - There were no situations involving an escape from custody, serious injury to juveniles or staff, or loss of life. - The American Correctional Association (ACA) accreditation process was completed, and a successful mock audit was completed in November of 2003. The accreditation ceremony was in January of 2004. - The Youth Center Medical Department was re-certified by the National Counsel on Correctional Health Care (NCCHC) in June of 2003. - Demonstrated continued correctional leadership through Performance Based Standards (PBS) data analysis and facility improvement plans. - The Youth Center entered into contract for services with Cincinnati Children's Hospital, and as a result was able to provide an increased range of nursing and physician services to youth. - Dental Clinic was established in May of 2003. A total of 415 youth were seen in 2003 for dental screenings and extractions. - Completed a reorganization of the management structure to facilitate greater accountability for coordinated schedules, shared staffing resources and overtime reduction. |
|---|--|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |

Objective: To provide for the safety and security of 100% of the youth under the care of Youth Center staff.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: All youth brought to the Youth Center for intake processing. | 10,282 | 10,700 | 11,000 | 11,000 |
| Workload: Number of youth processed in the Youth Center | 10,282 | 10,700 | 11,000 | 11,000 |
| Efficiency: The average process time per youth. (per hour) | 3.0 | 3.0 | 3.0 | 3.0 |
| Effect./Outcome: % of Youth Center youth under our care held safely and securely. | 100% | 100% | 100% | 100% |

Objective: To provide routine maintenance services such as inspections, preventive maintenance, re-lamping, painting and general building repairs.

| | | | | |
|---|------------|------------|-----------|-----------|
| Demand: # of Service / PM work request satisfied. | 3,300 | 3,650 | 3,800 | 3,800 |
| Workload: Service/repair/PM work orders satisfied. | 3,300 | 2,982 | 3,800 | 3,800 |
| Efficiency: Hours spent satisfying work requests. (1280 hrs. increased due to County Building Dept. reduction of hrs.) | 5,200 hrs. | 4,700 hrs. | 6,000 hrs | 6,000 hrs |
| Effect./Outcome: % of work requests satisfied. | 100% | 82% | 100% | 100% |



Objective: To provide 3.5 hrs. med./dental care & chemical dependency counseling for youth requiring services in accordance ACA, DYS & NCCHC health care stds.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: # of youth admitted requiring services. | 5,692 | 6,040 | 6,000 | 6,000 |
| Workload: Annual direct care hours for youth requiring services. | 18,078 | 17,189 | 24,000 | 24,000 |
| Efficiency: Direct care hours per child (per admission) | 3.2 | 2.8 | 4.0 | 4.0 |
| Effect./Outcome: % of youth admitted receiving an average of 3.5 hrs. services. | 91% | 81% | 100% | 100% |



Objective: To provide necessary crisis intervention and counseling services for 100% of youth under the Youth Center care and custody.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Youth requiring High Suicide Risk Eval/Assess | 2,310 | 2,357 | 2,500 | 2,500 |
| Workload: Number of Priority 1, 2, 3 and 4 Clinic assessment | 2,310 | 2,357 | 2,500 | 2,500 |
| Efficiency: Average time spent by Clinicians completing assessments. | 1 | 1 | 1 | 1 |
| Effect./Outcome: % of youth under the care and custody of the Youth Center receiving needed mental health assessment and services. | 100% | 100% | 100% | 100% |

Objective: Provide 5 hours of administrative and resource management hours/staff/youth to provide 100% of needed Youth Center services and programming.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: # of staff/youth requiring admin./resource mgmt. | 10,515 | 10,922 | 11,000 | 11,000 |
| Workload: # of administrative/resource mgmt. hours | 57,883 | 60,538 | 55,000 | 55,000 |
| Efficiency: Avg. Admin./resource mgmt. hours per staff/youth | 5.5 | 5.5 | 5.0 | 5.0 |
| Effect./Outcome: % of staff/youth receiving 5.0 hours of administrative and resource mgmt. hours required for Youth Center services and programming. | 100% | 100% | 100% | 100% |

Objective: Maintain HVAC, ESS, YCTV, Radio Com. & other critical systems. Documentation of preventive & repair activities for regulatory & accredit. agencies.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: # of system components to calibrate and service. | 1,088 | 1,088 | 1,088 | 1,088 |
| Workload: # of system components calibrated and serviced. | 1,088 | 1,088 | 1,088 | 1,088 |
| Efficiency: # of hours spent maintaining critical systems. | 4,380 | 4,380 | 4,380 | 4,380 |
| Effect./Outcome: % of critical systems maintained to regulatory and accreditation agency standards. | 100% | 100% | 100% | 100% |

| | | | | |
|---|---------------|---------------|---------------|---------------|
| Objective: To provide for the ongoing sanitation and cleanliness in all areas of the Youth Center. | | | | |
| Demand: Youth Center footprint = 165,000 sq ft and grounds. | 165,000 sq ft | 165,000 sq ft | 165,000 sq ft | 165,000 sq ft |
| Workload: Hours of waste removal, cleaning, laundry, stock, and supplies needed at Youth Center. | 16,640 hrs. | 16,640 hrs. | 17,920 hrs. | 17,920 hrs. |
| Efficiency: Hours expended to provide a clean sanitary facility. | 16,744 hrs. | 16,140 hrs. | 17,920 hrs. | 17,920 hrs. |
| Effect./Outcome: % of the facility receiving adequate care. | 100% | 97% | 100% | 100% |



| | | | | |
|--|-----|-----|------|------|
| Objective: To provide a safe, secure and therapeutic environment to youth requiring special needs in accordance with applicable medical standards at 10 hrs/youth | | | | |
| Demand: ADP of youth requiring multidisciplinary services | 6 | 8 | 12 | 12 |
| Workload: Avg daily direct/therapeutic staffing hrs. for POD/Unit. | 46 | 72 | 120 | 120 |
| Efficiency: Staff hours vs. youth hour ratio. | 7.7 | 9.0 | 10.0 | 10.0 |
| Effect./Outcome: % of youth assigned to the multidisciplinary pod receiving needed programming and services at a ratio of 10 hours per child. | 77% | 90% | 100% | 100% |

| | | | | |
|--|---------|----------|----------|----------|
| Objective: To provide for an average of 2 hours of rec/educ programming per day for Youth Center residents for the duration of their stay. Non-School Programming | | | | |
| Demand: The Youth Center Average Daily Population (ADP) | 150.2 | 160.3 | 160 | 160 |
| Workload: Average Programming Hours Per Day (Total Programming Hours/365 days) | 203 | 273 | 320 | 320 |
| Efficiency: Direct Programming hours Provided Youth / Day | 1.4 hrs | 1.7 hrs. | 2.0 hrs. | 2.0 hrs. |
| Effect./Outcome: % of youth admitted to the Youth Center that receive appropriate levels of programming based on Average Daily Programming Hrs. and ADP. | 68% | 85% | 100% | 100% |

| | | | | |
|--|-------|-------|------|------|
| Objective: To provide effective and needed programming to 100% of all admitted youth and their families at a ratio of 5 hours per youth. | | | | |
| Demand: The Average Daily Population (ADP) held securely. | 150.2 | 160.3 | 160 | 160 |
| Workload: Average Daily Direct Care Staffing Hours/Day | 831 | 887 | 800 | 800 |
| Efficiency: Staff Hours/Youth Hours Ratio | 5.5 | 5.5 | 5.0 | 5.0 |
| Effect./Outcome: % of youth and their families referred to the Youth Center who received needed programming assistance at a ratio of 5 hours per child. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|------------------|-------------------|-------------------|-------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 5,007,992 | 9,149,920 | 9,177,437 | 9,250,223 |
| 4 Other Expenditures | 1,252,457 | 3,334,101 | 3,539,942 | 3,338,932 |
| 5 Capital Outlay | 15,386 | 34,405 | 76,800 | 0 |
| Total | 6,275,835 | 12,518,426 | 12,794,179 | 12,589,155 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|----------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 0 | 1,127,000 | 1,000,000 | 1,085,481 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 473,789 | 539,556 | 461,800 | 461,800 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 473,789 | 1,666,556 | 1,461,800 | 1,547,281 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 184.00 | 181.00 | 185.00 | 189.00 |
| New Positions | -3.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

In an effort to continually improve services at the Youth Center, there have been many departmental changes. Changes are highlighted in the section below.

1. Although the nursing situation improved significantly in 2003 (being fully staffed for approximately 85 % of the year) the situation has once again worsened. Currently the department is down a Nurse Supervisor and 2 LPNs. This shortage in Nursing staff is further complicated by increases in needed nursing hours due to the addition of dental services, increased drug assessments and youth requiring services due to having multiple diagnosis and psychotropic medications. With these increased services, it has now been determined that there is a need for a Medical Assistant position to be added to the budget.

2. The Housing department changed significantly in 2003 in terms of organizational restructuring and program development. In 2003 the Housing department further expanded the concept of the Program Manager, orientation programs for youth, educational programs for youth, gender specific programming and specialized program development for youth with special needs. These changes have continued in 2004 and as a result we are better able to meet the needs of youth incarcerated at the facility. (It should be noted that there has been a decrease in critical incidents with youth over the past couple of years, to the degree of a 25% reduction of youth incidents and interventions.) Additionally, stabilization of staffing levels has played a major role in program success.

3. The Facilities division of the Youth Center continues to be an area of concern. The Youth Center will be 10 years old in November of the budget year (2005). This equates to increased workload in the areas of ongoing maintenance and repair, upkeep and cleanliness. To complicate the staffing problem within this department, County Buildings cut 1000 hours of skilled labor from the Youth Center four-man support group in 2004. These hours are being absorbed in the Youth Center budget. An additional position is therefore requested for the 2005 budget year.

Budget Office Analysis:

The Hamilton County Juvenile Court Intervention Unit, a Division of Court Services, serves families in crisis as the result of rebellious and incorrigible behavior exhibited by youth 5-17 years old. Attempts are made to contact the family within twenty-four hours of the referral being processed, and an appointment is scheduled within 10 days. If the parent(s) or guardian(s) is unwilling/unable to attend a session at the Intervention Unit, a Family Counselor will provide crisis intervention via the telephone. It is the Intervention Unit's goal to provide ongoing treatment services to at least 10% of all families referred.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Juvenile Court

Program: Hillcrest Training School - 4003

Mandated By: O.R.C. 2151.65

Funding Source: General Fund, Tax Levies Operating Fund

| | |
|--|--|
| <p>Program Description: To provide for the safety, security, and supervision of youthful offenders who have been placed by the Court's Judiciary. Services provided include: residential care, medical, psychological, substance abuse, educational, vocational, and other correctional treatment interventions. Hillcrest also provides Aftercare supervision and support after the youth are released from the facility into the community. Service population is primarily adolescents with felony adjudications, many of which have co-existing disorders.</p> | <p>Accomplishments: Under the new Superintendent's administration, Hillcrest refined its mission and vision statement and also defined its core values. Hillcrest refocused the program on the school curriculum.</p> <p>Hillcrest implemented a boys assessment unit that serves approximately 336 boys. This unit is essential to identifying children's issues and thereby better serving those children.</p> <p>AWOLS were reduced by 27% in 2003.</p> <p>During 2003 and into 2004 Hillcrest has updated its facility policy manual and student handbook.</p> <p>Hillcrest implemented outcomes measures to critical components of the program.</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| <hr/> | | | | |
| Objective: To provide residential treatment and assessment services for Hamilton County youth. | | | | |
| Demand: Offenders to be reviewed and processed | 509 | 730 | 730 | 730 |
| Workload: Offenders reviewed and processed | 509 | 730 | 730 | 730 |
| Efficiency: Beds occupied above 90% each day | 509 | 730 | 730 | 730 |
| Effect./Outcome: Maintain a minimum average of 90% occupancy rate | 91% | 100% | 100% | 100% |
| <hr/> | | | | |
| Objective: To admit 90% of all accepted referrals to the residential program within 30 days and 95% of all assessment referrals within 2 days | | | | |
| Demand: Offenders to be reviewed and processed | 509 | 730 | 730 | 730 |
| Workload: Offenders reviewed and processed | 509 | 730 | 730 | 730 |
| Efficiency: Juvenile Court commitments admitted in 30/40 days | 509 | 730 | 730 | 730 |
| Effect./Outcome: Process 90% of court commitments within 30 days of referral | 98% | 95% | 95% | 95% |
| <hr/> | | | | |
| Objective: To provide an offender needs assessment and a corresponding treatment plan within 30 days of admission and provide a comprehensive written plan within | | | | |
| Demand: Offenders admitted | 354 | 350 | 350 | 350 |
| Workload: Offenders admitted | 354 | 350 | 350 | 350 |
| Efficiency: Assessment and treatment plan completed with 30 days | 354 | 350 | 350 | 350 |
| Effect./Outcome: Complete all admitted offenders | 100% | 100% | 100% | 100% |



Objective: To provide chronic and convalescent care for ill residents and routine sick calls and physical assessments to all resident youth

| | | | | |
|---|------|------|------|------|
| Demand: Youth to be assessed | 467 | 450 | 450 | 450 |
| Workload: Chronic physical assessment, dental care for ill residents and routine sick calls. | 4736 | 5500 | 5500 | 5500 |
| Efficiency: Youth given physical/dental assessments | 100% | 100% | 100% | 100% |
| Effect./Outcome: Youth assessments completed within 30 days of admission | 100% | 100% | 100% | 100% |

Objective: To make available at least 225 days of instructional service to residents and 240 days to the assessment unit youth

| | | | | |
|--|------|------|------|------|
| Demand: Number of youth offered educational services | 545 | 730 | 730 | 730 |
| Workload: Number requiring educational services | 545 | 730 | 730 | 730 |
| Efficiency: Number of students receiving educational services | 545 | 730 | 730 | 730 |
| Effect./Outcome: All youth at facility shall receive educational services | 100% | 100% | 100% | 100% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|------------------|-------------------|-------------------|-------------------|
| 3 Personnel | 4,231,864 | 8,313,297 | 8,570,619 | 8,560,070 |
| 4 Other Expenditures | 850,381 | 1,766,126 | 1,876,495 | 1,750,742 |
| 5 Capital Outlay | 4,716 | 6,747 | 25,000 | 0 |
| Total | 5,086,961 | 10,086,170 | 10,472,114 | 10,310,812 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|------------------|-------------------|-------------------|-------------------|
| 20 Charges for Service Fees | 202,659 | 8,989,580 | 8,963,000 | 9,541,839 |
| 35 Other Intergovernmental | 1,593,551 | 2,167,021 | 2,300,000 | 2,300,000 |
| 40 Miscellaneous | 531,388 | 637,726 | 934,211 | 934,211 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 2,327,598 | 11,794,327 | 12,197,211 | 12,776,050 |

FTE Count

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Total | 176.00 | 173.00 | 174.00 | 176.00 |
| New Positions | -3.00 | 0.00 | 0.00 | 2.00 |



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Departmental Comments:

During 2003 Hillcrest processed 248 referrals resulting in 209 admissions to the residential program and 336 were admitted to the assessment unit. 81% of the youth that were placed successfully completed the residential component of the program and were placed in aftercare. The facility continues to maintain accreditation with ACA, NCCHC and certification from AAS and ODMH.

The average length of stay for children at Hillcrest Training School by treatment track is:

Disruptive behavior disorder 190 days

Substance abuse 205 days

Sex Offender specific 484 days

Assessment unit 12 days

Budget Office Analysis:

Hillcrest operates 118 correctional/treatment beds for adjudicated male delinquent youth placed by the Hamilton County Juvenile Court. In addition, Hillcrest provides a 24-bed comprehensive assessment program. The program also provides aftercare service to youth who have successfully completed the program.

Juvenile Court

Program: Judge's Office - 4001

Mandated By: 2151.01

Funding Source: General Fund, Special Revenue Calendar Grants, Special Revenue State Grants, Special Revenue Federal Grants, Special Revenue Operating Fund

| | |
|--|--|
| <p>Program Description: The Judge's Office program of the court, through statutory procedure and due process, resolves individual, family and community conflicts pertaining to children. The Youth Services Grant provides funds to counties via the local Juvenile Courts by the Department of Youth Services, to facilitate provision of services for youth at the local level. The RECLAIM Ohio Grant was designed to purchase or develop community-based programs and services for adjudicated delinquent, unruly or juvenile traffic offenders under the jurisdiction of the court.</p> | <p>Accomplishments: The Probation department completed a major shift and reorganization to provide more in-depth field work and casework efficiency. Case planning and assignment is based on best practices models identified by Office of Juvenile Justice and Delinquency Prevention (OJJDP). In addition the Probation Department completed eighteen months of preparation for accreditation by the American Correctional Association. The department received the accreditation after being found in compliance with 99% of the A.C.A. standards. The Probation Department completed its third year of the Juvenile Major Offender Program with five police divisions; Cincinnati, Colerain Township, Forest Park, Sharonville and Springfield Township. The department logged 692 Probation Officer hours in 1333 curfew checks. Offenders were in compliance 73% of the time. The program, a recipient of JAIBG funds, has shown to be an excellent collaborative effort and has been well received by the community and the parents and guardians of the offenders.</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To process filings and motions, maintain records and provide notice for hearings. | | | | |
| Demand: Number of filings and motions to be handled | 43,306 | 46,300 | 46,000 | 46,000 |
| Workload: Number of filings and motions handled | 43,306 | 46,300 | 46,000 | 46,000 |
| Efficiency: Filings processed (Mins.) | 15 | 15 | 15 | 15 |
| Effect./Outcome: Percent of new filings and motions accepted | 100% | 100% | 100% | 100% |
| Objective: To handle hearings in accordance with the Case Management Program. | | | | |
| Demand: Number of Hearings to be handled | 140,543 | 145,641 | 145,000 | 145,000 |
| Workload: Number of hearings handled | 140,543 | 145,641 | 145,000 | 145,000 |
| Efficiency: Hearing Held (hrs.) | 78,300 | 78,300 | 78,300 | 78,300 |
| Effect./Outcome: Percent of hearings held | 100% | 100% | 100% | 100% |
| Objective: To provide community service to youth which will be assigned within 30 days | | | | |
| Demand: Youth to be referred | 2,978 | 3,000 | 3,000 | 3,000 |
| Workload: Youth Referred | 2,978 | 3,000 | 3,000 | 3,000 |
| Efficiency: % of youth screened and assigned | 100% | 100% | 100% | 100% |
| Effect./Outcome: % of youth successfully completed program | 100% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|-----------------------|------------|------------|------------|------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 7,918,581 | 9,477,487 | 11,889,339 | 11,693,033 |
| 4 Other Expenditures | 5,463,873 | 2,128,597 | 5,884,812 | 5,562,250 |
| 5 Capital Outlay | 159,217 | 72,013 | 249,596 | 49,596 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 13,541,671 | 11,678,097 | 18,023,747 | 17,304,879 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|-----------|-----------|------------|------------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 22,154 | 34,680 | 27,000 | 977,000 |
| 25 Fines & Forfeitures | 429,347 | 515,216 | 617,000 | 617,000 |
| 30 Investments Interest | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 7,606,884 | 4,198,950 | 8,350,000 | 8,507,500 |
| 40 Miscellaneous | 131,201 | 1,320,276 | 1,325,000 | 1,675,000 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| 82 Public Utilities | 0 | 0 | 0 | 0 |
| Total | 8,189,586 | 6,069,122 | 10,319,000 | 11,776,500 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 234.00 | 226.00 | 223.00 | 223.00 |
| New Positions | -8.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The Hamilton County Juvenile Court continues its efforts to remain a leader in juvenile justice.

Budget Office Analysis:

Hamilton County Juvenile Court has the responsibility to hear and determine all cases and issues concerning children in Hamilton County. Additionally, the Juvenile Court administers programs and facilities providing for the custody, care and rehabilitation of youth within its jurisdiction.

Municipal Court

Program: Administration - 4301

Mandated By: Ohio Supreme Court and Ohio Revised Code/Rules

Funding Source: General Fund, Special Revenue Operating Fund, Special Revenue Calendar Grants, Special Revenue State Grants, Special Revenue Federal Grants

| Program Description: | Accomplishments: |
|--|---|
| <p>Fourteen (14) Judges exercise judicial discretion in Criminal & Civil cases by deciding guilt or innocence, trials to the bench or jury, on all cases filed in Municipal Court. This includes the dispositions in arraignment court and individual courtrooms for felonies, misdemeanors, traffic, personal injury and property, contracts, federal, other civil, and small claims cases.</p> <p>Private Complaint Program: To resolve misdemeanor and civil criminal cases through mediation and after filing in court.</p> <p>Pretrial Services: The agency secures and provides pertinent defendant/offender risk, eligibility for release, and/or alternative to incarceration information to any Judicial Officer or court affiliated agency in Hamilton county for the purposes of improved decision making regarding bail and management of the jail population.</p> | <p>Courts/Pretrial Services: Implemented numerous emergency release measures and jail monitoring activities to keep the jail population below federal mandated capacity. They include a new citation policy and step up sanction program for felony probation violations; grant participation and successful application for women with soliciting-related offenses; early identification, assessment, treatment intervention, and case fast-track for individuals charged with felony offenses who have competency issues; Municipal probation interface/step up sanction process for severely mentally disabled individuals who are rearrested; and expanded pro se motion to mitigate team providing the court with more in-depth post-conviction release options. A fully automated court jail management system is under construction, with testing to begin in August 04. Developed assignment, tracking & billing for all hearing and language interpreters to both municipal and common pleas courts. Expanded city diversion guidelines to include more city cases eligible for diversion.</p> |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: Pretrial Services: To employ & identify emergency release measures for jailed offenders eligible for mitigation, special adjudication services, and early release | | | | |
| Demand: Total screened for eligibility | 1,900 | 1,900 | 1,900 | 1,900 |
| Workload: No. cases reviewed by judge/classification unit | 1,700 | 1,700 | 1,700 | 1,700 |
| Efficiency: No. cases disposed | 1,000 | 1,500 | 1,500 | 1,500 |
| Effect./Outcome: % disposed vs. reviewed | 59% | 88% | 88% | 88% |
| Objective: PTS: To provide pretrial services screening and evaluation for pre-trial release to all arrestees | | | | |
| Demand: No. of arrestees to be screened | 43,000 | 43,000 | 43,000 | 43,000 |
| Workload: No. of arrestees to be evaluated | 39,000 | 40,000 | 40,000 | 40,000 |
| Efficiency: No. of arrestees evaluated for pretrial release | 31,000 | 32,000 | 32,000 | 32,000 |
| Effect./Outcome: % of arrestees screened and evaluated prior to arraignment | 99% | 99% | 99% | 99% |

| | | | | |
|---|--------|--------|--------|--------|
| Objective: Pretrial Services: To provide case management services to all persons released on O.R. bonds and to provide diversion opportunities | | | | |
| Demand: Total arrestees released on non-financial basis | 12,000 | 12,000 | 12,000 | 12,000 |
| Workload: Notification all hearings; program compliance | 16,000 | 16,000 | 16,000 | 16,000 |
| Efficiency: Total terminations | 13,000 | 13,000 | 13,000 | 13,000 |
| Effect./Outcome: % of compliance with conditions of release and diversion | 92% | 92% | 92% | 92% |
| Objective: PTS: To collaborate assessment services for special needs pretrial detainees who may be eligible for other court programs prior to case disposition | | | | |
| Demand: Eligible for additional assessment services | 15,000 | 15,000 | 15,000 | 15,000 |
| Workload: Assessments completed | 12,000 | 12,000 | 12,000 | 12,000 |
| Efficiency: No. bonds reviewed, eligible case presentations | 10,000 | 10,000 | 10,000 | 10,000 |
| Effect./Outcome: % released post arraignment, diversion collaborations made | 83% | 83% | 83% | 83% |
| Objective: PTS: To assist court in effort to reduce the number of outstanding warrants and criminal cases by providing means to voluntarily surrender w/o police | | | | |
| Demand: Referrals by case | 19,000 | 19,000 | 19,000 | 19,000 |
| Workload: Cases recalled, reactivated | 12,000 | 12,000 | 12,000 | 12,000 |
| Efficiency: Cases successfully terminated | 10,600 | 10,600 | 10,600 | 10,600 |
| Effect./Outcome: % removed from system without police or jail intervention | 88% | 88% | 88% | 88% |
| Objective: PTS: To secure interpretive services for hearing impaired or non-English speaking individuals; provide HIV testing as required by law | | | | |
| Demand: Identification of defendants who need services | 4,400 | 4,600 | 4,600 | 4,600 |
| Workload: Secure various services/information at proceedings | 4,400 | 4,600 | 4,600 | 4,600 |
| Efficiency: No. cases successfully processed w/o continuances | 4,375 | 4,550 | 4,550 | 4,550 |
| Effect./Outcome: % of special needs cases handled w/o delay | 99% | 99% | 99% | 99% |
| Objective: PCMS: To screen clients and provide mediation services for misdemeanor and civil complaints | | | | |
| Demand: No. of clients | 7,358 | 7,300 | 7,300 | 7,300 |
| Workload: No. of clients screened | 7,358 | 7,300 | 7,300 | 7,300 |
| Efficiency: No. of clients receiving mediation services | 7,006 | 7,000 | 7,000 | 7,000 |
| Effect./Outcome: No. of mediated cases settled | 3,038 | 3,300 | 3,300 | 3,300 |
| Objective: PTS: To expedite trial release and/or case disposition for certain detainees prior to or at arraignment | | | | |
| Demand: Total eligible for evaluation, adjudication | 39,000 | 40,000 | 40,000 | 40,000 |
| Workload: Total evaluated & presented | 31,000 | 32,000 | 32,000 | 32,000 |
| Efficiency: No. expedited, adjudicated, released O.R. | 20,000 | 20,000 | 20,000 | 20,000 |
| Effect./Outcome: %expedited/adjudicated/ released prior to & at arraignment | 65% | 65% | 65% | 65% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|-----------------------|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 4,096,124 | 4,994,921 | 5,541,163 | 5,478,218 |
| 4 Other Expenditures | 913,976 | 641,035 | 777,009 | 839,587 |
| 5 Capital Outlay | 122,595 | 25,407 | 55,300 | 55,300 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 5,132,695 | 5,661,363 | 6,373,472 | 6,373,105 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|-----------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 128,432 | 185,704 | 154,000 | 269,000 |
| 25 Fines & Forfeitures | 248,676 | 331,567 | 290,000 | 330,000 |
| 30 Investments Interest | 48,424 | 0 | 8,000 | 0 |
| 35 Other Intergovernmental | 844,221 | 0 | 298,575 | 0 |
| 40 Miscellaneous | 17,758 | 17,758 | 52,147 | 52,147 |
| 50 Transfers - In | 0 | 0 | 0 | 33,175 |
| Total | 1,287,511 | 535,029 | 802,722 | 684,322 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 112.00 | 111.00 | 111.00 | 111.00 |
| New Positions | 1.00 | -2.00 | 0.00 | 0.00 |

Departmental Comments:

No Departmental Comments

Budget Office Analysis:

Pre-Trial Services objectives all show "2004 Budget" figures significantly higher than 2003 Actual, 2004 Estimate or 2005 Request. PTS estimated increases in 2004 based on increases from 2002 to 2003. Those increases have not materialized, so 2004 estimates and 2005 requests are more in line with 2003 figures.

Pre-Trial Services and Probation are participating in an ongoing Prevention, Retention, and Contingency (PRC) project with Jobs and Family Services that will provide reimbursements for program-eligible clients.

Municipal Court

Program: Judicial - 4302

Mandated By: Ohio Supreme Court and Rules of Superintendence

Funding Source: General Fund

| | |
|---|--|
| <p>Program Description: Fourteen (14) Judges and six (6) Magistrates working at the discretion of the Judges exercise Judicial discretion in Criminal and Civil cases by deciding guilt or innocence, trials to the bench or jury, on all cases filed in Municipal Court. This includes the dispositions in arraignment court and individual courtrooms for felonies, misdemeanors, OMVI, other traffic, personal injury and property, contracts, FED, other civil, and small claims cases. Administration also includes Bailiffs, Secretaries and Assignment Commissioner Staff.</p> | <p>Accomplishments: As set forth by the Ohio Supreme Court and reported on a monthly basis via Administrative Judges and individual Judges reports and Chapter 1901 of the Ohio Revised Code to hear all scheduled cases timely.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: Judges: To hear all cases in a timely manner, as set forth by the Ohio Supreme Court | | | | |
| Demand: Criminal misdemeanor & civil cases to be processed | 162,090 | 165,000 | 165,000 | 165,000 |
| Workload: Criminal misdemeanor cases/civil cases processed | 162,090 | 165,000 | 165,000 | 165,000 |
| Efficiency: Total terminations for criminal misdemeanor/civil cases | 125,545 | 135,000 | 135,000 | 135,000 |
| Effect./Outcome: Percentage of cases heard within time limitations set forth by the Supreme Court. | 99% | 99% | 99% | 99% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 720,362 | 999,398 | 1,083,391 | 1,094,461 |
| Total | 720,362 | 999,398 | 1,083,391 | 1,094,461 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------|----------------|------------------|-----------------|------------------|
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 14.00 | 14.00 | 14.00 | 14.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

- 1 - License Intervention Program currently works at the discretion of the Assignment Commissioner's Office.
 - 2 - Technological advancements regarding Court Reporting completed.
 - 3 - Storage of Transcripts for cases heard by Magistrates moved from CD to Mainframe.
- * Challenge * Due to a drastic increase in the non-English speaking population, the need for interpretive services will increase dramatically. This is a necessity to process cases through the Court in an efficient manner.

Budget Office Analysis:

Following is a breakdown of the increased need for interpreters:

| | 2000 | 2001 | 2002 | 2003 |
|-------------------|----------|----------|-----------|-----------|
| # Cases | 1,444 | 1,329 | 2,177 | 4,376 |
| Interpreter costs | \$95,558 | \$85,725 | \$121,872 | \$301,680 |

Probate Court

Program: Administration - 4501

Mandated By: ORC 2101.24

Funding Source: General Fund, Special Revenue Operating Fund, Special Revenue State Grants

| | |
|--|---|
| <p>Program Description: To provide clerk and judicial services in areas of estate administration, guardianships, adoptions, civil commitments, marriage licenses, name changes and related civil matters.</p> | <p>Accomplishments: Some of the accomplishments achieved from late 2003-2004 are as follows: 1. An e-mail notification program was implemented that provides registered users with automated notifications of required actions approximately 30 days in advance. 2. An attorney mail center was established eliminating the need to mail Court entries and various documents thereby decreasing postage expenditures. 3. A magistrate and pro-se support desk was established and has been well received by the bar and Court users.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To provide clerk and judicial services in the area of civil commitments. | | | | |
| Demand: Process all statutory filings. | 592 | 700 | 700 | 700 |
| Workload: New filings processed, review affidavits with doctors/hospitals | 592 | 700 | 700 | 700 |
| Efficiency: Processing time per case (in hours). | 12 | 12 | 12 | 12 |
| Effect./Outcome: All new and pending cases reviewed annually | 100% | 100% | 100% | 100% |
| Objective: To support marriage license office demands on an annual basis. | | | | |
| Demand: Process and issue marriage licenses. | 5,256 | 6,000 | 6,000 | 6,000 |
| Workload: Process licenses, provide certified copies. | 5,256 | 6,000 | 6,000 | 6,000 |
| Efficiency: Time spent processing (hours) | 1 | 1 | 1 | 1 |
| Effect./Outcome: Funds deposited within 24 hours. | 100% | 100% | 100% | 100% |
| Objective: Provide clerk and judicial services in areas of estate administration, guardianships, adoptions, name changes, and civil matters. | | | | |
| Demand: Process all statutory filings. | 6,460 | 7,000 | 7,000 | 7,000 |
| Workload: New filings processed. | 6,460 | 7,000 | 7,000 | 7,000 |
| Efficiency: Time spent processing cases (in hours) | 4.5 | 4.5 | 4.5 | 4.5 |
| Effect./Outcome: Funds deposited within 24 hours. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|------------------|------------------|------------------|------------------|
| 3 Personnel | 1,121,653 | 2,373,374 | 2,497,891 | 2,544,995 |
| 4 Other Expenditures | 522,860 | 813,624 | 1,123,509 | 1,173,873 |
| 5 Capital Outlay | 15,130 | 0 | 0 | 0 |
| Total | 1,659,643 | 3,186,998 | 3,621,400 | 3,718,868 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|---------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 5 Other Taxes | 100 | 100 | 0 | 0 |
| 15 Licenses | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 466,212 | 860,009 | 867,200 | 889,200 |
| 25 Fines & Forfeitures | 0 | 0 | 0 | 0 |
| 30 Investments Interest | 0 | 500 | 2,500 | 2,500 |
| 35 Other Intergovernmental | 211,694 | 270,618 | 261,187 | 273,000 |
| 40 Miscellaneous | 192,623 | 266,000 | 265,000 | 265,000 |
| Total | 870,629 | 1,397,227 | 1,395,887 | 1,429,700 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 46.00 | 45.00 | 45.00 | 45.00 |
| New Positions | 1.00 | -2.00 | 0.00 | 0.00 |

Departmental Comments:

To better understand how the requests will enable the Court to meet its program objectives, reference should be made to the 1999 Staffing Study conducted by the National Center for State Courts. The study included the development of case weights and staffing needs to meet the objectives involved in administering the 55 individual types of cases managed by the Probate Court.

Budget Office Analysis:

The Probate Court in its first full year under Judge Cissell has requested less in appropriations than those approved for 2004. The decrease is the result of the continued streamlining of Court staff. Some of the decrease in personnel is offset by increases in contractual services. This is because the Court has chosen to contract court-reporting services in 2005, and because the Court requires increases in contracts to support some of its technological advances.

The Court has assisted the County during the 2005 budget process by funding a new microfiche processor out of its restricted Automations fund.

Probation

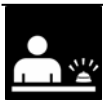
Program: Administration - 4901

Mandated By: 2301.27 et seq. Common Pleas; 1901.33 et seq. Muni

Funding Source: General Fund, Special Revenue Operating Fund, Special Revenue State Grants, Tax Levies Operating Fund

| | |
|--|---|
| <p>Program Description: The Hamilton County Adult Probation Department is charged by the Common Pleas and Municipal Courts, under statutory authority, to supervise the conduct of criminal offenders, and offers opportunities for them to improve their livelihood through services delivered both in-house and brokered from other agencies.</p> | <p>Accomplishments: The Adult Probation Department continues to service the Court of Common Pleas and Municipal Court with pre-trial and post-conviction supervision of criminal defendants. Its array of services is a principle asset in managing the County's jail population. The Common Pleas Court has established satellite operations to supervise clients living in East Walnut Hills and Madisonville. An ISP officer and a general supervision officer are assigned to each site. Each office has received recognition from their respective neighborhood for reducing crime and increasing quality of life in the area. Moreover, both the Municipal and Common Pleas Divisions of the Department have established several programs requiring officers to visit, and observe, clients in their homes; in 2003 probation personnel accomplished 17,343 visits outside of the office. These satellite and home visit initiatives increase the outreach of the Department into the public domain.</p> |
|--|---|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: To insure that 100% of PO Court reports are completed on time.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: # reports required by the Court | 50,693 | 52,780 | 52,780 | 52,780 |
| Workload: # reports to the Court | 50,693 | 52,780 | 52,780 | 52,780 |
| Efficiency: # reports per PO | 454 | 473 | 473 | 473 |
| Effect./Outcome: % reports completed on time | 99.5% | 99.5% | 99.5% | 99.5% |

Objective: By providing restitution opportunities, to deliver at least 50% of Court ordered hours and therein provide value to the community.

| | | | | |
|---|-----------|-----------|-----------|-----------|
| Demand: # Community Service hours ordered | 191,165 | 220,000 | 220,000 | 220,000 |
| Workload: # Community Service hours worked | 99,594 | 110,000 | 110,000 | 110,000 |
| Efficiency: % completed Community Service hours | 52% | 50% | 50% | 50% |
| Effect./Outcome: Dollar value to the community of the Community Service hours worked | \$597,564 | \$660,000 | \$660,000 | \$660,000 |



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.



Objective: To provide for a caseload ratio close to the national standard of 100:1, thus providing adequate supervision to 100% of offenders referred.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Total clients referred | 14,550 | 15,200 | 15,200 | 15,200 |
| Workload: Total clients active | 25,585 | 25,600 | 25,600 | 25,600 |
| Efficiency: Avg Hours per client annually | 7.9 | 7.9 | 7.9 | 7.9 |
| Effect./Outcome: Ratio of clients:PO | 229:1 | 229:1 | 229:1 | 229:1 |



Objective: To provide treatment/rehabilitation options for at least 1000 offenders through diversion (jail alternative) programs.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: # of Beds (days) Available to Serve Offenders | 75,444 | 75,444 | 75,444 | 75,444 |
| Workload: # of Offenders Entering Programs | 1,112 | 1,300 | 1,300 | 1,300 |
| Efficiency: % of Available Beds Utilized | 95% | 96% | 96% | 96% |
| Effect./Outcome: % of Offenders Successfully Completing Programs | 81% | 80% | 80% | 80% |



Objective: To provide for 1,500 identified special needs offenders through departmental programs.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: # defendants eligible for Special Programs | 1,515 | 1,460 | 1,500 | 1,500 |
| Workload: # defendants in Special Programs | 1,515 | 1,460 | 1,500 | 1,500 |
| Efficiency: % of placement goal | 100% | 97% | 100% | 100% |
| Effect./Outcome: % of clients successfully completing Special Programs | 70% | 74% | 75% | 75% |

Objective: To collect monies as ordered by the Court each year.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: # of collection transactions to be processed | 39,488 | 43,000 | 43,000 | 43,000 |
| Workload: # of collection transactions processed | 38,488 | 43,000 | 43,000 | 43,000 |
| Efficiency: Amount of money collected annually | \$4.7M | \$5.4M | \$5.4M | \$5.4M |
| Effect./Outcome: Amount of money collected annually | \$4.7M | \$5.4M | \$5.4M | \$5.4M |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 6,753,184 | 8,732,888 | 10,884,819 | 10,643,298 |
| 4 Other Expenditures | 3,748,750 | 5,244,536 | 6,380,215 | 7,307,594 |
| 5 Capital Outlay | 154,919 | 260,182 | 1,431,129 | 1,431,129 |
| Total | 10,656,853 | 14,237,606 | 18,696,163 | 19,382,021 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 813,520 | 1,119,075 | 1,059,516 | 2,554,516 |
| 30 Investments Interest | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 2,088,135 | 0 | 2,018,166 | 2,018,166 |
| 40 Miscellaneous | 675,158 | 867,651 | 924,523 | 850,196 |
| 45 Other Financing Sources | 0 | 0 | 0 | 1,500,000 |
| Total | 3,576,813 | 1,986,726 | 4,002,205 | 6,922,878 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 221.00 | 219.00 | 221.00 | 219.00 |
| New Positions | -2.00 | 0.00 | 2.00 | 0.00 |

Departmental Comments:

No Departmental Comments

Budget Office Analysis:

Regarding objective #1, the number of transactions processed over the first half of 2004 indicated a significant increase and could be expected for the balance of the year. The increase could be attributed to two reasons: 1) Caseloads are slowly increasing; as the number of people placed on probation increases, the number of transactions handled by the cashier's office will increase; 2) Officers are doing a better job of motivating offenders to pay.

Regarding objectives #2 and #3, the 2004 budget figures are out of line due to miscalculations.

Probation and Pre-Trial Services are participating in an ongoing Prevention, Retention, and Contingency (PRC) project with Jobs and Family Services that will provide reimbursements for program-eligible clients.

Public Defender

Program: Assigned Counsel - 4702

Mandated By: US Constitution: Chapter 120, ORC; Juv Ct Rule 4

Funding Source: General Fund

| | |
|--|---|
| <p>Program Description: Represent criminally charged clients from arraignment through trial and any necessary post-conviction proceeding, including motions, probation violation hearings, and appeals through the Ohio Supreme Court on cases in which the Court and Public Defender have determined that assigned counsel can provide efficient services. Most attorneys participate in our rotating panel. This panel system better ensures that cases are equally distributed among those who are qualified and interested in accepting different types of criminal and family law cases. The office also employs a rotating assignment panel for Juvenile Court adult dependency services. Attorneys are involved from Day One hearings through disposition, review hearings and any applicable reactivations. These cases typically are active for years. Other family law assignments are made when our staff represents another party in a matter.</p> | <p>Accomplishments: We identified over \$350,000 in agency funds that should have been earmarked for the General Fund and established procedures to ensure that future transfers of defendant reimbursement will be made in a timely fashion.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: Represent defendants in the First District Court of Appeals and in the Ohio Supreme Court | | | | |
| Demand: Appeals to be argued | 210 | 225 | 225 | 225 |
| Workload: Appeals argued | 210 | 225 | 225 | 225 |
| Efficiency: Caseload | 14 | 15 | 15 | 15 |
| Effect./Outcome: Effective appellate service | 100% | 100% | 100% | 100% |
| Objective: Represent accused misdemeanants in conflict cases or when staff caseloads become excessive | | | | |
| Demand: Misdemeanants to be represented | 490 | 650 | 600 | 600 |
| Workload: Misdemeanants represented | 490 | 650 | 600 | 600 |
| Efficiency: Attorney caseload | 33 | 43 | 40 | 40 |
| Effect./Outcome: Effective service provided | 100% | 100% | 100% | 100% |
| Objective: Defend accused non-homicide defendants from arraignment through trial level dispositions in Common Pleas Court | | | | |
| Demand: Non Homicide felonies to be represented | 8,230 | 9,200 | 8,600 | 8,600 |
| Workload: Non Homicide felonies represented | 8,230 | 9,200 | 8,600 | 8,600 |
| Efficiency: Attorney caseload | 63 | 71 | 66 | 66 |
| Effect./Outcome: Effective representation | 100% | 100% | 100% | 100% |
| Objective: Represent clients accused of capital and non-capital homicides | | | | |
| Demand: Capital Clients to be represented | 50 | 75 | 75 | 75 |
| Workload: Capital Clients represented | 50 | 75 | 75 | 75 |
| Efficiency: Attorney workload | 2.5 | 4 | 4 | 4 |
| Effect./Outcome: Effective Representation | 100% | 100% | 100% | 100% |

| | | | | |
|--|-------|-------|-------|-------|
| Objective: Represent adults in Juvenile Court paternity actions or custody cases | | | | |
| Demand: Clients | 460 | 500 | 550 | 550 |
| Workload: Clients represented | 460 | 500 | 550 | 550 |
| Efficiency: Attorney caseload | 31 | 33 | 33 | 33 |
| Effect./Outcome: Services provided effectively | 100% | 100% | 100% | 100% |
| Objective: Represent adults involved in Juvenile Court dependency cases (dispositions, review hearings or reactivations) | | | | |
| Demand: Cases to be held | 1,700 | 2,000 | 1,750 | 1,750 |
| Workload: Cases held | 1,700 | 2,000 | 1,750 | 1,750 |
| Efficiency: Attorney workload | 111 | 133 | 117 | 117 |
| Effect./Outcome: % of cases effectively handled | 100% | 100% | 100% | 100% |
| Objective: Provide Guardian ad Litem services in conflict cases and any remaining review cases | | | | |
| Demand: GAL cases to be held | 160 | 200 | 175 | 175 |
| Workload: GAL cases held | 160 | 200 | 175 | 175 |
| Efficiency: Attorney workload | 11 | 13 | 12 | 12 |
| Effect./Outcome: Effective GAL representation | 100% | 100% | 100% | 100% |
| Objective: Provide post-conviction representation: Probation Violation hearings, Motions to Mitigate and Motions for Judicial Relief | | | | |
| Demand: Hearings/Motions to be reviewed | 1,920 | 2,200 | 2,200 | 2,200 |
| Workload: Hearings/Motions | 1,920 | 2,200 | 2,200 | 2,200 |
| Efficiency: Attorney caseload | 19 | 22 | 22 | 22 |
| Effect./Outcome: Effective representation | 100% | 100% | 100% | 100% |
| Objective: Represent juveniles in delinquency cases as attorney or as Guardian ad Litem when there is a conflict with our staff performing those duties | | | | |
| Demand: Clients represented | 600 | 625 | 625 | 625 |
| Workload: Clients represented | 600 | 625 | 625 | 625 |
| Efficiency: Caseload | 40 | 42 | 42 | 42 |
| Effect./Outcome: Services provided effectively | 100% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 0 | 0 | 0 | 0 |
| 4 Other Expenditures | 4,087,293 | 4,670,795 | 5,510,200 | 4,655,520 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 4,087,293 | 4,670,795 | 5,510,200 | 4,655,520 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 38,193 | 64,995 | 100,000 | 100,000 |
| 35 Other Intergovernmental | 1,180,557 | 1,510,288 | 1,539,100 | 1,529,810 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| Total | 1,218,750 | 1,575,283 | 1,639,100 | 1,629,810 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Felony cases peaked at 8,700 cases in 1993, gradually lessening until bottoming out at 5,700 cases in 1998. Cases have been increasing since then, dramatically within the last two years (7,500 in 2002 and estimated 9,340 in 2004).

Juvenile Court family law matters have steadily increased over the last five years and show no sign of abating. Continued police sweeps have added to our caseload and homicide cases are much higher than in recent years.

Budget Office Analysis:

The request of \$5,510,200 for Assigned counsel represents a 15% increase over the 2004 budget estimate. The majority of these costs are associated with felonies. General caseload has been increasing over the last five years and homicides, in particular, over the last two years. The budget includes \$4,800,000, which is in agreement with the current year estimate and impact of the recommended first-year savings of the Internal Felony Division pilot. The Public Defender's 2004 budget was based on the current \$45 per hour rate. The first-year implementation of the Internal Felony Pilot Program provides for three (3) Trial Counsels who would be assigned 300 cases. Beginning in 2006, the Chief Trial Counsel could handle 100 cases. Overall, the Internal Felony Pilot Program is estimated to save between \$450,000 to \$500,000 upon full program implementation.

Public Defender

Program: Public Defender - 4701

Mandated By: US Constitution; Chapter 120, ORC; Juv. Ct. Rule 4

Funding Source: General Fund, Special Revenue Calendar Grants

| | |
|---|--|
| <p>Program Description: The County Commissioners established the Public Defender Commission on July 26, 1976. The Commission, comprised of five members, appoints the Public Defender and sets the general operational policy for the office. The Public Defender is charged with assessing indigency, and the staff provides legal and administrative services that ensure effective representation. With the consent of the Court, the office assists in administering the assigned counsel system. The office also sponsors C.L.E. seminars and a computerized Motion and Entry bank that is available to all attorneys.</p> <p>This office is obligated to provide representation to those defendants involved in proceedings the outcome of which could result in the loss of liberty. Originally, representation was restricted to criminal cases and dependency matters instigated by the State. Over time the jurisdiction was expanded to include quasi-criminal matters, such as contempt proceedings, and later, Guardian ad Litem services and paternity and private custody cases.</p> | <p>Accomplishments: We have been fortunate to retain the services of a full-time volunteer attorney in Juvenile Court since August 2000, saving the County over \$100,000 and improving the quality of staff services.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: Represent accused misdemeanants in Hamilton County Municipal Court. | | | | |
| Demand: Misdemeanants to be represented | 32,360 | 33,500 | 33,750 | 33,750 |
| Workload: Misdemeanants represented per year | 32,360 | 33,500 | 33,750 | 33,750 |
| Efficiency: Annual caseload per attorney | 1,044 | 1,080 | 1,089 | 1,089 |
| Effect./Outcome: % of Misdemeanants represented | 100% | 100% | 100% | 100% |
| Objective: Represent accused juveniles in criminal or quasi-criminal proceedings in Hamilton County Juvenile Court. | | | | |
| Demand: Juveniles to be represented | 7,450 | 7,200 | 7,200 | 7,200 |
| Workload: Juveniles represented per year | 7,450 | 7,200 | 7,200 | 7,200 |
| Efficiency: Annual caseload per attorney | 573 | 553 | 553 | 553 |
| Effect./Outcome: % of juveniles represented effectively | 100% | 100% | 100% | 100% |
| Objective: Represent adult non-support defendants in Juvenile and Domestic Relations Courts. | | | | |
| Demand: Juvenile & CDR cases to be handled | 770 | 850 | 850 | 850 |
| Workload: Juvenile & CDR cases per year | 770 | 850 | 850 | 850 |
| Efficiency: Annual caseload per attorney | 256 | 283 | 283 | 283 |
| Effect./Outcome: % of cases handled effectively | 100% | 100% | 100% | 100% |
| Objective: As GAL, advocate for the children's best interest in Juvenile Court dependency cases. | | | | |
| Demand: Cases closed/pending | 390/880 | 425/850 | 425/850 | 425/850 |
| Workload: Dependency cases closed/pending per year | 390/880 | 425/850 | 425/850 | 425/850 |
| Efficiency: Annual workload per GAL (closed/pending) | 20/44 | 21/42 | 21/42 | 21/42 |
| Effect./Outcome: % of cases handled effectively | 100% | 100% | 100% | 100% |

| | | | | |
|---|------|------|------|------|
| Objective: Represent adults in non-adversarial felony Drug Court proceedings, including post-conviction actions. | | | | |
| Demand: Drug Court Clients to be represented | 500 | 500 | 500 | 500 |
| Workload: Drug Court Clients represented per year | 500 | 500 | 500 | 500 |
| Efficiency: Annual Attorney caseload | 167 | 167 | 167 | 167 |
| Effect./Outcome: % of Drug Court clients effectively represented | 100% | 100% | 100% | 100% |

| | | | | |
|---|------|------|------|------|
| Objective: Represent adults in Juvenile Court custody matters. | | | | |
| Demand: Custody clients | 140 | 175 | 200 | 200 |
| Workload: Clients per year | 140 | 175 | 200 | 200 |
| Efficiency: Annual caseload per attorney | 11 | 13 | 15 | 15 |
| Effect./Outcome: % of cases handled effectively | 100% | 100% | 100% | 100% |

Objective: Design and pilot an Internal Felony Division to increase legal support services, improved mentoring of attorneys and reduce assigned counsel.

| | | | | |
|--|---|---|-------|-------|
| Demand: Number of Felony Cases | x | x | 7,500 | 7,500 |
| Workload: Assigned Felony Cases to Pilot program. | x | x | 750 | 600 |
| Efficiency: Felony Cases handled by pilot division. | x | x | 750 | 600 |
| Effect./Outcome: Effective Representation by Felony Pilot Division. | x | x | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 4,795,855 | 5,569,298 | 6,607,318 | 5,724,307 |
| 4 Other Expenditures | 778,274 | 938,024 | 770,050 | 836,160 |
| 5 Capital Outlay | 32,153 | 32,728 | 59,650 | 41,150 |
| Total | 5,606,282 | 6,540,050 | 7,437,018 | 6,601,617 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 0 | 0 | 0 | 115,000 |
| 35 Other Intergovernmental | 1,593,282 | 2,038,288 | 2,111,301 | 2,315,474 |
| 40 Miscellaneous | 36,150 | 46,150 | 8,500 | 8,500 |
| Total | 1,629,432 | 2,084,438 | 2,119,801 | 2,438,974 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 104.00 | 104.00 | 120.00 | 104.00 |
| New Positions | 0.00 | 0.00 | 16.00 | 0.00 |

Departmental Comments:

All service areas within our jurisdiction have incurred constant increased demands over the years. Misdemeanor cases numbered 24,900 in 1993, 30,200 in 1998 and should total 33,500 in 2004. Due to these increases, staff representation is now supplemented by contract attorneys and, to a lesser extent, by assigned counsel. Family law caseloads have witnessed similar trends, but appear to be tapering.

Budget Office Analysis:

The 2005 Public Defender's budget of \$11,328,748 represents a 5.5% increase over the current year budget of \$10,740,890. Though no new staff is budgeted, the Public Defender will be able to implement an Internal Felony Pilot Program, per the AT Hudson recommendation, using available departmental vacancies.

The Public Defender is participating in an ongoing Prevention, Retention, and Contingency (PRC) project with Jobs and Family Services that will provide reimbursements for program-eligible clients.



Treatment Accountability for Safer Communities (TASC)

Program: TASC - 3801

Mandated By: Not Mandated

Funding Source: Special Revenue State Grants

| | |
|--|--|
| <p>Program Description : Treatment Accountability to Safer Communities (TASC) provides services intended to reduce criminal behavior for both adults and juveniles. The TASC program is fully funded by state grants through the Ohio Department of Alcohol and Drug Abuse Services (ODADAS).</p> | <p>Accomplishments : 82% of successful TASC clients have remained arrest-free for 6 or more months following their termination from TASC. 3,330 jail days have been saved for misdemeanor clients and 16,820 prison/jail days have been saved for felony clients.</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
|  <p>Objective: To provide offenders referred by the Courts with services such as drug assessments, referrals to treatment, case management, and urinalysis.</p> | | | | |
| Demand: Offenders referred by County Courts and assessed | 1150 | 1150 | 1150 | 1150 |
| Workload: Clients assessed to need treatment after court referral | 770 | 770 | 770 | 770 |
| Efficiency: Number of clients that successfully enter & complete treatment services | 625 | 625 | 625 | 625 |
| Effect./Outcome: % of clients that successfully enter and complete treatment services | 45% | 45% | 45% | 45% |
|  <p>Objective: 90 of the expected 200 Juvenile 2005 clients to remain abstinent from illegal drugs & not be arrested for new charges for six months after completion</p> | | | | |
| Demand : TASC Juv clients assessed and eligible for services | 250 | 250 | 250 | 250 |
| Workload: Juvenile clients receiving full TASC services | 220 | 220 | 220 | 220 |
| Efficiency: Clients that meet all case plan objectives | 125 | 125 | 125 | 125 |
| Effect./Outcome: Clients that maintain sobriety & remain arrest free for 180 days after completion of TASC services | 45% | 45% | 45% | 45% |



Objective: 450 of the expected 1,000 TASC clients in 2005 are to remain abstinent from illegal drugs and not incur new criminal charges for a minimum of 6 months

| | | | | |
|--|-----|-----|-----|-----|
| Demand: TASC clients assessed and eligible for TASC services | 900 | 900 | 900 | 900 |
| Workload: Clients receiving full TASC services | 550 | 550 | 550 | 550 |
| Efficiency: Clients meeting all case plan objectives | 500 | 500 | 500 | 500 |
| Effect./Outcome: Clients that maintain sobriety & remain arrest free for 180 days following completion of TASC services | 45% | 45% | 45% | 45% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 0 | 666,792 | 639,971 | 639,971 |
| 4 Other Expenditures | 0 | 135,887 | 124,077 | 124,077 |
| Total | 0 | 802,679 | 764,048 | 764,048 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------------|----------------|------------------|-----------------|------------------|
| 35 Other Intergovernmental | 0 | 802,679 | 764,048 | 764,048 |
| Total | 0 | 802,679 | 764,048 | 764,048 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 14.00 | 14.00 | 14.00 |
| New Positions | 0.00 | 14.00 | 14.00 | 14.00 |

Departmental Comments:

TASC will continue to provide quality and timely services to Court-referred clients in order for clients to improve their lives. Also, in 2005, TASC is exploring the possibility of expanding its services to include parolees in a re-entry project that will possibly be funded through the State of Ohio.

Budget Office Analysis:

TASC has been moved to a fund separate from the General Fund. This program is fully funded by State grants provided by ODADAS and administrated by the Hamilton County Alcohol and Drug Addiction Services Board.



Hamilton County First

1905: Daniel Carter Beard founds the Sons of Daniel Boone.
In 1910 it becomes the first Boy Scout organization in America.

Public Safety

The Public Safety function consists of law enforcement agencies within the County and works with the judicial branch to adjudicate those violating local and state laws. The agencies within the public safety function perform related duties: providing accurate police information, dispatching emergency calls, maintaining public peace, oversight of canine impoundments, investigation of suspicious deaths, prosecution of criminal cases and coordinating disaster preparedness.

CLEAR (Countywide Law Enforcement Applied Regionally) is a special tax levy to provide funds for the operation of a countywide police information system.

The Hamilton County **Communication Center**, with the use of a computer aided dispatching system, provides emergency communication services to approximately 30 suburban Hamilton County communities involving approximately 105 police, fire and life squad agencies. Red Cross, the National Weather Bureau, all local hospitals and Cincinnati Fire Communication are part of the County Radio Disaster Network operated at the County Communication Center.

The Communication Center receives and processes thousands of Emergency 911 telephone calls and other non-emergency telephone calls for police, fire and life squads in Hamilton County. The Communication Center also provides computer responses and record checks to law enforcement units via the Regional Computer Center (RCC), the State Computer Systems (LEADS) and the National Computer System (NCIC). The Center also dispatches emergency and non-emergency

utility requests involving local electric, gas, telephone, railroad and road problems.

The **Sheriff** is charged with the responsibility of maintaining the public peace and protecting the lives and property of all citizens in Hamilton County. The Sheriff's primary law enforcement responsibilities are in the unincorporated areas of the County. Townships can also enter contractual arrangements with the County for additional services from the Sheriff's office. The Sheriff is also responsible for the administration and operation of all adult detention facilities in the County.

The **Dog Warden** makes a record of all dogs owned, kept and harbored in their respective counties. The warden, within the county, seizes and impounds on sight all dogs more than three months of age found not wearing a valid registration tag, except dogs confined in a registered dog kennel. All claims are investigated regarding damaged animals, and seized dogs are impounded or destroyed. The Dog Warden has the same police powers as are conferred upon Sheriff and police officers in the performance of their duties. The Warden can legally act as agent for the Humane Society provided he is regularly appointed, and the Probate Court judge approves his appointment.

The **Coroner's** Office investigates all deaths that occur as the result of violence or injury; deaths that occur under unusual or suspicious circumstances; and deaths of individuals who die suddenly, when in apparent good health. The first category of deaths, those from violence, includes accidents, suicides and homicides. The Coroner's office also provides toxicology tests for agencies throughout the County.

The County **Prosecutor** inquires into the commission of crimes within Hamilton County. The Prosecutor represents the State of Ohio in criminal matters under his jurisdiction in Hamilton County in Municipal Court, Juvenile Court, Probate Court and Court of Common Pleas.

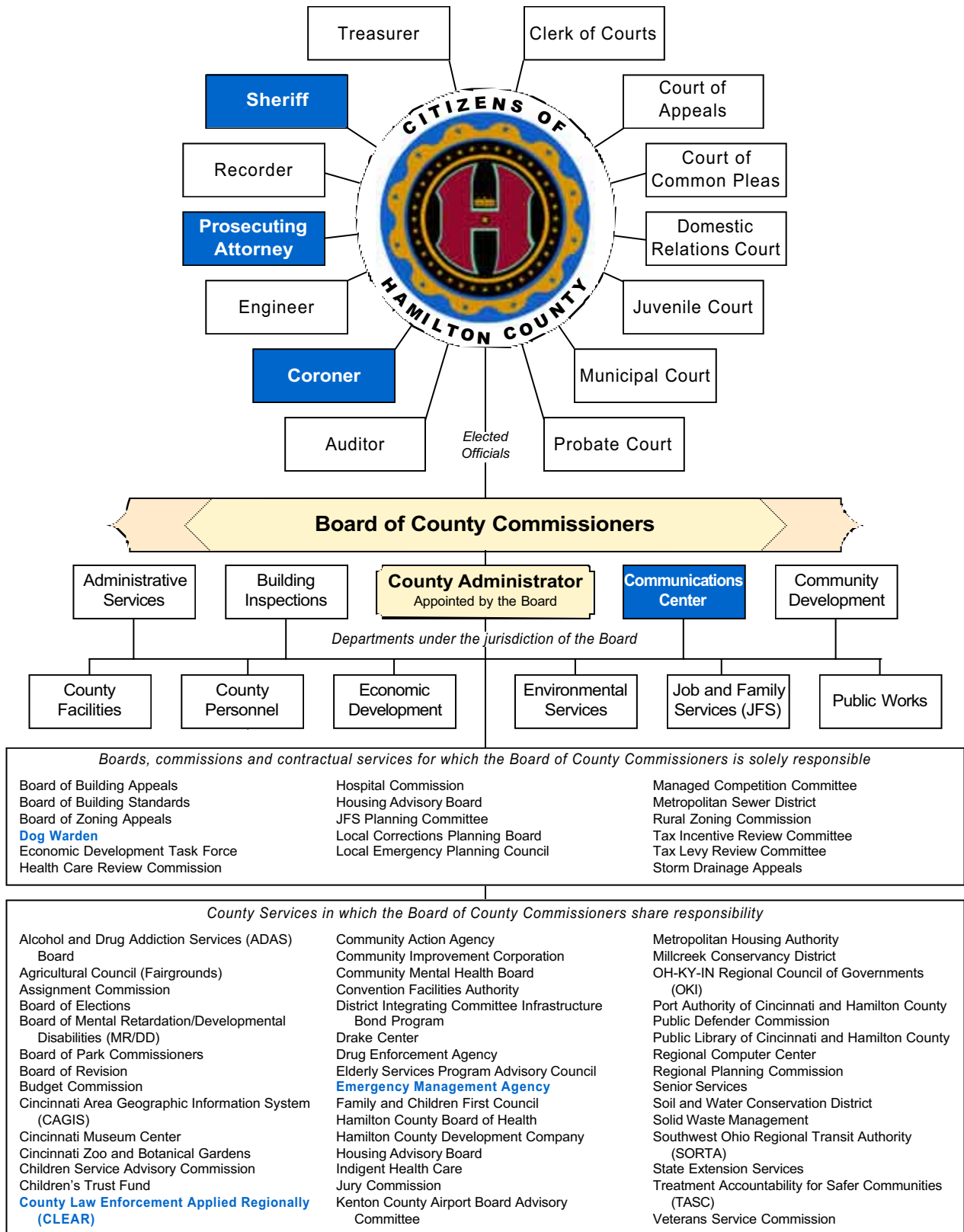
The Prosecutor and a staff of assistant prosecutors prepare cases for Grand Jury hearings and for trial and serve as trial lawyers for the State in any trial. An Appellate Division is also part of the Prosecutor's office. This staff reviews Court proceedings of appealed cases,

studies arguments in written briefs, studies trial transcripts, researches law, prepares written briefs and orally argues the cases in State Appellate Courts or the U.S. Supreme Court. Parole, insanity and expungements are processed through this division.

The **Emergency Management Agency (EMA)** provides oversight for disaster preparedness, relief and recovery. EMA oversees the County's hazardous materials response plan and serves as the County's first line of support against terrorism.

Hamilton County, Ohio

Public Safety



Public Safety

2005 Approved Budget

Expenditures

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|-----------------------|--------------------|--------------------|--------------------|--------------------|
| CLEAR | 10,243,784 | 7,303,900 | 6,757,221 | 7,008,840 |
| Communications Center | 7,234,052 | 7,412,129 | 9,184,041 | 8,734,728 |
| Coroner | 3,426,298 | 3,516,033 | 4,244,902 | 3,872,335 |
| Dog Warden | 894,945 | 918,097 | 1,099,465 | 1,148,368 |
| Emergency Management | 1,088,524 | 781,373 | 789,375 | 917,745 |
| Prosecutor | 13,380,944 | 14,016,700 | 14,570,693 | 14,311,876 |
| Sheriff | 73,475,784 | 77,814,543 | 84,380,180 | 80,612,747 |
| Total | 109,744,331 | 111,762,775 | 121,025,877 | 116,606,639 |

Revenues

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|-----------------------|-------------------|-------------------|-------------------|-------------------|
| CLEAR | 9,219,052 | 5,968,262 | 4,910,592 | 4,910,592 |
| Communications Center | 6,345,676 | 5,760,805 | 7,351,723 | 11,054,713 |
| Coroner | 960,113 | 1,065,302 | 1,185,100 | 1,259,100 |
| Dog Warden | 78,857 | 139,414 | - | 397,679 |
| Emergency Management | 596,321 | 307,185 | 1,884,066 | 443,891 |
| Prosecutor | 4,773,198 | 4,830,254 | 4,749,000 | 4,896,987 |
| Sheriff | 17,317,337 | 15,669,505 | 15,241,990 | 15,534,538 |
| Total | 39,290,553 | 33,740,727 | 35,322,471 | 38,497,499 |

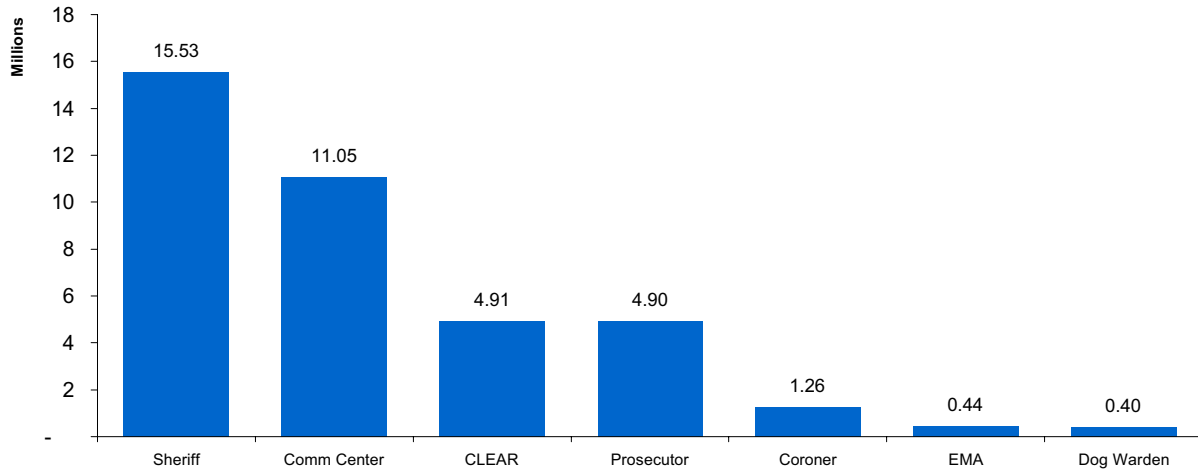
FTEs

| Department | 2003 Actual | 2004 Approved | 2005 Request | 2005 Budget |
|-----------------------|-----------------|-----------------|-----------------|-----------------|
| CLEAR | - | - | - | - |
| Communications Center | 90.00 | 90.00 | 91.00 | 91.00 |
| Coroner | 42.60 | 40.65 | 42.86 | 43.86 |
| Dog Warden | 0.50 | 0.50 | 0.50 | 0.50 |
| Emergency Management | 6.60 | 7.10 | 8.60 | 9.10 |
| Prosecutor | 210.65 | 210.86 | 210.90 | 210.90 |
| Sheriff | 1,016.00 | 1,027.00 | 1,033.00 | 1,027.00 |
| Total | 1,366.35 | 1,376.11 | 1,386.86 | 1,382.36 |

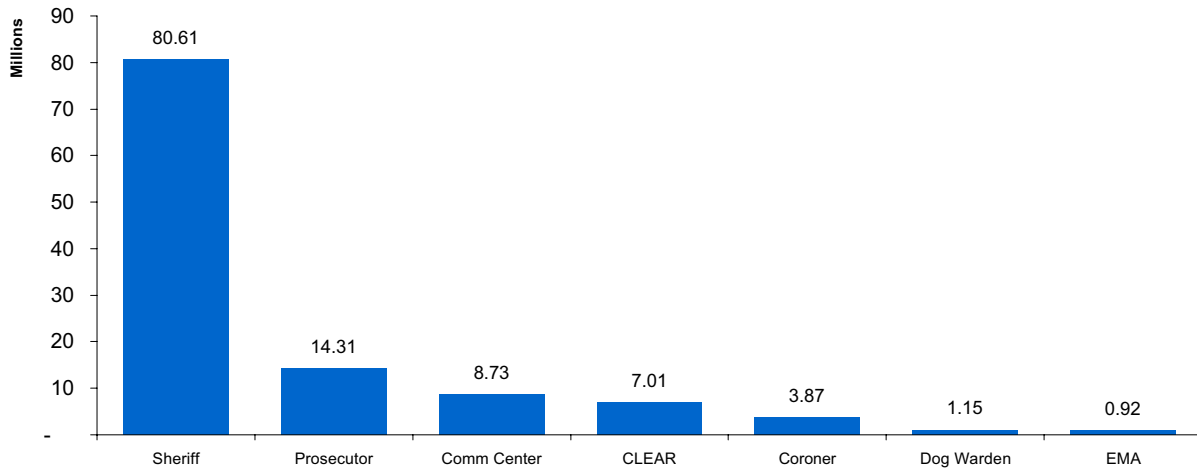
Public Safety

2005 Budget Summary by Department

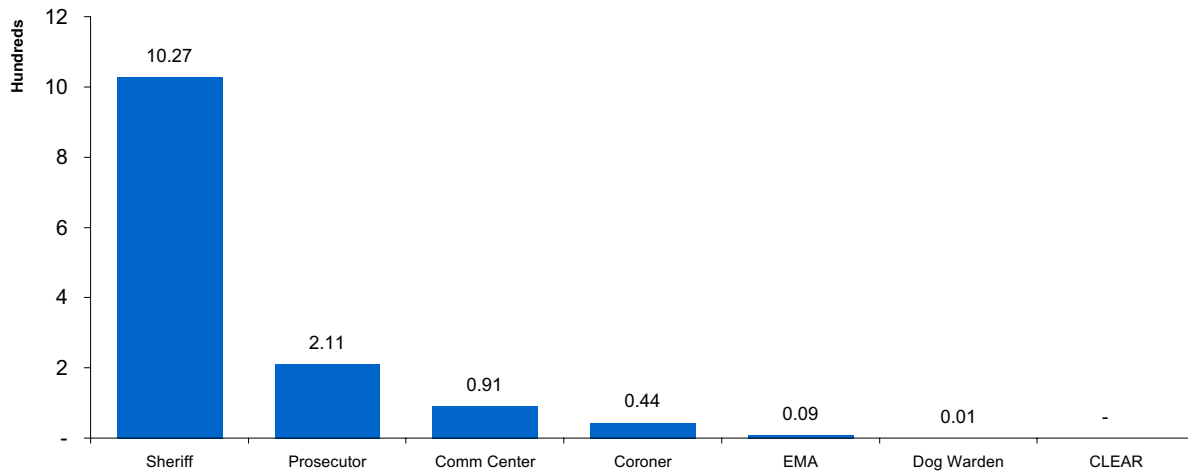
Revenue



Expenditures



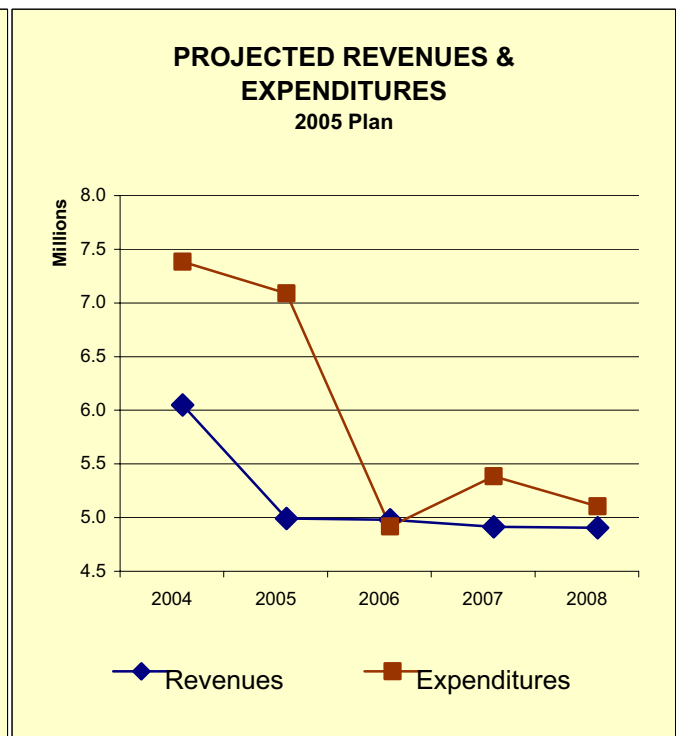
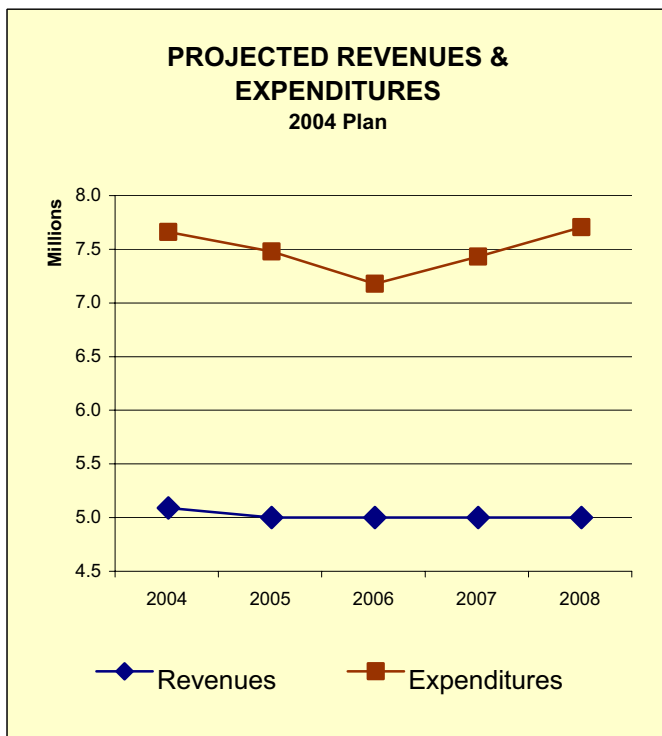
Employees



CLEAR (Countywide Law Enforcement Applied Regionally)

Tax Levy: 0.54 Mills (Continuing) Fund 003-005

| Five-Year Plan (04 Budget) | Year 1 2004 Budget | Year 2 2005 Estimate | Year 3 2006 Estimate | Year 4 2007 Estimate | Year 5 2008 Estimate |
|-----------------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Beginning balance | 11,644,627 | 9,073,830 | 6,596,431 | 4,418,695 | 1,987,424 |
| REVENUES (Total) | 5,009,379 | 4,919,618 | 4,919,618 | 4,919,618 | 4,919,618 |
| Tax Levy | 5,009,379 | 4,919,618 | 4,919,618 | 4,919,618 | 4,919,618 |
| Other | - | - | - | - | - |
| EXPENDITURES (Total) | 7,580,176 | 7,397,017 | 7,097,354 | 7,350,889 | 7,623,980 |
| Agency | 7,580,176 | 7,397,017 | 7,097,354 | 7,350,889 | 7,623,980 |
| Ending balance | 9,073,830 | 6,596,431 | 4,418,695 | 1,987,424 | (716,938) |



| Projected (05 Budget) | Year 1 2004 Estimate | Year 2 2005 Budget | Year 3 2006 Estimate | Year 4 2007 Estimate | Year 5 2008 Estimate |
|-----------------------------|-------------------------|-----------------------|-------------------------|-------------------------|-------------------------|
| Beginning balance | 11,644,627 | 10,308,989 | 8,210,741 | 8,273,708 | 7,801,186 |
| REVENUES (Total) | 5,968,262 | 4,910,592 | 4,899,876 | 4,832,166 | 4,824,007 |
| Tax Levy | 4,987,482 | 4,910,592 | 4,899,876 | 4,832,166 | 4,824,007 |
| Other | 980,780 | - | - | - | - |
| EXPENDITURES (Total) | 7,303,900 | 7,008,840 | 4,836,909 | 5,304,688 | 5,024,055 |
| Agency | 7,303,900 | 7,008,840 | 4,836,909 | 5,304,688 | 5,024,055 |
| Ending balance | 10,308,989 | 8,210,741 | 8,273,708 | 7,801,186 | 7,601,138 |

Countywide Law Enforcement Applied Regionally (CLEAR)

Program: Countywide Law Enforcement Applied Regionally (CLEAR) - 6401

Mandated By: Not mandated.

Funding Source: General Fund, Tax Levies Operating Fund

| | |
|--|---|
| <p>Program Description: CLEAR (Countywide Law Enforcement Applied Regionally) is a project funded by a Hamilton County tax levy and operated by the staff of the Regional Crime Information Center (RCIC). With CLEAR funds, RCIC provides an effective computerized police information system that assists all law enforcement in Hamilton County in the safe and successful performance of their duties.</p> | <p>Accomplishments: RCIC finalized the detailed designed document for the COP-SMART (Community Oriented Policing Strengthened through Management and Report Technology) project and began testing. Upgraded the baseline version of the jail management application. Implemented the LEADS (Law Enforcement Automated Data System) updated interface and formats. Continues to enhance the security and intrusion monitoring of the RCIC network.</p> |
|--|---|

| | | | |
|----------------|------------------|-----------------|------------------|
| 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------|------------------|-----------------|------------------|



Objective: Ensure that all automated systems maintained by RCIC are available to criminal justice agencies a minimum of 99.5% of each month.

| | | | | |
|--|-----------|-----------|-----------|-----------|
| Demand: Total number of systems to be maintained. | 7 | 7 | 7 | 7 |
| Workload: Total number of systems maintained. | 7 | 7 | 7 | 7 |
| Efficiency: Cost of hardware & software support. | 4,995,769 | 5,319,075 | 5,110,000 | 5,110,000 |
| Effect./Outcome: Average daily system availability. | 99% | 97% | 97% | 97% |

Objective: Maintain automated interfaces to the Ohio and national criminal justice information systems and ensure compliance with rules, policies, and procedures

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Number of state and national systems to interface. | 4 | 4 | 4 | 4 |
| Workload: Number of state and national systems interfaced. | 4 | 4 | 4 | 4 |
| Efficiency: Hours spent maintaining and ensuring compliance. | 7,200 | 8,000 | 7,500 | 7,500 |
| Effect./Outcome: % compliance with requirements | 100% | 100% | 100% | 100% |

Objective: Manage the COP-SMART project. Implement and conduct phase two of the system deployment.

| | | | | |
|--|-------|-------|--------|--------|
| Demand: Number of state and national systems to interface | 0 | 3 | 5 | 5 |
| Workload: Number of state and national systems interfaced. | 0 | 3 | 5 | 5 |
| Efficiency: Hours spent maintaining and ensuring compliance | 6,000 | 8,000 | 12,500 | 12,500 |
| Effect./Outcome: % compliance with requirements | 50% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|-----------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 4 Other Expenditures | 5,857,915 | 6,135,166 | 6,757,221 | 6,778,840 |
| 5 Capital Outlay | 0 | 0 | 0 | 230,000 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 5,857,915 | 6,135,166 | 6,757,221 | 7,008,840 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 551,553 | 772,784 | 719,074 | 719,074 |
| 40 Miscellaneous | 980,780 | 980,749 | 0 | 0 |
| 1 Property Taxes | 3,258,546 | 3,993,280 | 4,191,518 | 4,191,518 |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| Total | 4,790,879 | 5,746,813 | 4,910,592 | 4,910,592 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Due to COPS testing and implementation, additional planned downtime anticipated. In 2005, RCIC plans to deploy the remaining 650 Mobile Data Computers onto the COP-SMART system.

Budget Office Analysis:

The CLEAR tax levy is a 0.54 mill-continuing levy approved in June 1982. An additional five-year 0.29 mill levy was approved by the voters in 1998, effective 1999-2003. At the moment CLEAR is spending down the surplus accumulated through the additional levy. CLEAR is working to cut expenditures in order to operate within the continuing levy funds, but the 2005 budget is still well over levy revenues to complete the COPSMART initiative. In 2006, RCIC is projecting expenditures just under revenues.

RCIC is part of the Regional Computer Center operated by the City of Cincinnati. RCIC staff are employees of the city.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Communications Center

Program: Administration - 7010

Mandated By: This program is not mandated.

Funding Source: Internal Service, General Fund, Capital Project

| | |
|---|--|
| <p>Program Description : To supervise Communication Operations Supervisors, the Department of Communications Operations and the Telecommunications Division; to prepare fiscal reports and collect revenue; prepare studies, write specifications and reports on long and short term projects; attend conferences and meetings for up-to-date industry standards and to provide modern training programs and management techniques.</p> | <p>Accomplishments : The Department of Communications has provided and processed all reports, vouchers, and receipts within the time required. Phase 1 and Phrase 2 of the 800 MHz radio system has been operational for over a year. With the new 800MHz radio system, the county is completely connected throughout the entire county. Every department is capable to communicate to each other department. The CAD System has been developed, installed and being tested. It is due to go operational August, 2004. The CAD system is a computer aided dispatch system. It enables the dispatchers at the Communication Center dispatch police, fire and EMS personnel and equipment more quickly and efficiently. Interest in the 911 information program for the citizens of Hamilton County along with the children's 911 program continues to grow.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective : Submit budget papers, reports, studies, vouchers and receipts within time requirements. | | | | |
| Demand : Budget papers, vouchers & pay ins to be processed. | 1,450 | 1,475 | 1,500 | 1,500 |
| Workload: Budget papers, vouchers & pay ins processed. | 1,450 | 1,475 | 1,500 | 1,500 |
| Efficiency: Processing time per 40 hours. | 28.0 | 29.0 | 30.0 | 30.0 |
| Effect./Outcome: Budget papers, vouchers & pay in processed - % | 100% | 100% | 100% | 100% |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|------------------|------------------|-----------------|------------------|
| Expenditures | | | | |
| 3 Personnel | 310,180 | 373,962 | 368,432 | 375,743 |
| 4 Other Expenditures | 227,938 | 240,009 | 260,630 | 254,090 |
| 5 Capital Outlay | 2,600,975 | 6,300 | 5,720 | 5,720 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 3,139,093 | 620,271 | 634,782 | 635,553 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-------------------|----------------|------------------|-----------------|------------------|
| 50 Transfers - In | 5,103,648 | 804,734 | 0 | 0 |
| Total | 5,103,648 | 804,734 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 5.00 | 5.00 | 5.00 | 5.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

All revenues are reported in the Operations Division of the department. The Communication Center along with other organizations is still working on wireless cost recovery legislation.

Budget Office Analysis:

The workload for processing budget papers and financial documents is estimated to increase in 2005 due to the deployment of the 800MHz radio system and increase in demand for 911 service and radio use.

Communications Center

Program : Operations - 7020

Mandated By : This program is not mandated.

Funding Source : Internal Service

| | |
|--|---|
| <p>Program Description : Receive emergency 911 and other non-emergency telephone calls for police, fire and life squad services; dispatch and coordinate by radio the delivery of these emergency services and provide other necessary communications services as needed.</p> | <p>Accomplishments : The Department of Communications has exceeded the American Society for Testing and Materials Standards (ASTM) for Emergency Medical Dispatch. The ASTM standard is that all telephone calls should be answered within 3 rings. The Department of Communications objective is to answer calls within 2 rings. Dispatchers are currently answering all calls within an average of 1 ring.</p> |
|--|---|

| | | | |
|----------------|------------------|-----------------|------------------|
| 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------|------------------|-----------------|------------------|



Objective: Answer all 9-1-1 telephone calls within 2 rings.

| | | | | |
|---|---------|---------|---------|---------|
| Demand : Phone calls to be processed. | 932,815 | 940,000 | 950,000 | 950,000 |
| Workload: Phone calls processed. | 932,815 | 940,000 | 950,000 | 950,000 |
| Efficiency: Average telephone answer time (seconds). | 1.0 | 1.0 | 1.0 | 1.0 |
| Effect./Outcome: % of telephone calls answered within 2 rings. | 100% | 100% | 100% | 100% |



Objective: Dispatch Police, Fire and Rescue units within 90 seconds after receiving the initial call for assistance.

| | | | | |
|--|---------|---------|---------|---------|
| Demand : Police, fire, EMS, & misc. details to be processed | 460,767 | 465,000 | 475,000 | 475,000 |
| Workload: Police, fire, EMS, & misc. details processed. | 460,767 | 465,000 | 475,000 | 475,000 |
| Efficiency: Number of details per dispatcher. | 6,227 | 6,284 | 6,419 | 6,419 |
| Effect./Outcome: % of police, fire/rescue calls dispatched in 90 seconds. | 90% | 90% | 90% | 90% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|------------------|------------------|------------------|------------------|
| 3 Personnel | 3,216,268 | 3,850,453 | 4,429,441 | 4,122,293 |
| 4 Other Expenditures | 518,164 | 1,081,325 | 1,622,140 | 1,609,640 |
| 5 Capital Outlay | 0 | 4,300 | 5,200 | 5,200 |
| Total | 3,734,432 | 4,936,078 | 6,056,781 | 5,737,133 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 4,082,543 | 4,957,768 | 4,578,000 | 4,963,624 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 1,773,723 | 1,391,089 |
| Total | 4,082,543 | 4,957,768 | 6,351,723 | 6,354,713 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 74.00 | 74.00 | 75.00 | 75.00 |
| New Positions | 0.00 | 0.00 | 1.00 | 1.00 |

Departmental Comments:

2005 request includes a request for a County General Fund subsidy.

Budget Office Analysis:

This division is looking to be fully staffed for the first time in 4 years however 7 people are scheduled to retire in '05.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Communications Center

Program: Telecommunications - 7030

Mandated By: This program is not mandated.

Funding Source: General Fund

| | |
|---|--|
| <p>Program Description: Management of County Wide Telecommunications Systems for the Hamilton County Government.</p> | <p>Accomplishments: Installed fiber optic cable to 630 Main St. and A&D for Wide Area Network. Installed new phone switch at 630 Main St., Galbraith Rd Engineer, and Queensgate Correctional Facility. Upgraded and installed new wiring in MRDD, 202 Juvenile Detention Center, Juvenile Court, Board of Health, County Facilities, Mental Health, Prosecutors, Public Defenders, 630 Main St., Probate Court, Adult Probation Engineers, Hillcrest, Building Inspections, Treasurer, Auditor, Communications Center, Sheriff And Clerk of Courts. Switched long distance carrier that will cut long distance expenses by half.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: Handle the telecommunications request for service within a 3-5 day time frame while giving quality customer service. | | | | |
| Demand: Total County phone lines | 6,000 | 6,000 | 6,200 | 6,200 |
| Workload: Install / delete lines. Move and change lines. | 3,100 | 3,100 | 3,200 | 3,200 |
| Efficiency: Install, delete, move, change lines. Per day. | 13 | 13 | 15 | 15 |
| Effect./Outcome: Telecommunication requests for service completed in 3 days. | 99.9% | 99.9% | 99.9% | 99.9% |
| Objective: Manage Long Distance and Call Accounting System, collect fees on a monthly basis, and collect income from inmate pay phones. | | | | |
| Demand: Long distance calls, moves, adds and changes. | 220,000 | 220,000 | 220,000 | 220,000 |
| Workload: Process long distance, invoice for service. | 220,000 | 220,000 | 220,000 | 220,000 |
| Efficiency: Long distance calls processed per 8 hours. | 820 | 820 | 820 | 820 |
| Effect./Outcome: Long distance charges, collections, and pay phones collected monthly. | 95.0% | 95% | 95% | 95% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|-----------------------|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 571,753 | 675,607 | 705,028 | 718,568 |
| 4 Other Expenditures | 799,263 | 1,662,460 | 1,767,450 | 1,626,474 |
| 5 Capital Outlay | 18,517 | 28,517 | 20,000 | 17,000 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 1,389,533 | 2,366,584 | 2,492,478 | 2,362,042 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|---------|----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 220,589 | 264,707 | 1,000,000 | 3,700,000 |
| 40 Miscellaneous | 0 | 0 | 0 | 1,000,000 |
| Total | 220,589 | 264,707 | 1,000,000 | 4,700,000 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 11.00 | 11.00 | 11.00 | 11.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The Telecommunications Division has completed installations, upgrades and data cabling for a number of County departments this year. With the maintenance of the telephone system and the new installations, our service requests have also increased. We will continually look for new ways to record and meet the technological demands of the County.

Budget Office Analysis:

The Division has been providing much service to the county departments due to the new installation of cabling and the constant threat of Internet worms and viruses.

Coroner

Program: Administration - 3201

Mandated By: O.R.C. 313.0, 313.22

Funding Source: General Fund

| | |
|--|--|
| <p>Program Description: The primary function of the Coroner's Office is to investigate all deaths that occur as a result of violence or injury, those deaths, which occur under unusual or suspicious circumstances, and deaths of individuals who die suddenly, when in apparent good health. The duties of the Coroner are provided by Ohio Statutes that grant the authority to conduct investigations in these deaths, which, in the Coroner's opinion, occur under any of the above conditions.</p> | <p>Accomplishments: The implementation of the new lab/coroner information system has been completed with only minor enhancements to be incorporated. Educational programs and training provided by the Coroner, forensic pathologists and other members of the staff continue to include the Cincinnati Police recruit class, Cincinnati detectives' classes, annual death investigation seminar, Public Defenders, and various community, law and medical organizations. This office also participates in the Domestic Violence Coordinating Council, the Child Fatality Review Committee and multiple emergency response committees.</p> |
|--|--|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: Investigate all unexpected deaths and unnatural deaths to determine cause and manner and to issue a death certificate timely.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: Autopsies to be performed | 1,102 | 1,120 | 1,125 | 1,125 |
| Workload: Number of autopsies performed | 1,102 | 1,120 | 1,125 | 1,125 |
| Efficiency: Number of autopsy reports completed | 1,047 | 1,086 | 1,091 | 1,091 |
| Effect./Outcome: % of autopsy reports completed within established time frame | 95% | 97% | 1,091 | 1,091 |



Objective: Investigate all unexpected deaths and unnatural deaths to determine cause and manner and to issue a death certificate timely.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Death investigation required | 3,719 | 4,050 | 4,025 | 4,025 |
| Workload: Number of deaths accepted/ death certificates comp | 1,027 | 1,050 | 1,050 | 1,050 |
| Efficiency: Number of death certificates completed | 1,006 | 1,029 | 1,029 | 1,029 |
| Effect./Outcome: % of death certificates completed within established time frame | 98% | 98% | 98% | 98% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 1,225,684 | 1,491,776 | 1,546,789 | 1,481,159 |
| 4 Other Expenditures | 76,662 | 94,545 | 137,067 | 115,521 |
| 5 Capital Outlay | 24,218 | 24,218 | 24,000 | 0 |
| Total | 1,326,564 | 1,610,539 | 1,707,856 | 1,596,680 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 8,393 | 10,072 | 8,600 | 8,600 |
| 40 Miscellaneous | 2,639 | 3,166 | 2,300 | 2,300 |
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| Total | 11,032 | 13,238 | 10,900 | 10,900 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 17.00 | 17.00 | 17.00 | 17.00 |
| New Positions | -1.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Forensic pathology has traditionally been a low paying specialization for doctors and few have chosen the field because of the poor salaries. Salaries are rising nationally because of the demand for the medical specialization as public interest in death investigation rises, defense attorney challenges become more prevalent and National Association of Medical Examiners (NAME) drafts rigid standards. Even with the growing interest in the field, few doctors are specializing in forensic pathology. Those who do are more often providing their services on a contractual basis, demanding much higher compensation. In order to maintain our highly qualified staff, salaries have been increased for 2005.

Budget Office Analysis:

The Coroner's office will have a new coroner in 2005. As a result of this change some non-personnel items may increase (i.e. printing cost).



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Coroner

Program: Building Maintenance - 3204

Mandated By: ORC 313.01, 313.22

Funding Source: General Fund

| | |
|---|---|
| Program Description: The primary function of this program is to provide maintenance for the Coroner's facility. | Accomplishments: The installation of the security system recommended by the Sheriff has been completed. |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To provide a clean work environment. | | | | |
| Demand: Square footage to be maintained | 32,775 | 32,775 | 32,775 | 32,775 |
| Workload: Square footage maintained | 32,775 | 32,775 | 32,775 | 32,775 |
| Efficiency: Maintenance hours available | 1,560 | 1,560 | 1,560 | 1,560 |
| Effect./Outcome: % of work areas perceived as clean | 90% | 90% | 90% | 90% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 16,250 | 24,662 | 25,601 | 24,630 |
| 4 Other Expenditures | 94,030 | 142,851 | 137,600 | 131,324 |
| 5 Capital Outlay | 1,123 | 1,200 | 0 | 0 |
| Total | 111,403 | 168,713 | 163,201 | 155,954 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------|----------------|------------------|-----------------|------------------|
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Total | 1.00 | 1.00 | 1.00 | 1.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The custodians' hours were reduced as of 1/04 without impact to service. We are requesting a storage media for the security cameras to hold the recordings indefinitely as it only holds a few weeks now and we have found the need for permanent storage.

Budget Office Analysis:

This program anticipates providing a clean work environment to 90% of the building.

Coroner

Program: Lab - 3202

Mandated By: Not mandated

Funding Source: General Fund, Special Revenue State Grants, and Special Revenue Operating Fund

| | |
|---|---|
| <p>Program Description: The Toxicological Laboratory performs analyses of samples removed during post mortem examination and samples submitted by other County Coroners and law enforcement agencies in those instances when drug or poison ingestion is suspected. Histology provides microscopic slides of tissue for examination. The Criminal section of the Laboratory performs the examination of physical evidence recovered in cases of homicide, rape, arson, assault, robbery, etc.</p> | <p>Accomplishments: We have secured several grants over the past 3 years that have allowed us to examine old rape and homicide cases for Deoxyribonucleic Acid (DNA), implement and effectively utilize the National Integrated Ballistics Network (NIBIN) system, etc. We continue to provide speakers and educators for a variety of community, judicial and health care organizations. We continue to provide exceptional turn-around times and meet court dates of the rapid indictment program. The Laboratory Director's Report on our Website gives an excellent accounting of our accomplishments for 2003.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: Provide toxicology and histology services to the Coroner. | | | | |
| Demand: Tox/histo. cases submitted by HCCO | 1,056 | 1,100 | 1,110 | 1,110 |
| Workload: Number of cases serviced | 1,056 | 1,100 | 1,100 | 1,100 |
| Efficiency: Number of cases completed | 1,056 | 1,100 | 1,100 | 1,100 |
| Effect./Outcome: % of cases completed | 100% | 100% | 100% | 100% |



| | | | | |
|---|--------|--------|--------|--------|
| Objective: Provide analytical services to Law Enforcement agencies to facilitate criminal investigation/prosecution. | | | | |
| Demand: Cases submitted by law enforcement | 14,077 | 14,300 | 14,500 | 14,500 |
| Workload: Number of cases serviced | 14,077 | 14,300 | 14,500 | 14,500 |
| Efficiency: Number of cases completed | 14,077 | 14,300 | 14,500 | 14,500 |
| Effect./Outcome: Court dates met | 100% | 100% | 100% | 100% |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|------------------|------------------|------------------|------------------|
| Expenditures | | | | |
| 3 Personnel | 1,054,720 | 1,249,624 | 1,464,543 | 1,411,170 |
| 4 Other Expenditures | 154,771 | 208,864 | 225,298 | 217,547 |
| 5 Capital Outlay | 0 | 250,000 | 458,480 | 279,480 |
| Total | 1,209,491 | 1,708,488 | 2,148,321 | 1,908,197 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|----------------|----------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 754,445 | 955,239 | 1,174,200 | 1,248,200 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 754,445 | 955,239 | 1,174,200 | 1,248,200 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 21.00 | 21.00 | 22.00 | 23.00 |
| New Positions | 0.00 | 1.00 | 1.00 | 0.00 |

Departmental Comments:

We have continued to apply for grants as they become available. The lab/coroner information management system has allowed the evidence technicians to assume some technician duties, however, because the system was implemented mid year, the statistics produced through the system for 2003 have not yet been proven.

Budget Office Analysis:

The Coroner's office request includes replacement of several pieces of equipment. Because of its deteriorated state, the replacement of a cabinet in the Autopsy Suites will eliminate the possibility of evidence becoming contaminated.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Do crime lab analysts go to crime scenes?

In Hamilton County, we respond to crime scenes only in very rare situations. Law enforcement investigators are responsible for collecting and preserving evidence for submission to the crime laboratory. Analysts normally spend all their time in the lab examining evidence. The 10 people in the lab processed over 11,000 cases last year so they were too busy to go to scenes. In other jurisdictions, however, forensic scientists do evidence collection, so it varies from place to place.

Coroner

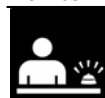
Program: Morgue - 3203

Mandated By: ORC 313.01, 313.22

Funding Source: General Fund

| | |
|--|--|
| Program Description: To provide storage of bodies pending disposition and to facilitate the performance of autopsies and collection of evidence. | Accomplishments: Through attrition, we reduced staffing by 1 FTE in 2003 and continue to provide effective services. |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To provide storage for funeral homes until disposition of the body. | | | | |
| Demand: Number of bodies to be stored | 237 | 250 | 250 | 250 |
| Workload: Number of bodies stored | 237 | 250 | 250 | 250 |
| Efficiency: Number of bodies stored for funeral homes | 237 | 250 | 250 | 250 |
| Effect./Outcome: % of bodies stored for funeral homes | 100% | 100% | 100% | 100% |



| | | | | |
|---|------|------|------|------|
| Objective: To accomplish views within 24 hours of arrival of the body. | | | | |
| Demand: Number of bodies to be viewed | 112 | 145 | 145 | 145 |
| Workload: Number of bodies viewed | 112 | 145 | 145 | 145 |
| Efficiency: Number of views accomplished within 24 hours | 112 | 145 | 145 | 145 |
| Effect./Outcome: % of views completed within 24 hrs. of arrival | 100% | 100% | 100% | 100% |

| | | | | |
|---|-------|-------|-------|-------|
| Objective: To accomplish autopsies within 24 hours of arrival of the body. | | | | |
| Demand: Number of bodies to be autopsied | 1,102 | 1,120 | 1,125 | 1,125 |
| Workload: Number of bodies autopsied | 1,102 | 1,120 | 1,125 | 1,125 |
| Efficiency: Autopsies completed within 24 hours | 1,102 | 1,120 | 1,125 | 1,125 |
| Effect./Outcome: % of autopsies completed within 24 hrs. of arrival | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 102,665 | 166,789 | 168,623 | 156,801 |
| 4 Other Expenditures | 42,720 | 60,006 | 56,900 | 54,702 |
| 5 Capital Outlay | 10,585 | 10,585 | 0 | 0 |
| Total | 155,970 | 237,380 | 225,523 | 211,503 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 4.00 | 3.00 | 3.00 | 3.00 |
| New Positions | -1.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The new lab/coroner information management system is performing well in the morgue and provides scanned body inventories. The number of indigent burials increased in 2003 to 97 up from 39 in 2002. The numbers continue to increase in 2004.

Budget Office Analysis:

The coroner may issue subpoenas to witnesses to inquire how the deceased came to his death, whether by violence to self or from any other persons. The testimony of the witnesses shall be reduced to writing and maintained on file in the coroner's office.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

What schools offer programs in forensic science?

In our area, the closest schools with programs in forensic science are Ohio University, Eastern Kentucky University, and for a master's program, Michigan State University at East Lansing. Information on other schools is readily available on the Internet. Remember, however, that you only need to have a BS degree in a natural science to apply for most entry-level, non-DNA jobs in a crime lab. You could study chemistry, biology or physics anywhere.

Dog Warden

Program: Administration - 2501

Mandated By: O.R.C. 955.15

Funding Source: Special Revenue Operating Fund

| | |
|---|---|
| <p>Program Description: To patrol Hamilton County for stray dogs and provide shelter and veterinary care for those impounded. Monitor the dog population in Hamilton County for licenses and keep records of all dogs impounded. Investigate claims that stray dogs have killed livestock.</p> | <p>Accomplishments: Since 1992, the percentage of stray dogs redeemed by their owners has increased from 19% to 26%. Through the cooperative effort of the College Hill Pet Clinic and the Grady Veterinary Hospital, 588 injured stray dogs received emergency treatment in 2001.</p> |
|---|---|

| | | | | |
|--|----------------|------------------|-----------------|------------------|
| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|



Objective: To respond to citizen complaints within 45 minute average.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Citizen complaints received | 14000 | 14000 | 14000 | 14000 |
| Workload: Citizen complaints responded to | 14000 | 14000 | 14000 | 14000 |
| Efficiency: Time per complaint (hour) | 3/4 hr | 3/4 hr | 3/4 hr | 3/4 hr |
| Effect./Outcome: % of complaints responded to in 45 minutes | 100% | 100% | 100% | 100% |



Objective: Investigate livestock claims with an immediate response.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: Livestock inquiries made | 10 | 10 | 10 | 10 |
| Workload: Livestock claims investigated | 10 | 10 | 10 | 10 |
| Efficiency: Hours per livestock claim | 3 hrs | 3 hrs | 3 hrs | 3 hrs |
| Effect./Outcome: % of livestock complaints responded to within 24 hours | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|------------------|------------------|
| 3 Personnel | 31,413 | 37,183 | 38,113 | 38,901 |
| 4 Other Expenditures | 804,116 | 875,985 | 1,061,352 | 1,109,467 |
| Total | 835,529 | 913,168 | 1,099,465 | 1,148,368 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 312,639 |
| 20 Charges for Service Fees | 10,186 | 13,447 | 0 | 15,040 |
| 25 Fines & Forfeitures | 48,550 | 68,163 | 0 | 70,000 |
| 15 Licenses | 0 | 0 | 0 | 0 |
| Total | 58,736 | 81,610 | 0 | 397,679 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|---------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 1.00 | 1.00 | 1.00 | 1.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The contract that was executed in June 2000 was based upon 1999 actual costs of stray dog control. The contract is indexed to inflation.

Budget Office Analysis:

Current contract expires at the end of 2004. SPCA has requested a one-year contract for 2005. Contract is currently being negotiated. While Dog Warden continues enforcement and promotion of the stray dog operations, cost are expected to exceed revenues from Dog Licenses in 2005.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Fun facts about dog licensing in 2004

- The most popular breeds in the county are Labrador Retriever (8,671), German Shepherd (5,379), Golden Retriever (3,332), Beagle (3,306), Boxer (1,791).
- 48% of the county's licensed dogs are male, and the most common names are Max, Buddy, Jake, Bear & Buster.
- 52% of the county's licensed dogs are female, and the most common names are Sadie, Maggie, Molly, Lady, & Lucy.
- 112 Dogs are named Dusty. (Hamilton County Auditor Dusty Rhodes is responsible for dog licensing.)

Emergency Management

Program: Administration - 3301

Mandated By: ORC 5502.21 - 5502.51

Funding Source: Special Revenue Operating Fund, Special Revenue State Grants, Special Revenue Federal Grants, Special Revenue Calendar Grants, General Fund

| | |
|--|--|
| <p>Program Description : Integrated all-hazards, county-wide emergency management including mitigation, preparedness, response and recovery activities. Coordination of all disaster planning elements with all 49 political jurisdictions. Assistance with the development, response and exercising of jurisdictional Emergency Operations Plans</p> | <p>Accomplishments : 1. During 2004 an all-hazards emergency operations plan has been revised. 2. The Hamilton County Natural Hazard Mitigation Plan was adopted by the county and political jurisdictions. 3. Citizen Corp activities including formation of Citizen Emergency Response Teams (CERT) in multiple jurisdictions. 4. Homeland Security Grants securing equipment for jurisdictions. Administration of a total of 16 grants is currently being managed. 5. 5 additional sirens were added to the outdoor warning system.</p> |
|--|--|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: To ensure coordinated emergency planning and response for the Fernald Environmental Management Project (FEMP).

| | | | | |
|--|-----|-----|-----|-----|
| Demand : FEMP Plan to be revised, coordinated and exercised | 1 | 1 | 1 | 1 |
| Workload: FEMP Plan revised, coordinated and exercised. | 1 | 1 | 1 | 1 |
| Efficiency: Time to revise, coordinate and exercise FEMP Plan (hours) | 60 | 100 | 30 | 30 |
| Effect./Outcome: % of FEMP plan revised, coordinated & exercised. | 40% | 50% | 30% | 30% |

Objective : To ensure adequate all-hazards emergency and disaster preparedness public education.

| | | | | |
|---|-----|-----|-----|-----|
| Demand : Public education campaigns to be conducted. | 3 | 3 | 3 | 3 |
| Workload: # of public education campaigns conducted. | 3 | 3 | 3 | 3 |
| Efficiency: Time to obtain, prepare & disburse public ed. info. (hours) | 750 | 750 | 750 | 750 |
| Effect./Outcome: % of public education information obtained, prepared and disbursed through education campaigns. | 90% | 90% | 90% | 90% |



Objective: Coordinate terrorism specific emergency operations planning/response through development/exercise of county and jurisdictional emerg. operations plans

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Develop, coordinate and exercise & test juris. opr. plan | 49 | 1 | 1 | 1 |
| Workload: # Terrorism Planning and Response Annexes | 49 | 1 | 1 | 1 |
| Efficiency: Time to develop, exercise jurisdictional Terrorism emerg. operations plans | 2,497 | 1,569 | 2,500 | 2,500 |
| Effect./Outcome: % of county-wide Terrorism Planning Annexes developed, and exercised | 100% | 100% | 100% | 100% |

Objective: Provide awareness of training opportunities to ensure adequate terrorism response capabilities and public/first responder safety.

| | | | | |
|---|------|-----|-------|-------|
| Demand: Assist 49 political jurisdictions to obtain Terrorism Training | 49 | 49 | 49 | 49 |
| Workload: #Jurisdictional Terrorism Training | 49 | 49 | 49 | 49 |
| Efficiency: Time to assist jurisdictions secure Terrorism Training | 980 | 980 | 1,020 | 1,020 |
| Effect./Outcome: % of jurisdictional Terrorism Training | 100% | 75% | 100% | 100% |



Objective: Administer state/federal preparedness and equipment grant programs to augment countywide preparedness/response capabilities.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: Secure preparedness and equipment grant programs | 1 | 1 | 1 | 1 |
| Workload: # of preparedness and equipment grant programs | 1 | 1 | 1 | 1 |
| Efficiency: Time spent securing preparedness and equipment grant programs | 2,000 | 3,130 | 4,050 | 4,050 |
| Effect./Outcome: % of preparedness and equipment grant programs | 100% | 100% | 100% | 100% |



Objective: To ensure a reliable, integrated emergency warning siren system.

| | | | | |
|---|------|------|------|------|
| Demand: Sirens/equip. to upgrade, maintain, operate & test | 188 | 188 | 190 | 190 |
| Workload: # sirens upgraded, maintained, operated and tested | 188 | 188 | 190 | 190 |
| Efficiency: Time to upgrade, maintain, operate and test. (hours) | 1000 | 1345 | 1345 | 1345 |
| Effect./Outcome: % of sirens upgraded, maintained, operated and tested | 100% | 100% | 100% | 100% |



Objective: Develop EMA offices at the Cincinnati/Hamilton County Regional Operations Center.

| | | | | |
|--|---|-----|---|---|
| Demand: Implementation & development and equipping & design of EOC | 1 | 1 | 0 | 0 |
| Workload: # of Emergency Operations Centers established | 1 | 1 | 0 | 0 |
| Efficiency: Time to plan, develop, test & implement all functions of the facility | 0 | 166 | 0 | 0 |
| Effect./Outcome: % of Emergency Operations Center established | 0 | 40% | 0 | 0 |



Objective: To ensure coordinated jurisdictional emergency operations planning, response, and exercise coordination.

| | | | | |
|---|-----|-----|-----|-----|
| Demand: Jurisdictional plans to revise, coordinate, exercise | 7 | 5 | 5 | 5 |
| Workload: #Jurisdictional plans to be revised, coordinated & exercised | 5 | 5 | 5 | 5 |
| Efficiency: Time to revise, coordinate and exercise (hours) | 472 | 600 | 600 | 600 |
| Effect./Outcome: % of plans revised, coordinated and exercised | 35% | 35% | 35% | 35% |



Objective: To ensure coordinated countywide emergency operations planning, response and exercise coordination.

| | | | | |
|--|------|-----|-----|-----|
| Demand: Revise, coordinate, exercise County-wide EOP | 1 | 1 | 1 | 1 |
| Workload: # of EOP revised, coordinated & exercised | 1 | 1 | 1 | 1 |
| Efficiency: Time to revise, coordinate, exercise county-wide EOP (hours). | 625* | 650 | 700 | 700 |
| Effect./Outcome: % of county-wide EOP revised, coordinated and exercised. | 75%* | 50% | 50% | 50% |

Objective: To ensure reliable warning and notification systems using the Hamilton County Outdoor Warning System, Emergency Alert System, and NOAA Weather Radio.

| | | | | |
|--|------|------|------|------|
| Demand: Upgrade, maintain, operate and test | 1 | 1 | 1 | 1 |
| Workload: # of warning and notifications systems upgraded, maintained, operated and tested | 1 | 1 | 1 | 1 |
| Efficiency: Time to upgrade, maintain, operate and test (hours) | 200 | 200 | 200 | 200 |
| Effect./Outcome: % of warning and notification systems upgraded, maintained, operated and tested. | 100% | 100% | 100% | 100% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|----------------|------------------|------------------|------------------|
| 3 Personnel | 196,729 | 115,145 | 402,633 | 331,396 |
| 4 Other Expenditures | 30,580 | 52,305 | 416,269 | 222,409 |
| 5 Capital Outlay | 250,144 | 59,595 | 1,129,363 | 1,114,363 |
| 7 Operating Transfers | 0 | 286,385 | 0 | 408,409 |
| Total | 477,453 | 513,430 | 1,948,265 | 2,076,577 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|----------------|----------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 251,468 | 3,057 | 1,312,074 | 1,312,074 |
| 40 Miscellaneous | 0 | 15,300 | 35,000 | 35,000 |
| 50 Transfers - In | 15,000 | 343,507 | 322,182 | 255,707 |
| Total | 266,468 | 361,864 | 1,669,256 | 1,602,781 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 6.00 | 6.00 | 9.00 | 9.00 |
| New Positions | 1.00 | -1.00 | 1.00 | 0.00 |

Departmental Comments:

1. Due to the elimination of the operations mgr. position in January, 2004, agency effectiveness has been reduced. Non-reinstatement of this position will produce lower effectiveness in 2005.
2. 2005 entries assume the reinstatement of the operations mgr. position beginning in 2005.
3. The objective addressing administration of state/federal grants cannot be quantified until grants are received. Currently EMA is administering 16 grants with 4 known to be coming.

Budget Office Analysis:

The recommended General Fund subsidy has been calculated to maintain a reasonable fund balance for EMA. It is expected that there will be additional expenditures for cost sharing at the Radcliff location and for the move to the Radcliff location. At this time, these cost have not been determined. However, expenses related to EMA's current location are included in the budget and therefore can be used to mitigate cost of move to Radcliff.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Emergency Management

Program : HAZMAT / LEPC - 3302

Mandated By : ORC 3750

Funding Source : Special Revenue Operating Fund

| | |
|---|--|
| <p>Program Description : Integrated, county-wide hazardous material emergency management including mitigation, preparedness, response and recovery activities.</p> | <p>Accomplishments : Enhanced interest in facility planning especially in site security and susceptibility to acts of terrorism due to chemical awareness and site security information distributed by the LEPC .</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective : Public education for usage of sirens for chemical emergencies. | | | | |
| Demand : Educate the public of usage of sirens for chem. emerg. | 1 | 1 | 1 | 1 |
| Workload: Public education campaigns to be conducted | 1 | 1 | 1 | 1 |
| Efficiency: Time to prepare & disburse public education info (hours) | 200 | 200 | 200 | 200 |
| Effect./Outcome: % of public education information prepared and disbursed | 100% | 100% | 100% | 100% |



| | | | | |
|---|-------|-----|-------|-------|
| Objective: To ensure coordinated jurisdictional hazardous materials planning and response. | | | | |
| Demand : LEPC county-wide HMERP to be revised, exercised. | 1 | 1 | 1 | 1 |
| Workload: LEPC county-wide HMERP revised, coord.& exercised | 1 | 1 | 1 | 1 |
| Efficiency: Time to revise, coord.& exer.LEPC county-wide HMERP (hours). | 1,258 | 800 | 1,200 | 1,200 |
| Effect./Outcome: % of LEPC county-wide HMERP revised, coordinated and exercised. | 100% | 80% | 90% | 90% |



| | | | | |
|---|------|------|------|------|
| Objective: To ensure coordinated chemical facility hazardous materials planning and reporting. | | | | |
| Demand : Facilities reports processed, & advised | 450 | 401 | 401 | 401 |
| Workload: # of facilities reporting to LEPC. | 450 | 450 | 450 | 450 |
| Efficiency: Time to process reports & develop safety info (hours). | 655 | 615 | 615 | 615 |
| Effect./Outcome: % of facility chemical safety information coordinated and developed. | 100% | 100% | 100% | 100% |



Objective: To ensure countywide hazardous materials response by the GCHMU.

| | | | | |
|---|------|------|------|------|
| Demand : GCHMU hazmat incident responses& train. monitored | 35 | 35 | 35 | 35 |
| Workload: #of incident responses&training sessions monitored | 35 | 35 | 35 | 35 |
| Efficiency: Time to monitor hazmat incident response &training (hours) | 175 | 175 | 175 | 175 |
| Effect./Outcome: % of incident response and training sessions monitored. | 100% | 100% | 100% | 100% |



Objective: To ensure coordination of vulnerability analysis program for LEPC facilities

| | | | | |
|--|-----|-----|-----|-----|
| Demand : Secure vulnerability analysis program for LEPC facilities | N/A | 50 | 450 | 450 |
| Workload: # of facility vulnerability analysis performed for 4 yr. period | N/A | 50 | 100 | 100 |
| Efficiency: Time spent performing vulnerability analysis | N/A | 290 | 930 | 930 |
| Effect./Outcome: % of facilities instructed for performing vulnerability analysis | N/A | 20% | 65% | 65% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 24 | 32 | 2,684 | 2,742 |
| 4 Other Expenditures | 150,000 | 150,000 | 150,000 | 150,000 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 150,024 | 150,032 | 152,684 | 152,742 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|------------------|------------------|
| 50 Transfers - In | 0 | 150,000 | 1,526,384 | 152,684 |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| Total | 0 | 150,000 | 1,526,384 | 152,684 |

FTE Count

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---------------|----------------|------------------|-----------------|------------------|
| New Positions | -1.00 | 0.00 | 0.00 | 0.00 |
| Total | 1.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Contractual services are going to be made to revise LEPC countywide Hazardous Materials Emergency Response Plan.

Budget Office Analysis:

The Haz/Mat unit has received additional grant funding to increase its ability to respond to emergencies involving Hazardous Materials.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Prosecutor

Program: Civil - 3102

Mandated By: Ohio Revised Code (various sections)

Funding Source: General Fund, Special Revenue Operating Fund

| | |
|--|---|
| <p>Program Description: The duties of the Civil Division of the Prosecutor's Office consist of, but are not limited to, the following:</p> <ol style="list-style-type: none"> 1. Provide legal advice and representation to the Board of County Commissioners, Board of Elections and all other County Offices and Boards, public libraries, local school districts and township offices. 2. The Child Support Unit provides a comprehensive range of child support legal services to eligible parents, including paternity support establishment, enforcement, Uniform Interstate Family Support Act cases (UIFSA), liens, assistance to criminal division non-support cases, and the referral of cases to the lien and foreclosure processes. 3. The Children's Services Unit provides legal services to all areas of the Hamilton Co. Dept. of Job and Family Services (JFS). 4. The Delinquent Real Estate Unit assists in the collection of delinquent taxes, handles property forfeitures, and assists with property acquisitions. | <p>Accomplishments: The development of the Case Docket Management system has increased efficiency through electronic notification of scheduling and response deadlines. It has been expanded to include contracts and opinions, which will ultimately make responses to inquiries on pending items easier and more reliable. The system is in a continual state of update and improvement. All division attorneys and paralegals have been trained and now use the Federal Electronic Filing System for U.S. District Court proceedings. The Civil and Family Law Divisions have been instrumental in moving several significant and lengthy federal investigations toward a resolution, including the USEPA enforcement actions against MSD, and the U.S. Department of Health & Human Service's negotiations to develop a compliance program for multi-ethnic adoptions overseen by the County. The Civil Division continues to handle or oversee thousands of lawsuits every year, assists with the collection of millions in delinquent taxes, and handles the legal needs of all boards and offices. In response to requests from the Board of Commissioners, the Office has assigned an Assistant Prosecuting Attorney to attend all regular meetings of the Board, and respond to routine requests for legal advice arising during meetings. This has provided the Board with quick responses to questions, and better communications between the Board and this office on day-to-day matters.</p> |
|--|---|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: To provide formal opinions and letters of advice to County agencies.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Opinions and letters requested. | 101 | 110 | 110 | 110 |
| Workload: Opinions and letters rendered. | 101 | 110 | 110 | 110 |
| Efficiency: Avg. time to complete each request. | Varies | Varies | Varies | Varies |
| Effect./Outcome: % of formal opinions and letters rendered. | 100% | 100% | 100% | 100% |

| | | | | |
|--|--------|--------|--------|--------|
| Objective: To foreclose on properties in compliance with ORC 5721.18. | | | | |
| Demand: Referrals of foreclosure to be handled. | 2,200 | 2,935 | 3,000 | 3,000 |
| Workload: Referrals of foreclosure handled. | 2,200 | 2,935 | 3,000 | 3,000 |
| Efficiency: Avg. time to complete each case. | Varies | Varies | Varies | Varies |
| Effect./Outcome: % of properties foreclosed under statute. | 100% | 100% | 100% | 100% |

| | | | | |
|--|------|------|------|------|
| Objective: To provide legal services to our clients in property acquisition cases (excluding easements, given their volume and unpredictable nature). | | | | |
| Demand: Property acquisitions to be serviced. | 250 | 300 | 310 | 310 |
| Workload: Property acquisitions serviced. | 250 | 300 | 310 | 310 |
| Efficiency: Cases per attorney. | 250 | 300 | 310 | 310 |
| Effect./Outcome: % of property acquisition cases receiving legal services. | 100% | 100% | 100% | 100% |

| | | | | |
|---|--------|--------|--------|--------|
| Objective: To provide CSEA with representation in hearings required for Juvenile Court/Domestic Relations (CDR) paternity and support cases. | | | | |
| Demand: Hearings held in Juv. Court/CDR to be represented. | 30,414 | 32,585 | 33,280 | 33,280 |
| Workload: Hearings held in Juv. Court/CDR represented. | 30,414 | 32,585 | 33,280 | 33,280 |
| Efficiency: Avg. time to complete each case. | Varies | Varies | Varies | Varies |
| Effect./Outcome: % of hearings provided with representation. | 100% | 100% | 100% | 100% |

| | | | | |
|---|--------|--------|--------|--------|
| Objective: To process 100% of all litigation, including but not limited to, various courts' litigation items, delinquent tax collections, etc. | | | | |
| Demand: Litigation items to be processed. | 547 | 600 | 700 | 700 |
| Workload: Litigation items processed. | 547 | 600 | 700 | 700 |
| Efficiency: Avg. time to process litigation item. | Varies | Varies | Varies | Varies |
| Effect./Outcome: % of litigation items processed. | 100% | 100% | 100% | 100% |

| | | | | |
|--|--------|--------|--------|--------|
| Objective: To process 100% of all transactional items, including but not limited to contracts, leases, deeds, bankruptcies, bond forfeitures, etc | | | | |
| Demand: Transactional items to be processed. | 1,149 | 1,220 | 1,250 | 1,250 |
| Workload: Transactional items processed. | 1,149 | 1,220 | 1,250 | 1,250 |
| Efficiency: Avg. time per transactional item. | Varies | Varies | Varies | Varies |
| Effect./Outcome: % of transactional items processed. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 3,934,567 | 5,326,830 | 5,549,996 | 5,492,007 |
| 4 Other Expenditures | 291,554 | 352,288 | 659,136 | 650,716 |
| 5 Capital Outlay | 2,659 | 20,739 | 50,000 | 50,000 |
| Total | 4,228,780 | 5,699,857 | 6,259,132 | 6,192,723 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 1,700,243 | 2,397,848 | 2,231,000 | 2,236,000 |
| 25 Fines & Forfeitures | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 1,587,215 | 2,104,658 | 2,295,000 | 2,437,987 |
| 40 Miscellaneous | 7,500 | 107,600 | 89,500 | 89,500 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 3,294,958 | 4,610,106 | 4,615,500 | 4,763,487 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 85.00 | 85.00 | 85.00 | 85.00 |
| New Positions | -3.00 | 3.00 | 0.00 | 0.00 |

Departmental Comments:

Matters related to riverfront development - and the stadiums in particular - continue to generate a significant amount of legal work. Although much of the construction work is now complete, contract disputes and project-related litigation still requires substantial resources and attention.

In addition to the formal written opinions listed in the chart, the office answers countless informal requests orally or in writing, and provides legal guidance to all county offices and agencies.

The division represents various boards and agencies on administrative matters, such as property assessment disputes involving the Board of Revision.

The division provides legal advice and representation on environmental matters to the County Board of Health, Environmental Services, and related agencies. The division assists with coordination among the agencies with overlapping interests.

Budget Office Analysis:

By statute, the Prosecuting Attorney represents the County and its various offices in all matters, criminal and non-criminal alike. During 2004, an Assistant Prosecutor sued the Prosecutor's office. This lawsuit may have a financial impact on the County.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Prosecutor

Program: Criminal - 3101

Mandated By: Ohio Revised Code (various sections)

Funding Source: General Fund, Special Revenue Operating Fund, Special Revenue Calendar Grants, Special Revenue Federal Grants

| | |
|---|--|
| <p>Program Description: The Criminal Division services the Court of Common Pleas, the Municipal Court, the Juvenile Court of Hamilton County, and the First District Court of Appeals.</p> <p>The number of cases handled and the complexity of the cases varies. In addition to prosecuting over 12,000 felonies per year, the Criminal Division also serves two full time Grand Juries, provides prosecutors to Drug Court, the Diversion and Private Complaint Programs, provides professional assistance to victims and witnesses of crime, and prosecutes Environmental, Child Support and White Collar crime. The Prosecutor's Office staffs courtrooms for fifteen judges, two visiting judges, and two magistrates in the Court of Common Pleas; fourteen judges and six magistrates in the Municipal Court; three judges and 17 magistrates in Domestic Relation Court; two judges and sixteen magistrates in Juvenile Court. Seven assistant prosecutors and one supervisor draft felony briefs for appeal.</p> | <p>Accomplishments: The criminal prosecution of major drug offenders in Hamilton County has resulted in the conviction of every defendant charged since the inception of the Major Drug Unit in 1999. In 2003 and to date in 2004, approximately 98% of all these cases have been resolved by guilty pleas and agreed sentences of mandatory prison terms. In the three years preceding the formation of the Major Drug Unit, the average net yearly forfeiture receipts were \$189,488. In the years 1999 through 2003, that average net yearly figure has increased to \$403,165. These funds are used for drug prevention education programs, local match for Victims of Crime Act (VOCA) Grant, and various expenses related to law enforcement purposes.</p> <p>The Prosecutor's Office developed a Victim/Witness Protection Program designed to encourage testimony by eliminating the concerns of threats and intimidation by providing a safe haven for victims and witnesses.</p> <p>In 2002, Senate Bill 179 went into effect, which allows the State to declare a juvenile a Serious Youth Offender (SYO) with adult sentencing ramifications. Our Juvenile prosecutors have handled seven cases where the juvenile was declared an SYO. Senate Bill 3 went into effect in 2002 and applies Megan's Law regarding Sex Offender Registration to juveniles. Our juvenile prosecutors have handled sixteen cases where the juvenile was declared a Sex Offender registrant.</p> <p>The Appellate Division is successful in over 90% of all appeals.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To administer prosecution of all misdemeanors in Hamilton County outside the City of Cincinnati, and arraignment of all felonies in Hamilton County. | | | | |
| Demand: # of crim. misdemean. & Felony arrngmnts. Handled/yr. | 39,975 | 40,000 | 40,000 | 40,000 |
| Workload: # of crim. misdemean. & Felony arrngmnts. Handled/yr. | 39,975 | 40,000 | 40,000 | 40,000 |
| Efficiency: Avg. # person hrs to handle each case. | 2 | 2 | 2 | 2 |
| Effect./Outcome: % of misdemeanor and felony prosecutions administered per year. | 100% | 100% | 100% | 100% |

Objective: To handle criminal appeals, expungements, insanity & competency cases, special writs, search warrants, computer crime cases, and parole letters.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: # of appeals, expungements, etc. to handle | 1,009 | 1,150 | 1,150 | 1,150 |
| Workload: # of appeals, expungements, etc. completed | 1,009 | 1,150 | 1,150 | 1,150 |
| Efficiency: Amt. of time working on each appeal, expung., etc. | Varies | Varies | Varies | Varies |
| Effect./Outcome: % of appeals, expung., etc. completed | 100% | 100% | 100% | 100% |

Objective: To prepare all felony cases for trial and represent the State of Ohio on all felonies in all courtroom proceedings from pretrial through sentencing.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: # felony cases to prepare for trial/rep. State. | 12,121 | 12,920 | 12,920 | 12,920 |
| Workload: # felony cases prepared for trial/rep. State. | 12,121 | 12,920 | 12,920 | 12,920 |
| Efficiency: Amt. of time preparing each felony case for trial. | Varies | Varies | Varies | Varies |
| Effect./Outcome: % felony cases prepared for trial/State of Ohio represented in courtroom proceedings. | 100% | 100% | 100% | 100% |

Objective: To provide pros. rep. in Juv. Ct. for 2 judges, 5 trial dockets and 2020 Juv. Det. Center on a daily basis - including trials for violent felonies.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Approx. no. of cases on 5 trial dockets to handle. | 12,635 | 12,800 | 12,900 | 12,900 |
| Workload: Approx. no. of cases handled. | 12,635 | 12,800 | 12,900 | 12,900 |
| Efficiency: Approx. cases per attorney per day. | 8-12 | 8-12 | 8-12 | 8-12 |
| Effect./Outcome: % prosecutorial representation provided. | 100% | 100% | 100% | 100% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 4,634,926 | 7,602,806 | 7,959,167 | 7,805,121 |
| 4 Other Expenditures | 349,409 | 437,775 | 437,528 | 417,666 |
| 5 Capital Outlay | 14,647 | 59,606 | 58,500 | 40,000 |
| Total | 4,998,982 | 8,100,187 | 8,455,195 | 8,262,787 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 25 Fines & Forfeitures | 0 | 0 | 0 | 0 |
| 30 Investments Interest | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 75,390 | 0 | 91,809 | 91,809 |
| 40 Miscellaneous | 49,949 | 137,034 | 187,281 | 187,281 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 125,339 | 137,034 | 279,090 | 279,090 |

FTE Count

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---------------|----------------|------------------|-----------------|------------------|
| Total | 126.00 | 126.00 | 126.00 | 126.00 |
| New Positions | 3.00 | -3.00 | 0.00 | 0.00 |

Departmental Comments:

The number and complexity of criminal cases has been increasing. Trial preparation time has grown significantly due to factors involving witnesses, victims, defense attorneys and judges.

People are becoming more and more reluctant to testify as a witness for fear of physical retribution. Therefore our prosecutors spend increasingly more time securing witnesses.

Title 29 of the ORC conferred statutory rights upon victims and it is the prosecutor's duty to see that these rights are protected. As a result, more time is required of the prosecutor to ensure that victims and their families understand and have input in the proceedings.

Pre-trial preparation has increased significantly because judges and defense attorneys are demanding more discovery. Defense attorneys are filing many more motions, which require the prosecutors to file a written response to every motion, regardless of its merit.

Sexual Predator hearings occur more frequently and require additional preparation. Forfeiture proceedings have become a major consideration in many felony cases, and require significant paperwork.

The Intake Division presents over 12,000 felony cases per year to two full-time Grand Juries, and also administers the Victim/Witness Advocate Program and Diversion Program.

The White Collar Crime Unit focuses on large scale, complex, document intensive theft and fraud offenses committed against governmental agencies, individuals, banks, estates and corporations. This unit also prosecutes gambling violations and security fraud violations. The Corruption in Government component focuses on high profile criminal offenses committed by police officers, firefighters, public officials and government employees.

The Municipal Division serves the highest volume court in the County and has the most contact with the community through the prosecution of misdemeanor traffic and criminal offenses, including domestic violence and driving under the influence of alcohol. Prosecutors from this division work at area night courts (3 nights per week) and Mental Health Court.

The Juvenile Division provides prosecutors on a daily basis in Juvenile Court to cover felony and misdemeanor cases on 5 trial dockets and an arraignment docket at the Detention Center, as well as representation on 2 Judges' dockets for bindover cases, Serious Youth Offender cases, Dispositions and certain adult charges.

The Appellate Division handles expungements; competency and insanity cases; mandamus and prohibition actions; and many miscellaneous post-conviction actions. The division also provides legal assistance to trial prosecutors and police departments, input on criminal legislative proposals, and speakers at legal education seminars.

Other activities of the Criminal Division include:

Special Prosecutions - The office has reciprocal agreements with other counties to handle their cases when there is a need for a special prosecutor because of a potential conflict of interest.

Police Intervention - Several prosecutors are attached to the Cincinnati Homicide Squad and are called out for incidents involving shots fired or deaths while in custody. In addition, the division reviews allegations of police misconduct (excessive use of force) from police agencies throughout the County.

The division maintains contact with various agencies to monitor activities of gangs for possible prosecution purposes.

Budget Office Analysis:

In September 2004, the Prosecutor's office developed the Ohio Victim/Witness of Crime Security Program. The program is designed to provide additional security for victims and witnesses of crime. The 2005 budget is approximately \$150,000 and consists primarily of miscellaneous contracts.

Sheriff

Program: Administration - 3001

Mandated By: 311.07 ORC

Funding Source: General Fund, Special Revenue State Grants, Special Revenue Federal Grants, Special Revenue Operating Fund

| | |
|---|---|
| <p>Program Description: To manage departmental programs, administer the budget, personnel records and functions, fiscal functions, community relations. To manage the integrity and professional standards of the Sheriff's Office; to provide information technology direction, control and support to the Sheriff's Office; to provide investigative and forensic electronic and computer analysis to law enforcement in the tri-state region.</p> | <p>Accomplishments: The size of the Sheriff's network continues to grow, with an estimate of 550 PC's by the end of 2004. The size and complexity of the technology and integrity needs of the Sheriff's Office continue to grow and remain a high priority. The information technology needs of the 1,000 plus employee department, as well as the needs and demands of the general public and legal mandates are being met through the Sheriff's computer network of 550 personal computer workstations and servers. Information is readily available from both the Sheriff's Internet website and the internal Intranet for employee and management use. The Internal Affairs Section addresses professional standards and integrity issues on a department wide basis. The investigative and forensic analysis units of the Regional Electronic and Computers Investigations Task Force (RECI) address the skyrocketing cybercrime offenses. Due to the current economic times and lending practices, the number of deeds prepared by the Fiscal Section has increased over 30.5% for the year 2004.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| <hr/> | | | | |
| Objective: To investigate all internal affair matters accurately and completely. | | | | |
| Demand: Internal investigations to conduct. | 91 | 110 | 100 | 100 |
| Workload: Internal investigations conducted. | 91 | 110 | 100 | 100 |
| Efficiency: Avg. case investigation in hours. | 24 | 24 | 24 | 24 |
| Effect. /Outcome: % of internal investigations closed. | 100% | 100% | 100% | 100% |
| <hr/> | | | | |
| Objective: To conduct pre-employment truth verification tests | | | | |
| Demand: Tests conducted | 210 | 200 | 200 | 200 |
| Workload: Tests Conducted | 210 | 200 | 200 | 200 |
| Efficiency: Average test process in hours | 1.5 | 1.5 | 1.5 | 1.5 |
| Effect. /Outcome: Percentage of tests conducted | 100% | 100% | 100% | 100% |



Objective: To prepare foreclosure deeds within three weeks receipt of court entry.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Number of foreclosure deeds to process | 1,799 | 2,350 | 2,580 | 2,580 |
| Workload: Number of foreclosure deeds processed | 1,799 | 2,350 | 2,580 | 2,580 |
| Efficiency: Time spent preparing foreclosure deeds | 1,560 | 1,560 | 1,560 | 1,560 |
| Effect. /Outcome: Percentage of foreclosure deed preparation within three weeks of receipt of court entry. | 60% | 70% | 70% | 70% |



Objective: To investigate Internet sexual predators.

| | | | | |
|--|------|------|------|------|
| Demand: Arrest of violators | - | - | - | - |
| Workload: Number of cases assigned | 12 | 15 | 12 | 12 |
| Efficiency: Number of arrests effected | 12 | 15 | 12 | 12 |
| Effect. /Outcome: Percent of violator convictions | 100% | 100% | 100% | 100% |

Objective: To conduct computer forensic analysis and investigations

| | | | | |
|--|-----|-----|-----|-----|
| Demand: Computers and electronic devices to be analyzed | - | - | - | - |
| Workload: Number of analyses, investigations assigned | 114 | 110 | 110 | 110 |
| Efficiency: Number of analyses, investigations completed | 114 | 110 | 110 | 110 |
| Effect. /Outcome: Percentage of forensic staff time on analysis | 90% | 90% | 90% | 90% |

Objective: To maintain, upgrade and install computers, software, printers, and other computer-related equipment in the Sheriff's Office as needed

| | | | | |
|---|------|------|------|------|
| Demand: Computer workstation/printer to be maintained/upgraded | 750 | 750 | 750 | 750 |
| Workload: Maintenance/upgrading of computer hardware/software | 750 | 750 | 750 | 750 |
| Efficiency: Average maintenance/upgrading time in hours | 8 | 8 | 8 | 8 |
| Effect. /Outcome: Percentage of workstations maintained/upgraded | 100% | 100% | 100% | 100% |

Objective: To maintain, upgrade and install network equipment and servers. *An additional Computer Programmer Analyst has been requested for 2005.

| | | | | |
|---|-----|-----|-------|-------|
| Demand: Network equip/servers to maintain/upgrade | 81 | 81 | 81 | 81 |
| Workload: Maint/upgrading of network equip and servers | 81 | 81 | 81 | 81 |
| Efficiency: Avg. maintenance/upgrading time in hours | 50 | 50 | 50 | 50 |
| Effect. /Outcome: All servers and network equipment will be 99.9% operational (this is not a network availability objective, but a maintenance objective). | 75% | 75% | 100%* | 100%* |

Objective: To maintain a secure computer network and secure computer workstations. * An additional Computer Programmer Analyst has been requested.

| | | | | |
|--|-----|-----|-------|-------|
| Demand: Computer network and computers to secure | 631 | 631 | 631 | 631 |
| Workload: Securing of computer network & computers | 631 | 631 | 631 | 631 |
| Efficiency: Average time spent securing computers, server, network in hrs | 3 | 3 | 3 | 3 |
| Effect./Outcome: Virus-free and intrusion-free computer network (this is not a network availability measure, but a security measure). | 75% | 75% | 100%* | 100%* |

Objective: Develop/Maintain computer programs, databases and other applications, including web-based applications. * An additional Applications Analyst requested

| | | | | |
|---|-----|-----|------|------|
| Demand: Requests for programs, databases, applications from | 51 | 51 | 51 | 51 |
| Workload: Number of programs requested | 51 | 51 | 51 | 51 |
| Efficiency: Average program development/maint in hours | 200 | 200 | 200 | 200 |
| Effect./Outcome: Percentage of program requests fulfilled *An additional Applications Analyst has been requested for 2005. Projections are based on receiving approval | 50% | 50% | 75%* | 75%* |



Objective: To reduce employee turnover rate to 6%.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Number of personnel. | 1,016 | 1,023 | 1,029 | 1,026 |
| Workload: Number of personnel to attend to. | 1,016 | 1,023 | 1,029 | 1,026 |
| Efficiency: Number of personnel voluntarily separating service | 104 | 100 | 100 | 100 |
| Effect./Outcome: Turnover rate. | 10.2% | 9.8% | 9.7% | 9.7% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 3,554,367 | 4,318,271 | 4,615,835 | 2,586,727 |
| 4 Other Expenditures | 1,469,332 | 1,933,865 | 2,174,840 | 1,958,369 |
| 5 Capital Outlay | 930,898 | 1,029,500 | 1,128,000 | 896,600 |
| 7 Operating Transfers | 42,902 | 44,000 | 70,000 | 67,000 |
| Total | 5,997,499 | 7,325,636 | 7,988,675 | 5,508,696 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| 15 Licenses | 50 | 50 | 100 | 100 |
| 20 Charges for Service Fees | 1,358,188 | 1,824,416 | 1,370,400 | 1,845,400 |
| 25 Fines & Forfeitures | 1,550 | 2,000 | 1,600 | 1,600 |
| 30 Investments Interest | 59,198 | 69,000 | 50,000 | 60,000 |
| 35 Other Intergovernmental | 0 | 0 | 135,000 | 135,000 |
| 40 Miscellaneous | 287,694 | 302,908 | 87,300 | 99,300 |
| 45 Other Financing Sources | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 1,706,680 | 2,198,374 | 1,644,400 | 2,141,400 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 66.00 | 60.00 | 64.00 | 37.00 |
| New Positions | -6.00 | 0.00 | 3.00 | 0.00 |

Departmental Comments:

The Sheriff's office is hoping the employee turnover rate will decrease due to the decreased waiting period for health care benefits and possible wage increases negotiated in the contracts. The staff is continually challenged to meet the ever-increasing needs of computerization, property foreclosures, the Auditor's requirements for bill processing and payroll, and the handling of employee relations. Our Office has requested two new positions for this Program, a Computer Programmer Analyst and an Applications Analyst. Projections for 2005 are based on the approval of these positions. If these are not approved, projections will have to be projected downward.

Budget Office Analysis:

The 2005 budget includes a reduction for delayed payment of the COPSMART program's mobile data computers and for re-estimated matching transfers to the Sheriff's grant funds.

Neither of the computer analyst positions requested above was approved in the 2005 budget.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Sheriff

Program: Corrections - 3006

Mandated By: 311.07 ORC, MIN JAIL STANDARDS 5120:1-8-03

Funding Source: General Fund, Tax Levies Operating Fund, Special Revenue State Grants

| | |
|--|--|
| <p>Program Description: Provide security of inmates housed in facilities.</p> | <p>Accomplishments: We are continuously improving operations to meet our purpose of providing a safe and secure environment. The inmate population continues to change, and we continue to strive to meet the ever-changing needs of the inmate population.</p> |
|--|--|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: Provide a safe environment for the inmates with no suicides in the facility.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Number of inmate beds available. | 56,000 | 56,000 | 56,000 | 56,000 |
| Workload: Number of inmates housed. | 42,710 | 50,000 | 50,000 | 50,000 |
| Efficiency: Number of suicides. | 0 | 0 | 0 | 0 |
| Effect. /Outcome: Percent of suicides per inmates housed. | 0% | 0% | 0% | 0% |



Objective: Be at least 1% under our operating budget each year.

| | | | | |
|--|------------|------------|------------|------------|
| Demand: Appropriated funds. | 10,135,169 | 10,552,330 | 11,000,000 | 11,000,000 |
| Workload: Actual spending. | 9,754,355 | 10,446,806 | 10,890,000 | 10,890,000 |
| Efficiency: Percentage under budget. | 4% | 1% | 1% | 1% |
| Effect. /Outcome: Percent within goal | 100% | 100% | 100% | 100% |

Objective: Have a zero violent crime rate in the facility.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Number of inmate beds available. | 56,000 | 56,000 | 56,000 | 56,000 |
| Workload: Number of inmates housed. | 42,710 | 50,000 | 50,000 | 50,000 |
| Efficiency: Number of violent crimes. | 24 | 20 | 0 | 0 |
| Effect. /Outcome: Percent of violent crimes per inmates. | .06% | .04% | 0% | 0% |

Objective: Provide an escape free environment.

| | | | | |
|---|---------|--------|--------|--------|
| Demand: Number of inmate beds available (annually). | 56,000 | 56,000 | 56,000 | 56,000 |
| Workload: Number of inmates housed (annually). | 42,710 | 50,000 | 50,000 | 50,000 |
| Efficiency: Number of escapes. | 1 | 0 | 0 | 0 |
| Effect. /Outcome: Percent of escapes per inmates housed. | 0.0002% | 0% | 0% | 0% |



Objective: Generate at least \$2,500,000 each year in revenue.

| | | | | |
|---|-----------|-----------|-----------|-----------|
| Demand: Number of inmate beds available. | 56,000 | 56,000 | 56,000 | 56,000 |
| Workload: Number of inmates housed. | 42,710 | 50,000 | 50,000 | 50,000 |
| Efficiency: Fees generated. | 2,654,584 | 2,700,000 | 2,725,000 | 2,725,000 |
| Effect. /Outcome: Percent within goal. | 100% | 100% | 100% | 100% |



Objective: To provide necessary medical, dental, and mental health services to the inmate population.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Number of inmate beds available (annually) | 56,000 | 56,000 | 56,000 | 56,000 |
| Workload: Number of inmates housed (annually) | 42,710 | 50,000 | 50,000 | 50,000 |
| Efficiency: Number of inmates necessary to treat | 42,710 | 50,000 | 50,000 | 50,000 |
| Effect. /Outcome: Percent treated | 100% | 100% | 100% | 100% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|-------------------|-------------------|-------------------|-------------------|
| 3 Personnel | 27,548,652 | 28,065,268 | 31,082,835 | 29,230,936 |
| 4 Other Expenditures | 7,505,618 | 10,453,184 | 11,469,400 | 10,969,300 |
| 5 Capital Outlay | 38,851 | 180,645 | 321,700 | 321,700 |
| Total | 35,093,121 | 38,699,097 | 42,873,935 | 40,521,936 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|------------------|------------------|
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 443,558 | 600,000 | 600,000 | 600,000 |
| 25 Fines & Forfeitures | 88,475 | 108,666 | 75,000 | 100,000 |
| 30 Investments Interest | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 0 | 0 | 178,000 | 178,000 |
| 40 Miscellaneous | 116,743 | 288,356 | 294,390 | 299,390 |
| Total | 648,776 | 997,022 | 1,147,390 | 1,177,390 |

FTE Count

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---------------|----------------|------------------|-----------------|------------------|
| Total | 611.00 | 611.00 | 611.00 | 600.00 |
| New Positions | 0.00 | 0.00 | 1.00 | 0.00 |

Departmental Comments:

We are continuously improving operations to provide a safe and secure environment. We are adapting to a shift in the inmate population behavior as we are dealing with more violent inmate behavior. As the inmate population is shifting, more of a demand for Mental Health and Medical Services are needed. In addition, the population of the jail has been increasing over the last couple of years and is expected to continue to grow through 2005. Because of both the shift in the inmate behavior and the growth in population, the amount of money to provide medical care for inmates is expected to grow significantly.

Budget Office Analysis:

Corrections has seen decreases in revenue from boarding of federal prisoners in 2004 as it continues to struggle with rising jail populations. 2004 also saw the reinstatement of early -release programs as the jails reached capacity, and the beginning of a corrections-needs assessment that could result in the construction of an additional jail.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Sheriff

Program: Court Services - 3002

Mandated By: 307.11

Funding Source: General Fund

| | |
|--|--|
| <p>Program Description: Provide building security for Courthouse, 800 Broadway, 222 Central Parkway & 237 William Howard Taft. Provide courtroom security for Common Pleas. Provide prisoner transportation, service of court process, and Sheriff's sales.</p> | <p>Accomplishments: Court and building security has been enhanced with new security devices. Court process is stable and handled adequately under current workload.</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
|--|----------------|------------------|-----------------|------------------|



Objective: Timely & accurate service of court ordered property sales.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Court ordered sheriff's sales. | 1,745 | 1,745 | 1,943 | 1,943 |
| Workload: Average 4 hours per sale. | 6,979 | 6,979 | 7,772 | 7,772 |
| Efficiency: Execution officer time available in hours. | 3,480 | 3,480 | 3,480 | 3,480 |
| Effect. /Outcome: Sheriff's sales conducted timely. | 50% | 50% | 45% | 45% |

Objective: Provide safe & secure physical plant environment.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Fixed posts required (8 hrs. each day) | 22 | 22 | 22 | 22 |
| Workload: Deputy time needed. | 45,760 | 45,760 | 45,760 | 45,760 |
| Efficiency: Deputy time available. | 38,438 | 38,438 | 38,438 | 38,438 |
| Effect. /Outcome: Fixed post covered. | 84% | 84% | 84% | 84% |

Objective: Provide secure Common Pleas Court environment for inmates, public and staff.

| | | | | |
|--|-----------|-----------|-----------|-----------|
| Demand: Court rooms requiring security/prisoners | 24/21,961 | 24/21,961 | 24/24,021 | 24/24,021 |
| Workload: Two deputies needed (avg. one hr. each prisoner). | 43,922 | 43,922 | 48,042 | 48,042 |
| Efficiency: Deputy time available. | 36,894 | 36,894 | 40,355 | 40,355 |
| Effect. /Outcome: Court rooms covered. | 84% | 84% | 84% | 84% |

Objective: Provide safe & secure prisoner transport.

| | | | | |
|---|-------------|-------------|-------------|-------------|
| Demand: Prisoners transported to & extradited, in & out. | 4,593/334 | 4,593/334 | 4,550/341 | 4,550/341 |
| Workload: Four deputies in state/ three deputies out of state (8 hrs./day) | 8,320/9,352 | 8,320/9,352 | 8,320/6,104 | 8,320/6,104 |
| Efficiency: Deputy time avail in & out of state. | 6,989/5,220 | 6,989/5,220 | 6,989/5,220 | 6,989/5,220 |
| Effect. /Outcome: Prisoners transported in & out of state. | 84/56% | 84/56% | 84/85% | 84/85% |



Objective: Timely & accurate service of court process.

| | | | | |
|---|--------------|--------------|--------------|--------------|
| Demand: Common Pleas court processes to be served. | 57,511 | 57,511 | 58,266 | 58,266 |
| Workload: Data entry by clerks/service time by deputy in hrs | 6,710/14,378 | 6,710/14,378 | 6,798/14,567 | 6,798/14,567 |
| Efficiency: Clerical/deputy time available | 5,220/12,078 | 5,220/12,078 | 5,220/12,236 | 5,220/12,236 |
| Effect. /Outcome: Common Pleas court process data entry/service. | 78/84% | 78/84% | 77/84% | 77/84% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 4,466,754 | 5,423,426 | 5,678,264 | 5,029,505 |
| 4 Other Expenditures | 268,624 | 353,464 | 430,300 | 355,032 |
| 5 Capital Outlay | 35,096 | 94,699 | 168,500 | 26,000 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 4,770,474 | 5,871,589 | 6,277,064 | 5,410,537 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 1,102,790 | 1,601,000 | 1,632,000 | 1,315,000 |
| 25 Fines & Forfeitures | 3,223 | 3,223 | 0 | 0 |
| 30 Investments Interest | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 436,675 | 436,674 | 480,000 | 514,831 |
| Total | 1,542,688 | 2,040,897 | 2,112,000 | 1,829,831 |

FTE Count

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---------------|----------------|------------------|-----------------|------------------|
| Total | 81.00 | 81.00 | 81.00 | 74.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Work productivity is a variable dependant upon the rest of the criminal justice system. On average the current staff is adequate, however, any change in the system impacts the workload. Property sales have increased dramatically and now require mo re field time to visit each property that further impacts on deputy available time.

Budget Office Analysis:

Department indicates that while court security coverage is not ideal, the estimated 84% coverage is also not at a critical level. The Sheriff distributes available deputies as equitably as possible, and clearly some courts have a greater security needs than others.

The 2005 budget includes an increase in revenues based on estimated expenditures in the Court of Domestic Relations.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Sheriff

Program: Education - 3004

Mandated By: 311.07

Funding Source: Special Revenue Operating Fund

| | |
|--|--|
| <p>Program Description: The Support Service Section of the Sheriff's Road Patrol Division consists of approximately 30 deputies who maintain seven support units within the section. Those sections include: Traffic Safety, Crime Prevention/D.A.R.E., Annual "In-Service" Training and Academies, Firearm Training and Qualifications, Vehicle Maintenance, Property Inventory and Control, and the Supply and Logistics Office. Officers assigned to various districts conduct training. Teaching classes is in addition to their regular duties.</p> | <p>Accomplishments: During 2003, the Crime Prevention and D.A.R.E. Units participated in numerous events and programs touching on various topics including: rape and robbery prevention, drug abuse, gun safety, neighborhood watch, workplace violence, and child safety and youth violence. The public's response to the programs offered by this section continues to be in great demand.</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To update law enforcement personnel on current procedures. | | | | |
| Demand: Annual academy classes | 2 | 2 | 2 | 2 |
| Workload: Academy recruits graduated. | 46 | 46 | 47 | 47 |
| Efficiency: The number of officers requalified on firearms. | 1,075 | 1,086 | 1,097 | 1,097 |
| Effect./Outcome: Increase in crime. | 2% | 2% | 2% | 2% |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Expenditures | | | | |
| 4 Other Expenditures | 2,019 | 5,000 | 95,000 | 95,000 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 2,019 | 5,000 | 95,000 | 95,000 |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| Revenues | | | | |
| 20 Charges for Service Fees | 1,900 | 2,300 | 500 | 500 |
| 25 Fines & Forfeitures | 7,988 | 14,074 | 10,700 | 11,700 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 9,888 | 16,374 | 11,200 | 12,200 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Sheriff's Patrol Division personnel completed over 10,000 hours of supplementary training in 2003. Much of this training was in specialized areas such as Firearms Policy Development, Arson and Fire Investigation, Terrorism Response and Armed Confrontation Preparation. In addition to the specialized training, every officer was required to complete the 27-hour In-Service Training Program.

Budget Office Analysis:

The Sheriff's Department has been asked to examine requalified officer counts in objective number one, and to explain the increased attendance at crime prevention programs in objectives four and five.

This program is funded entirely from the Sheriff's Education subfund.

Sheriff

Program: Enforcement - 3003

Mandated By: 311.07

Funding Source: General Fund, Special Revenue Calendar Grants, Special Revenue State Grants, Special Revenue Federal Grants, Internal Service, Special Revenue Operating Fund

| | |
|---|--|
| <p>Program Description: The main responsibility of the Hamilton County Sheriff's Road Patrol Division is to preserve the public peace and protect the lives and property of all citizens in the unincorporated areas of Hamilton County. Those geographical regions consist of 10 townships, which include: Anderson, Colerain, Columbia, Crosby, Green, Harrison, Miami, Sycamore, Symmes and Whitewater Townships.</p> | <p>Accomplishments: Throughout 2003, criminal activity increased at a rate of 2%. Actual offenses increased by 4% as opposed to the 7% increase during the year 2002. The increase in the crime rate may be related to the high unemployment rate for 2003.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To preserve the public peace in Hamilton County's political subdivisions. | | | | |
| Demand: Annual patrol radio details dispatched. | 124,195 | 125,437 | 126,691 | 126,691 |
| Workload: Patrol Division personnel. | 193 | 193 | 193 | 193 |
| Efficiency: Number of reports taken. | 18,831 | 19,019 | 19,209 | 19,209 |
| Effect. /Outcome: Increase in crime. | 2% | 2% | 2% | 2% |
| Objective: To provide protection by furnishing law enforcement in the township areas. | | | | |
| Demand: Annual offenses. | 24,053 | 24,294 | 24,537 | 24,537 |
| Workload: Hours of overtime worked. | 27,073 | 27,344 | 27,617 | 27,617 |
| Efficiency: Total miles driven during the year. | 2,130,101 | 2,151,402 | 2,172,916 | 2,172,916 |
| Effect. /Outcome: Increase in crime. | 2% | 2% | 2% | 2% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|-------------------|-------------------|-------------------|-------------------|
| 3 Personnel | 10,132,076 | 17,029,261 | 18,294,550 | 14,721,499 |
| 4 Other Expenditures | 3,826,396 | 5,485,783 | 6,504,620 | 6,158,890 |
| 5 Capital Outlay | 1,390,488 | 909,335 | 1,269,500 | 1,001,500 |
| 7 Operating Transfers | 42,902 | 44,000 | 70,000 | 67,000 |
| Total | 15,391,862 | 23,468,379 | 26,138,670 | 21,948,889 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|------------------|------------------|------------------|------------------|
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| 15 Licenses | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 4,443,679 | 7,886,700 | 8,778,000 | 8,778,000 |
| 25 Fines & Forfeitures | -1,780 | 2,000 | 1,700 | 1,700 |
| 35 Other Intergovernmental | 84,439 | 0 | 55,000 | 55,000 |
| 40 Miscellaneous | 818,815 | 14,762 | 6,150 | 6,150 |
| 45 Other Financing Sources | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 66,948 | 0 | 48,210 | 48,210 |
| Total | 5,412,101 | 7,903,462 | 8,889,060 | 8,889,060 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 212.00 | 221.00 | 223.00 | 189.00 |
| New Positions | 9.00 | 0.00 | 3.00 | 0.00 |

Departmental Comments:

The Hamilton County Sheriff's Patrol Division continues to update its defenses against criminal activity and the threat of a possible terrorist attack. Training and keeping current with the latest technological advances are being treated as a priority within the division.

Budget Office Analysis:

The 2005 budget includes funding for four new vehicles to replace those with estimated mileage over 80,000 in 2005. It is a reduction of three vehicles from the department request.

Sheriff

Program: Investigations - 3005

Mandated By: 311.07

Funding Source: General Fund

| | |
|---|---|
| <p>Program Description: The primary responsibility of the Criminal Investigation Section (CIS) is to investigate crimes reported to the Patrol Division. CIS additionally assumes responsibility for special investigations in other jurisdictions as directed by the Sheriff and assists other local, state and federal jurisdictions when requested. The detectives assigned to CIS have received and continue to receive specialized training in various areas of investigative techniques and evidence processing.</p> | <p>Accomplishments: During the year 2003, detectives were assigned 3,015 cases for investigation. Of those cases assigned, 1,545 were closed with \$2,446,922 recovered in stolen property. Also, during this period, 78 deaths were investigated being resolved in the following manner: three were ruled homicides, 10 deaths were suicides, 47 were due to natural causes, 17 deaths were non-traffic related accidents and one was ruled undetermined consistent with Sudden Infant Death Syndrome (SIDS). CIS also conducted 12 additional special investigations at the direction of the Sheriff. In the year 2003, the evidence processing squad processed a total of 2,012 cases. 1,342 of these were submitted by the Sheriff's Office, and the 62 outside agencies that request assistance from our CIS submitted 670. A total of 806 latent matches were made. A total of 327 suspects were developed from the matched latents.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To investigate major crimes. | | | | |
| Demand: Number of cases assigned. | 3,015 | 3,045 | 3,075 | 3,075 |
| Workload: CIS/Detective personnel. | 31 | 31 | 31 | 31 |
| Efficiency: Cases closed. | 1,545 | 1,560 | 1,575 | 1,575 |
| Effect. /Outcome: Increase in crime. | 2% | 2% | 2% | 2% |
| Objective: To close cases through arrests. | | | | |
| Demand: Cases involving fingerprinting/fingerprints id | 2,012/806 | 2,032/814 | 2,052/822 | 2,052/822 |
| Workload: Hours of overtime worked. | 7,791 | 7,868 | 7,946 | 7,946 |
| Efficiency: Total value of property recovered. | \$2,446,922 | \$2,471,391 | \$2,496,105 | \$2,496,105 |
| Effect. /Outcome: Increase in crime. | 2% | 2% | 2% | 2% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|------------------|------------------|------------------|------------------|
| 3 Personnel | 4,019,940 | 4,960,465 | 5,614,165 | 2,724,450 |
| 4 Other Expenditures | 412,844 | 515,241 | 572,000 | 494,373 |
| 5 Capital Outlay | 294,793 | 335,989 | 349,000 | 289,600 |
| 7 Operating Transfers | 349,033 | 600,000 | 655,130 | 630,643 |
| Total | 5,076,610 | 6,411,695 | 7,190,295 | 4,139,066 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| 15 Licenses | 50 | 50 | 100 | 100 |
| 20 Charges for Service Fees | 906,961 | 1,063,616 | 590,400 | 1,045,400 |
| 30 Investments Interest | 59,198 | 69,000 | 50,000 | 60,000 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 275,119 | 290,333 | 82,300 | 94,300 |
| 50 Transfers - In | 14,158 | 24,270 | 24,270 | 28,840 |
| Total | 1,255,486 | 1,447,269 | 747,070 | 1,228,640 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 67.00 | 67.00 | 70.00 | 31.00 |
| New Positions | 0.00 | 0.00 | 2.00 | 0.00 |

Departmental Comments:

The Investigations Section is part of the Patrol Division and is divided into five squads. These squads are the Homicide/Robbery/Assault squad, the Juvenile Squad, the Burglary squad, the Theft/Document squad, and the Evidence Processing squad. All detectives assigned to the Criminal Investigation Section have received specialized training in various areas of investigative techniques and processing. They use this training in investigating crimes, training other police agencies and assisting other departments in crime scene process and investigations.

Budget Office Analysis:

The 2005 budget includes a substantial increase from the department request in estimated revenues for foreclosures. It does not included requested increases for random drug testing in the department.

Sheriff

Program: Organized Crime - 3009

Mandated By: 311.07

Funding Source: General Fund

| | |
|---|--|
| <p>Program Description: The Organized Crime Division (OCD) conducts investigations into drug trafficking, prostitution, gambling and pornography. Additionally, OCD is responsible for the analysis of criminal intelligence in regards to drug trafficking organizations, gangs, and other criminal organizations, and is also responsible for management of the counter terrorism intelligence program. Finally, OCD is assigned to manage the Regional Narcotics Unit (RENU), a drug trafficking investigations task force consisting of Cincinnati Police Division and Sheriff personnel.</p> | <p>Accomplishments: Please refer to Organized Crime Division 2003 Annual Report.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| <hr/> | | | | |
| Objective: To enhance the law enforcement/community partnership against criminal activity and terrorism, increasing the number of sources of information. | | | | |
| Demand: Develop liaison with area business/community orgs | - | - | - | - |
| Workload: Number of groups/individuals contacted | - | 10/100 | 12/120 | 12/120 |
| Efficiency: - | - | - | - | - |
| Effect. /Outcome: Enhanced relationship with business/community orgs, increased vigilance against criminal activity/terrorism | - | - | - | - |
| <hr/> | | | | |
| Objective: Suppression of drug trafficking activity through the tactic of seizure of drug trafficking derived assets. | | | | |
| Demand: Identification and seizure of suspect assets. | - | - | - | - |
| Workload: Dollar value of trafficking derived assets seized. | 1,929,044 | 3,000,000 | 2,000,000 | 2,000,000 |
| Efficiency: - | - | - | - | - |
| Effect. /Outcome: Disruption of drug trafficking activity, reducing illicit drug supply and suppressing criminal activity. | - | - | - | - |
| <hr/> | | | | |
| Objective: Suppression of drug trafficking activity through the tactic of arresting those responsible for significant illegal drug distributions. | | | | |
| Demand: Arrests of drug trafficking violators. | - | - | - | - |
| Workload: Number of drug trafficking arrestees. | 146 | 160 | 160 | 160 |
| Efficiency: Percent of violator convictions/incarcerations | 95%/90% | 95%/90% | 95%/90% | 95%/90% |
| Effect. /Outcome: Suppression of drug trafficking and related criminal activity. | - | - | - | - |

| | | | | |
|--|---------|---------|---------|---------|
| Objective: Disruption of criminal organizations involved in prostitution, gambling and pornography. | | | | |
| Demand: Arrests of violators. | - | - | - | - |
| Workload: Number of arrests for prostitution, gambling, pornography | 9 | 15 | 15 | 15 |
| Efficiency: Percent of convictions | 89%/18% | 90%/25% | 90%/25% | 90%/25% |
| Effect. /Outcome: Suppression of prostitution, gambling, pornography, and related criminal activity. | - | - | - | - |
| Objective: Suppression of drug trafficking activity through the tactic of seizure of illicit controlled substances. | | | | |
| Demand: Seizures of controlled substances heroin (grams) | - | - | - | - |
| Workload: Controlled substances seized heroin (grams) | 2,055 | 500 | 500 | 500 |
| Efficiency: - | - | - | - | - |
| Effect. /Outcome: Disrupt drug trafficking, reduce illicit drug supply, suppress criminal activity | - | - | - | - |
| Objective: Suppression of drug trafficking activity through the tactic of seizure of illicit controlled substances. | | | | |
| Demand: Seizures of controlled substances: marijuana (in lbs) | - | - | - | - |
| Workload: Controlled substances seized: marijuana (in lbs.) | 1561 | 4000 | 4000 | 4000 |
| Efficiency: - | - | - | - | - |
| Effect. /Outcome: Disrupt drug trafficking, reduce illicit drug supply, suppress criminal activity | - | - | - | - |
| Objective: Provide assistance to the investigations of organized criminal activity and terrorism by other agencies | | | | |
| Demand: Provide investigative assist and intelligence services | - | - | - | - |
| Workload: Number of incidents in which assistance was provided | 540 | 750 | 750 | 750 |
| Efficiency: - | - | - | - | - |
| Effect. /Outcome: Increased effectiveness of investigations through the provision of Sheriff investigative and intelligence resources | - | - | - | - |
| Objective: Suppression of drug trafficking activity through the tactic of seizure of illicit controlled substances. | | | | |
| Demand: Seizures of controlled substances: cocaine (in lbs.) | - | - | - | - |
| Workload: Controlled substances seized: cocaine (in lbs.) | 153 | 160 | 160 | 160 |
| Efficiency: - | - | - | - | - |
| Effect. /Outcome: Disrupt drug trafficking, reduce illicit drug supply, suppress criminal activity | - | - | - | - |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 1,423,277 | 1,995,557 | 2,155,925 | 2,015,590 |
| 4 Other Expenditures | 135,836 | 193,178 | 208,300 | 187,967 |
| 5 Capital Outlay | 39,713 | 41,713 | 67,500 | 42,500 |
| Total | 1,598,826 | 2,230,448 | 2,431,725 | 2,246,057 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 23.00 | 23.00 | 24.00 | 23.00 |
| New Positions | 0.00 | 0.00 | 1.00 | 0.00 |

Departmental Comments:

Drug trafficking and other criminal organizations are motivated to be involved in criminal activity for financial profit. Generally, tactics employed to disrupt these criminal organizations have been successful when such tactics interfered with obtaining the profit or being able to benefit from it. Organized Crime Division/Regional Narcotics Unit enforcement tactics are based upon the seizure of illegal controlled substances (the products of drug distribution organizations), the seizure of drug trafficking derived and other criminally derived assets, and the arrest, prosecution, conviction and incarceration of those involved in criminal enterprise. Since it is not possible to determine the total number of criminal organizations in operation, the number of individuals involved in these organizations, the total amount of illegal drugs available or trafficked in the community, or the total profit derived therefore, it is not possible to determine with certainty, the percentage of these affected through law enforcement operations. The effectiveness into organized criminal conduct is determined through a comparison of enforcement activity in several areas over time (years), the number of arrestees when compared to gross amounts of controlled substances and illegally derived assets seized, effectiveness in prosecution as determined by conviction and defendant incarceration rates, and a subjective determination of the relative availability of various controlled substances in the Greater Cincinnati area.

Budget Office Analysis:

The 2005 budget is largely a continuation budget, with reductions to car repairs and data processing equipment (for the delayed payment of the COPSMART mobile data computers).

Sheriff

Program: Warrant Executions - 3008

Mandated By: 307.11 ORC

Funding Source: General Fund, Special Revenue Federal Grants

| | |
|--|---|
| Program Description: Process and execute warrants generated from Common Pleas, Domestic Relations, and Juvenile Court. | Accomplishments: New computer database for warrants makes retrieval of information and analysis more efficient. Number of warrants executed continues to increase. |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: Execute warrants on file. | | | | |
| Demand: Warrants received. | 12,374 | 12,374 | 12,355 | 12,355 |
| Workload: Data processing (25 min per warrant, two clerks). | 5,156 | 5,156 | 5,148 | 5,148 |
| Efficiency: Clerical time available. | 3,480 | 3,480 | 3,480 | 3,480 |
| Effect. /Outcome: Warrants processed. | 67% | 67% | 68% | 68% |
| Objective: Arrest wanted fugitives on outstanding warrants. | | | | |
| Demand: Number of warrants assigned to detectives. | 4,012 | 4,012 | 7,754 | 7,754 |
| Workload: Service time by detectives (in hours). | 12,036 | 12,036 | 23,262 | 23,262 |
| Efficiency: Detective time available | 5,220 | 5,220 | 5,220 | 5,220 |
| Effect. /Outcome: Attempts at service. | 43% | 43% | 23% | 23% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|------------------|------------------|------------------|------------------|
| 5 Capital Outlay | 35,096 | 94,699 | 168,500 | 26,000 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| 3 Personnel | 3,510,968 | 4,231,610 | 4,493,357 | 489,025 |
| 4 Other Expenditures | 305,380 | 350,984 | 419,700 | 345,721 |
| Total | 3,851,444 | 4,677,293 | 5,081,557 | 860,746 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 651,363 | 840,000 | 852,000 | 862,000 |
| 25 Fines & Forfeitures | 3,223 | 3,223 | 0 | 0 |
| 30 Investments Interest | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 3,020 | 3,020 | 0 | 0 |
| 50 Transfers - In | 18,563 | 0 | 0 | 0 |
| Total | 676,169 | 846,243 | 852,000 | 862,000 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 64.00 | 64.00 | 64.00 | 7.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Service of new warrants continues to improve, however, there are still thousands of unserved warrants. Time and lack of manpower limits clearing the backlog. Warrant service is problematic due to wanted individuals avoiding arrest at all cost. Time needed to serve warrants continues to rise in direct proportion to time expended in search for wanted subjects.

Budget Office Analysis:

The 2005 budget includes a reduction for delayed payment of the COPSMART program's mobile data computers and includes funding for one new vehicle to replace one with estimated mileage over 90,000 in 2005. It is a reduction of six vehicles from the department request.

Sheriff

Program: Warrant processing - 3007

Mandated By: 311.07 ORC

Funding Source: General Fund, Special Revenue Operating Fund, Internal Service

| | |
|--|---|
| <p>Program Description: To administer and maintain a computerized system to comply with requests for information from the law enforcement community and the general public. To compile and analyze the daily influx of various reports and arrests into a monthly uniform crime report as well as ad hoc reports based on requests for information. To provide 24-hour location for collection of fingerprints, mug shot data, and confirmation of criminal and traffic warrants/capias that are ordered by court. Administer the sex offender registration program and comply with HB 180. To obtain fingerprints and mug shots on all persons brought into the Justice Center, thus increasing the number of impostors identified. Administer the Conceal Carry License program and comply with CCL mandated requirements.</p> | <p>Accomplishments: Over the past four years the Warrant Unit has worked closely with court personnel to reduce the number of warrants/capias on file. However, current jail overcrowding will result in an increase in the number of warrants/capias on file. The cycle of people not showing up for court, getting a capias, and being re-cited, only to not show again has increased the workload of this unit.</p> <p>The sex offender website is averaging 24,652 hits per month. In addition to providing sex offender data on line, we are sending post card notices to individuals who own property within 1,000 ft of where a sex offender resides. It appears the public is very receptive to this additional notification. The mailing of these cards was done to remain in compliance with changes to Megan's Law by the state legislature. Record checks that were on the decline are not increasing.</p> <p>The Conceal Carry License program began in April 2004. While there was some confusion at first, the program is now running smoothly and the processing of applications is being done within the mandated 45 days required by state law. The records, warrant, and identification units continue to work to improve the effectiveness without sacrificing job quality.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To enter offense reports received from Patrol into on-line computer system. | | | | |
| Demand: Offense reports from patrol to be UCR processed. | 24,055 | 24,000 | 24,200 | 24,200 |
| Workload: Processing time (20 min per report using six staff). | 8,018 Hrs | 8,000 Hrs | 8,067 Hrs | 8,067 Hrs |
| Efficiency: Staff time available for data entry. | 5,720 Hrs | 5,720 Hrs | 5,720 Hrs | 5,720 Hrs |
| Effect. /Outcome: Offense reports processed completely within 24 hours. | 71% | 71% | 70% | 70% |

Objective: To enter traffic citations received from Patrol, Colerain Twp, and State Highway Patrol into on-line computer system.

| | | | | |
|---|-----------|-----------|-----------|-----------|
| Demand: Traffic citations to be processed. | 41,636 | 35,758 | 36,000 | 36,000 |
| Workload: Time to enter ticket (10 min per ticket, three staff). | 6,939 Hrs | 5,960 Hrs | 6,000 Hrs | 6,000 Hrs |
| Efficiency: Staff time available to enter citations | 5,460 Hrs | 5,460 Hrs | 5,460 Hrs | 5,460 Hrs |
| Effect. /Outcome: % of traffic citations entered into RCIC, green copy filed away within 24 hours. | 98% | 100% | 100% | 100% |



Objective: To process the expungements received from court, as completely as possible on the same day in which they are received.

| | | | | |
|--|---------|---------|---------|---------|
| Demand: Expungements to be processed. | 1,429 | 1,111 | 1,300 | 1,300 |
| Workload: Time required to complete exp. (45 min., one staff) | 1,429 | 1,111 | 1,300 | 1,300 |
| Efficiency: Staff time available | 780 Hrs | 780 Hrs | 780 Hrs | 780 Hrs |
| Effect. /Outcome: Percent of expungements same-day processed. | 55% | 70% | 60% | 60% |



Objective: To enter into on-line computer system all warrants/capias received within 24 hours. Also maintain manual filing system to keep hard copy of documents

| | | | | |
|---|------------|------------|------------|------------|
| Demand: Warrants/capias to be processed/entered. | 95,885 | 99,447 | 102,300 | 102,300 |
| Workload: Processing time (30 min per warrant, 13 staff -- turnover prevents all staff from warrant entry) | 47,943 Hrs | 49,72 Hrs | 51,150 Hrs | 51,150 Hrs |
| Efficiency: Staff time available | 27,040 Hrs | 27,040 Hrs | 27,040 Hrs | 27,040 Hrs |
| Effect. /Outcome: Percent of documents processed within 24 hrs. of issuance by court | 50% | 56% | 53% | 53% |

Objective: To maintain a sex offender registration database, inform police agencies and community about sex offenders who register, as mandated.

| | | | | |
|---|------------|------------|------------|------------|
| Demand: Sex offenders to be processed for registration. | 1,823 | 1,995 | 2,000 | 2,000 |
| Workload: Time needed is two people, eight hrs, all three shifts | 12,480 Hrs | 12,480 Hrs | 12,480 Hrs | 12,480 Hrs |
| Efficiency: Actual staff available | 4,160 Hrs | 4,160 Hrs | 4,160 Hrs | 4,160 Hrs |
| Effect. /Outcome: Percent of database maintained (mandated) | 100% | 100% | 100% | 100% |



Objective: To process and forward fingerprints, update computer information, and forward cards to State and FBI within 48 hours of receipt.

| | | | | |
|--|------------|------------|------------|------------|
| Demand: Fingerprints received (new prints and repeat offenders) | 43,563 | 43,428 | 44,200 | 44,200 |
| Workload: Required processing (30 min per 15 Technicians, three shifts) | 43,563 Hrs | 43,428 Hrs | 44,200 Hrs | 44,200 Hrs |
| Efficiency: Staff time available | 23,400 Hrs | 23,400 Hrs | 23,400 Hrs | 23,400 Hrs |
| Effect. /Outcome: Percent of fingerprint cards updated in computers and prepared to ship within 48 hrs. | 54% | 54% | 53% | 53% |



Objective: To perform record checks for the walk-in public and mailed requests, all within same day in which they are received.

| | | | | |
|--|-----------|-----------|-----------|-----------|
| Demand: Number of record checks requested | 87,097 | 97,893 | 98,575 | 98,575 |
| Workload: Processing time per request (Three mins., five staff) | 4,355 Hrs | 4,894 Hrs | 4,929 Hrs | 4,929 Hrs |
| Efficiency: Staff time available | 3,640 Hrs | 3,640 Hrs | 3,640 Hrs | 3,640 Hrs |
| Effect. /Outcome: Percent of record checks done on same day in which they are received. | 84% | 74% | 74% | 74% |



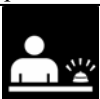
Objective: To provide to the public, the service of fingerprinting upon request 24 hours a day, seven days a week.

| | | | | |
|---|-----------|-----------|-----------|-----------|
| Demand: Number of fingerprints requested by the public. | 13,380 | 11,970 | 16,995 | 16,995 |
| Workload: Processing time per request (15 minutes) | 3,345 Hrs | 2,993 Hrs | 4,249 Hrs | 4,249 Hrs |
| Efficiency: Staff time available | 1,560 Hrs | 1,560 Hrs | 1,560 Hrs | 1,560 Hrs |
| Effect. /Outcome: Percent of time that staff would be available to print on demand | 47% | 52% | 37% | 37% |



Objective: To process all auto accident reports received from Patrol within four hours of receipt, making them accessible via FileNet system.

| | | | | |
|--|-----------|-----------|-----------|-----------|
| Demand: Auto accidents to be processed. | 9,553 | 8,266 | 8,500 | 8,500 |
| Workload: Process of accident reports (20 min per report, five staff) | 3,184 Hrs | 2,755 Hrs | 2,833 Hrs | 2,833 Hrs |
| Efficiency: Staff available to process reports | 3,120 Hrs | 3,120 Hrs | 3,120 Hrs | 3,120 Hrs |
| Effect. /Outcome: Percent of accident reports processed copies within four hrs. | 98% | 100% | 100% | 100% |



Objective: To fingerprint and mug shot all persons processed into Justice Center within 8 hours of admission. This will assist all law enforcement agencies.

| | | | | |
|--|------------|------------|------------|------------|
| Demand: Number of persons processed into JC | 43,506 | 43,098 | 44,000 | 44,000 |
| Workload: Processing time (20 minutes) | 14,502 Hrs | 14,366 Hrs | 14,667 Hrs | 14,667 Hrs |
| Efficiency: Staff available (Three per shift) | 18,200 Hrs | 18,200 Hrs | 18,200 Hrs | 18,200 Hrs |
| Effect. /Outcome: Percent of processing performed. (With additional staff the need for overtime in this area has been decreased.) | 100% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|-----------------------|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 7 Operating Transfers | 349,033 | 600,000 | 655,130 | 630,643 |
| 5 Capital Outlay | 16,766 | 24,800 | 27,690 | 18,160 |
| 3 Personnel | 2,422,305 | 2,969,392 | 3,231,477 | 3,231,697 |
| 4 Other Expenditures | 228,747 | 343,214 | 480,710 | 410,871 |
| Total | 3,016,851 | 3,937,406 | 4,395,007 | 4,291,371 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 15 Licenses | 54,246 | 65,000 | 50,000 | 28,000 |
| 20 Charges for Service Fees | 249,278 | 333,000 | 320,000 | 330,000 |
| 40 Miscellaneous | 904,099 | 1,400,000 | 1,528,640 | 1,538,542 |
| 50 Transfers - In | 363,191 | 624,270 | 679,400 | 748,215 |
| Total | 1,570,814 | 2,422,270 | 2,578,040 | 2,644,757 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 65.00 | 65.00 | 66.00 | 66.00 |
| New Positions | 0.00 | 0.00 | 1.00 | 0.00 |

Departmental Comments:

The records, warrant and identification units are not requesting any additional staff. When the Concealed Carry program began one additional staff person was added to assist with this process. We are not yet adding an objective to cover the Concealed Carry Program. Statistical data regarding this program is still coming in, and the full effect of this program will not be evaluated until next year.

Budget Office Analysis:

The 2005 budget includes a subsidy from the general fund for the Concealed Carry License Issuance subfund in order to maintain a positive cash balance. Concealed carry licenses are being issued at rates far below those anticipated when the law took effect in 2004.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Public Works

The Public Works function consists of departments providing infrastructure construction, repair and maintenance.

The **Public Works** department provides a variety of services to the unincorporated areas of the County. It has three major areas of responsibility: 1) capital improvements; 2) storm water control and maintenance; and 3) water line construction and fire hydrant maintenance. The department oversees all county capital improvement projects such as the construction of new buildings. It is also involved in reviewing the demolition of County buildings. Public Works is responsible for reviews and inspections of storm water systems for subdivisions, business and commercial developments. The department also reviews all construction applications to determine the need for an earthwork permit. A geotechnical engineer will review reports, if necessary. Public Works also maintains a county-owned storm system throughout the unincorporated portions of the county. The department reviews and monitors construction in the flood plain and flood fringe areas of the unincorporated areas. The department handles the legislation for water line petitions, prepares construction documents, awards construction contracts and monitors construction

projects. It also handles the construction of an entire water system in western Hamilton County. The department's field crews perform fire hydrant maintenance within the unincorporated areas of the County. Additionally, numerous minor functions such as snow removal and grass cutting on County owned properties are also performed.

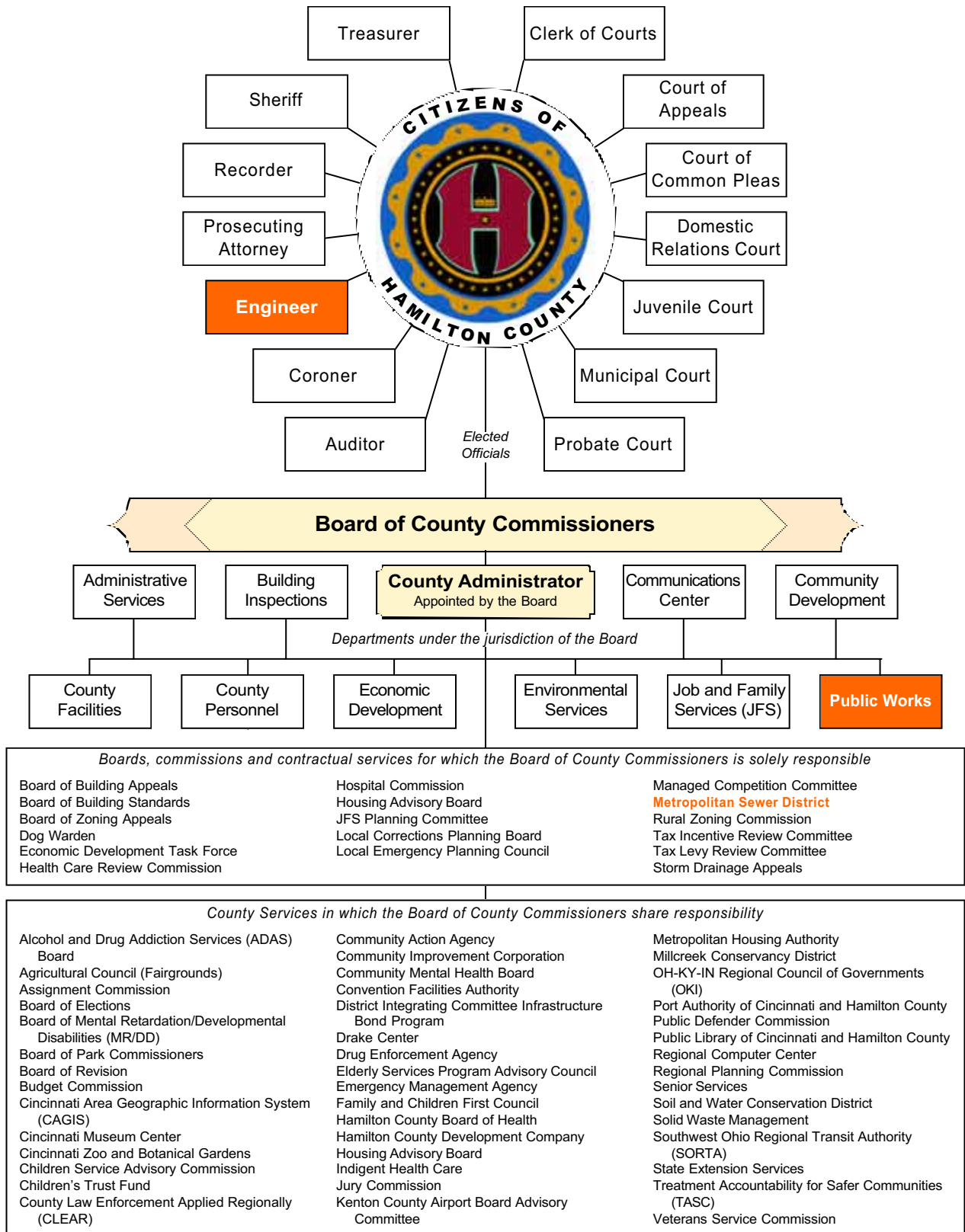
The office of the County **Engineer** is responsible for the maintenance, construction and repair of County roads, bridges, grade separations, retaining walls and road drainage facilities. Additionally, the Engineer's office prepares reports, studies preliminary investigations and makes recommendations concerning roads and other facilities.

The Engineer writes plans, bid specifications and estimates prior to any public bidding on any road or bridge work. Finally, the Engineer's office assembles tax maps for the Auditor's office.

The **Metropolitan Sewer District** of Greater Cincinnati (MSD), created in 1968, is owned, governed and financed by the county. Its operation is handled by the City of Cincinnati under agreement with the county. Operation is substantially countywide.

Hamilton County, Ohio

Public Works



Public Works

2005 Approved Budget

Expenditures

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|-----------------------------|--------------------|----------------------|---------------------|--------------------|
| County Engineer | 29,990,953 | 28,812,605 | 38,968,876 | 36,122,750 |
| Metropolitan Sewer District | 125,974,000 | 139,396,000 | 153,944,772 | 151,469,440 |
| Public Works | 3,205,976 | 3,419,776 | 3,613,287 | 3,559,691 |
| Total | 159,170,929 | 171,628,381 | 196,526,935 | 191,151,881 |

Revenues

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|-----------------------------|--------------------|----------------------|---------------------|--------------------|
| County Engineer | 24,637,179 | 25,358,437 | 28,098,851 | 27,854,904 |
| Metropolitan Sewer District | 135,530,000 | 151,268,000 | 154,951,000 | 154,951,000 |
| Public Works | 2,368,666 | 2,790,439 | 2,747,630 | 1,979,889 |
| Total | 162,535,846 | 179,416,876 | 185,797,481 | 184,785,793 |

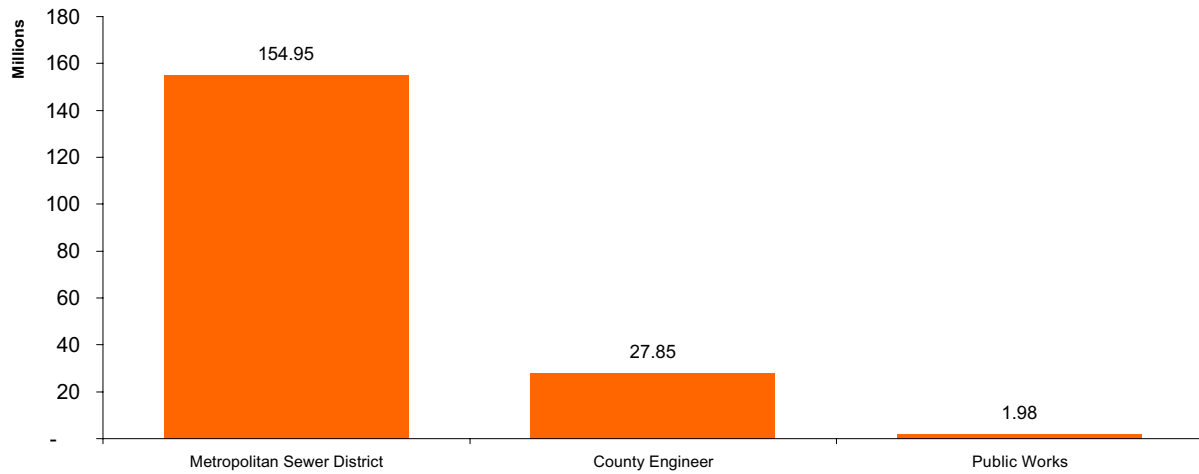
FTEs

| Department | 2003 Actual | 2004 Approved | 2005 Request | 2005 Budget |
|-------------------|--------------------|----------------------|---------------------|--------------------|
| County Engineer | 198.00 | 198.00 | 198.00 | 198.00 |
| Public Works | 36.63 | 36.31 | 37.31 | 37.31 |
| Total | 234.63 | 234.31 | 235.31 | 235.31 |

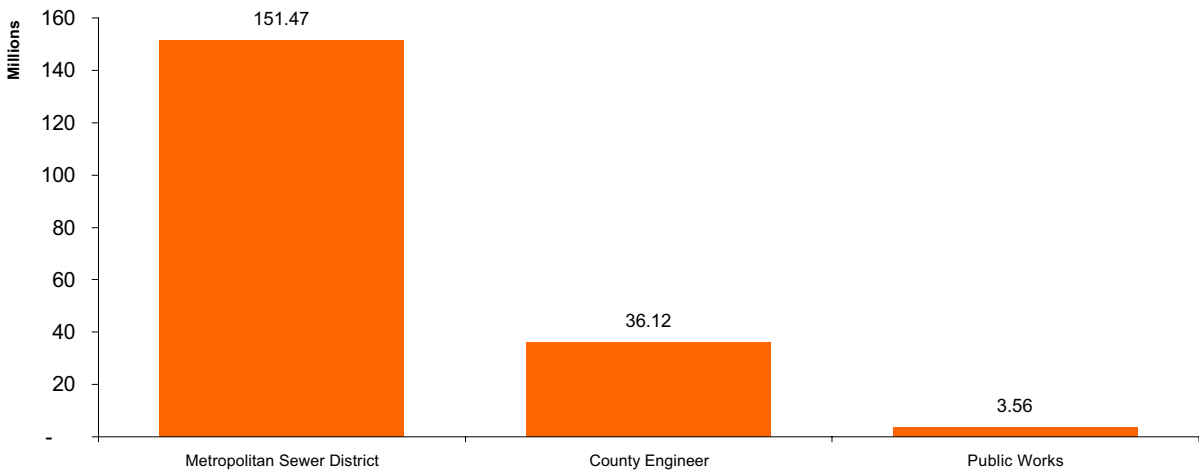
Public Works

2005 Budget Summary by Department

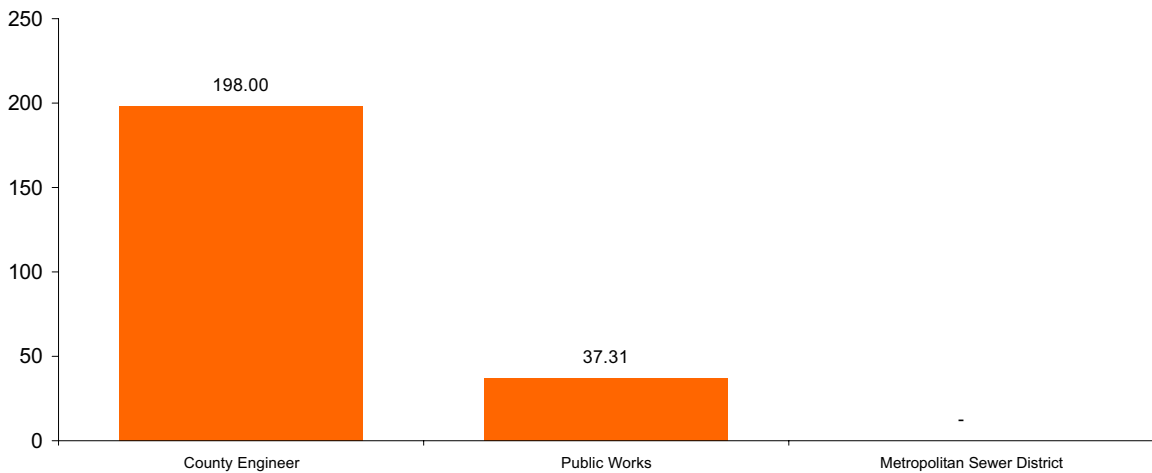
Revenue



Expenditures



Employees



County Engineer

Program: Administration - 5001

Mandated By: O.R.C. 4504.02, 4504.15, 4504.16, 5735.23, and 5735.27

Funding Source: Special Revenue Operating Fund, General Fund, Special Revenue Federal Grants

| | |
|---|--|
| <p>Program Description: Our goal is to serve the citizens of this County and provide the best possible roadway infrastructure system possible. This office is always proud to participate with other governmental agencies in the service of the traveling public. Cooperation is the key component in providing a stellar capital improvement program. Leveraging the County Road and Bridge funds with other State, Federal, Township, Municipal and private funding makes expanded capital improvement programs possible. Pooling the available funding sources continues to generate a construction program that is approximately four times as large as the funding provided from the County Engineer's Road and Bridge fund alone.</p> | <p>Accomplishments: IMPROVEMENT PROJECTS IN 2003 ROADWAY: Resurfacing & Maintenance of roadways. Improvement projects on Greenwell, Jessup, Dry Fork & Harrison Road, Asbury, and Rich & Fallis Road. Guardrail and curb/sidewalk replacement contracts. BRIDGE: Improvements on Harrison, Mullen, Compton Roads and Wyoming Avenue. Bridge maintenance and expansion joints contract. Slide stabilization projects on Old Colerain and various culverts.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: Replacement, Rehabilitation of Bridges (actual numbers include prior year completed in current year, estimated numbers include PY and anticipated work) | | | | |
| Demand: Bridges designed/ready for construction/repair | 4 | 7 | 15 | 15 |
| Workload: Bridges constructed/repared | 5 | 2 | 8 | 8 |
| Efficiency: Bridges designed and constructed | 5 | 2 | 8 | 8 |
| Effect./Outcome: Percentage of bridges completed in current year | 75% | 90% | 53% | 53% |
| Objective: Widening, Rehabilitation, Drainage improvement, Intersection improvements of Roadways actuals include emergency repairs. | | | | |
| Demand: Roads designed/ready for construction/repair | 19 | 13 | 18 | 18 |
| Workload: Roads to be constructed/repared | 15 | 7 | 10 | 10 |
| Efficiency: Roads constructed | 15 | 7 | 10 | 10 |
| Effect./Outcome: Percentage of roads completed in current year | 100% | 90% | 56% | 56% |
| Objective: Maintenance by County Forces includes repair of roads, snow & ice removal, clean up debris, traffic signal maintenance and public service responses. | | | | |
| Demand: Roadway Miles to be maintained | 504 | 504 | 504 | 504 |
| Workload: Traffic Signals to be monitored | 154 | 154 | 154 | 154 |
| Efficiency: Days available to respond to demand. | 365 | 365 | 365 | 365 |
| Effect./Outcome: Maintenance of Roads, Traffic Signals and responding to public needs is an ongoing process. We strive for: | 100% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|-----------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 7,326,491 | 10,222,935 | 11,877,974 | 11,825,079 |
| 4 Other Expenditures | 4,093,429 | 6,173,918 | 6,564,481 | 6,312,948 |
| 5 Capital Outlay | 2,385,076 | 7,622,559 | 13,014,000 | 13,005,000 |
| 6 Debt Service | 0 | 0 | 0 | 0 |
| 7 Operating Transfers | 438,222 | 584,296 | 0 | 0 |
| Total | 14,243,218 | 24,603,708 | 31,456,455 | 31,143,027 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Estimate | Request | Approved |
| 1 Property Taxes | 8,570 | 15,783 | 11,000 | 11,000 |
| 5 Other Taxes | 15,238,305 | 19,701,378 | 19,755,030 | 19,755,030 |
| 10 State & Local Government | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 263,582 | 275,181 | 321,000 | 321,000 |
| 25 Fines & Forfeitures | 361,201 | 445,206 | 458,000 | 458,000 |
| 30 Investments Interest | 119,538 | 81,819 | 198,000 | 198,000 |
| 35 Other Intergovernmental | 1,026,952 | -281,590 | 1,415,000 | 1,415,000 |
| 40 Miscellaneous | 1,289,678 | 1,461,506 | 1,308,000 | 1,308,000 |
| 45 Other Financing Sources | 127,145 | 252,107 | 90,000 | 90,000 |
| 50 Transfers - In | 42,796 | 42,062 | 0 | 0 |
| Total | 18,477,767 | 21,993,452 | 23,556,030 | 23,556,030 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 198.00 | 198.00 | 198.00 | 198.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

ANTICIPATED IMPROVEMENT PROJECTS 2005

ROADWAY: Resurfacing of various county roadways. Improvement projects on Blue Rock, Harrison, and Mt. Carmel, Rybolt Roads as well as Camp Dennison. Guardrail replacement and curb/sidewalk improvement contracts. Traffic signalization and road pavement marking improvement contracts.

BRIDGE: Bridge replacements on Sutton, West Road, and Elliot Roads. Bridge maintenance and expansion joints contract. Slide stabilization projects on Cilley Road and Reagan Highway.

Budget Office Analysis:

The County Engineer provides design and obtains proposals from consultants for engineering services. Construction projects for the County and Townships in Hamilton County are bid/let and administered by the Engineer.

County Engineer

Program: Hamilton County Stormwater District - 5012

Mandated By: ORC 315.14 and 6117.01(C)

Funding Source: Special Revenue Operating Fund, Non Entity

| | |
|---|---|
| <p>Program Description: The USEPA has established rules & regulations to require implementation of the National Pollutant Discharge Elimination System (NPDES) Phase II Storm Water Permit program by March 10, 2003. The BOCC has established the Hamilton County Storm Water District in response to the NPDES Permit Program. The BOCC has appointed The Engineer to administer the day-to-day operations of the District.</p> | <p>Accomplishments: Established a District to offer the following: Public Education & Outreach; Public Involvement/Participation; Illicit Discharge Detection, Construction Site Runoff Control, Post Construction Runoff Control, and Pollution Prevention/Good Housekeeping</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: Acquire participants to the District | | | | |
| Demand: Number of agencies within HCSWD | 44 | 44 | 44 | 44 |
| Workload: Hours needed to accomplish educating agencies | 3000 | 5000 | 5000 | 5000 |
| Efficiency: Number of agencies fully participating | 43 | 44 | 44 | 44 |
| Effect./Outcome: Percentage of agencies participating | 98% | 100% | 100% | 100% |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Expenditures | | | | |
| 4 Other Expenditures | 312,922 | 808,513 | 2,317,421 | 0 |
| Total | 312,922 | 808,513 | 2,317,421 | 0 |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| Revenues | | | | |
| 20 Charges for Service Fees | 275,350 | 941,013 | 2,184,921 | 0 |
| 30 Investments Interest | 0 | 0 | 0 | 0 |
| Total | 275,350 | 941,013 | 2,184,921 | 0 |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| FTE Count | | | | |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

There are 44 government agencies (Townships/Municipalities) participating with Hamilton County in this effort.

Budget Office Analysis:

The HCSD Board is considered to have advisory responsibilities only. All financial oversight authority is under the Board of County Commissioners. At this time, 42 of the 44 participating jurisdictions have responded to the District regarding items they will pay District to perform for them and funding methods.

County Engineer

Program: Major Highway - County - 5006

Mandated By: 1964 Bond Issue-Cross County Highway

Funding Source: Special Revenue Operating Fund, Capital Project

| | |
|--|---|
| <p>Program Description: When requested by the State, the Engineer provides engineering design, maintenance and repairs for Ronald Reagan Highway and related corridors in connection with construction projects and if requested participates in portion of construction costs.</p> | <p>Accomplishments: The Engineer's office performs snow and ice removal on Ronald Reagan Highway on the portion owned by the State of Ohio and is reimbursed by the State of Ohio for this work. Funds for this program may only be used on the Ronald Reagan Highway and the corridor surrounding it. A portion of this roadway is still under the jurisdiction of the County. Engineer maintenance crews regularly assess for any needs for improvements, maintenance, slide repairs needed or updates needed.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: Engineer designs projects for Ronald Reagan Cross County Highway for Construction by State | | | | |
| Demand: Contracts to administer | 0 | 1 | 1 | 1 |
| Workload: Contracts completed | 0 | 1 | 1 | 1 |
| Efficiency: Transactions for contracts processed | 0 | 0 | 3 | 3 |
| Effect./Outcome: Projects completed within budget and time frame | 100% | 5% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|----------------|------------------|-----------------|------------------|
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| 5 Capital Outlay | 119,423 | 594,500 | 2,300,000 | 800,000 |
| Total | 119,423 | 594,500 | 2,300,000 | 800,000 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------------|----------------|------------------|-----------------|------------------|
| 30 Investments Interest | 342,730 | 46,051 | 7,000 | 7,000 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 9,940 | 457,326 | 45,900 | 45,900 |
| Total | 352,670 | 503,377 | 52,900 | 52,900 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The continued improvement of Ronald Reagan Highway has provided a more efficient flow of traffic traveling between the eastside and Westside of Hamilton County. Projects on this roadway are historically engineered by Hamilton County and constructed by the State of Ohio.

Monies designated for City of Cincinnati use on major thoroughfares within the City's jurisdiction are administered by Hamilton County. The last of these funds were expended in 2003, closing the fund altogether, thus finalizing fund 002-056.

Budget Office Analysis:

Funds for this operation result from the 1964 Bond Issue for construction of the Cross County Highway.

County Engineer

Program: Permissive Auto Tax - Municipal - 5003

Mandated By: O.R.C. 4504.15, 4504.05

Funding Source: Special Revenue Operating Fund

| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---------------------------------------|----------------|--|--------------|--------------------------------|--------------|--------------------------------|-------------|------------------------------------|--------------|---|--------------|-----------------------------------|-------------|------------------------------|--------------|-------------------------------------|--------------|-------------------------------------|-------------|--|--------------|------------------------------|--------------|--|-------------|--|--------------|----------------------|--------------|-------------------------|-------------|------------------|-------------|----------------------------------|-------------|--------------------------|-------------|-----------------------|-----------------------|
| <p>Program Description: To coordinate all requested municipal projects, prepare legislation to advise B.O.C.C., and perform financial activities. Construction work is performed by the municipalities for the orderly and efficient flow of traffic within the municipalities in Hamilton County.</p> | <p>Accomplishments: MUNICIPAL ROAD FUNDS PROGRAM 2003</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td>Cincinnati-Bridge Maintenance Program</td> <td style="text-align: right;">\$1,000,000.00</td> </tr> <tr> <td>Cincinnati-Red Bank Road Widening and Rehabilitation</td> <td style="text-align: right;">\$410,000.00</td> </tr> <tr> <td>Cincinnati-Kirby Road Widening</td> <td style="text-align: right;">\$100,000.00</td> </tr> <tr> <td>Addyston-First Street Widening</td> <td style="text-align: right;">\$58,190.00</td> </tr> <tr> <td>Blue Ash-Reed Hartman Hwy Widening</td> <td style="text-align: right;">\$100,000.00</td> </tr> <tr> <td>Lockland-Interchange Modification Study</td> <td style="text-align: right;">\$120,000.00</td> </tr> <tr> <td>Woodlawn-Grove Road/Woodlawn Blvd</td> <td style="text-align: right;">\$10,000.00</td> </tr> <tr> <td>Wyoming-Wyoming Avenue Rehab</td> <td style="text-align: right;">\$150,000.00</td> </tr> <tr> <td>Norwood-Carthage Avenue Realignment</td> <td style="text-align: right;">\$200,000.00</td> </tr> <tr> <td>Cleves-Bridgetown Road Improvements</td> <td style="text-align: right;">\$15,000.00</td> </tr> <tr> <td>Harrison-New Haven Road Reconstruction</td> <td style="text-align: right;">\$100,000.00</td> </tr> <tr> <td>Reading-Columbia Road Repair</td> <td style="text-align: right;">\$100,000.00</td> </tr> <tr> <td>Lockland-South Wayne Avenue Rehabilitation</td> <td style="text-align: right;">\$50,000.00</td> </tr> <tr> <td>North College Hill-Galbraith Road Rehabilitation</td> <td style="text-align: right;">\$100,000.00</td> </tr> <tr> <td>Woodlawn-Marion Road</td> <td style="text-align: right;">\$109,500.00</td> </tr> <tr> <td>Cheviot-North Bend Road</td> <td style="text-align: right;">\$25,325.00</td> </tr> <tr> <td>Cleves-Miamiview</td> <td style="text-align: right;">\$35,000.00</td> </tr> <tr> <td>Addyston-Main Street Storm Water</td> <td style="text-align: right;">\$24,000.00</td> </tr> <tr> <td>Glendale-Congress Avenue</td> <td style="text-align: right;">\$64,128.00</td> </tr> <tr> <td>Total Projects</td> <td style="text-align: right;">\$2,771,143.00</td> </tr> </table> | Cincinnati-Bridge Maintenance Program | \$1,000,000.00 | Cincinnati-Red Bank Road Widening and Rehabilitation | \$410,000.00 | Cincinnati-Kirby Road Widening | \$100,000.00 | Addyston-First Street Widening | \$58,190.00 | Blue Ash-Reed Hartman Hwy Widening | \$100,000.00 | Lockland-Interchange Modification Study | \$120,000.00 | Woodlawn-Grove Road/Woodlawn Blvd | \$10,000.00 | Wyoming-Wyoming Avenue Rehab | \$150,000.00 | Norwood-Carthage Avenue Realignment | \$200,000.00 | Cleves-Bridgetown Road Improvements | \$15,000.00 | Harrison-New Haven Road Reconstruction | \$100,000.00 | Reading-Columbia Road Repair | \$100,000.00 | Lockland-South Wayne Avenue Rehabilitation | \$50,000.00 | North College Hill-Galbraith Road Rehabilitation | \$100,000.00 | Woodlawn-Marion Road | \$109,500.00 | Cheviot-North Bend Road | \$25,325.00 | Cleves-Miamiview | \$35,000.00 | Addyston-Main Street Storm Water | \$24,000.00 | Glendale-Congress Avenue | \$64,128.00 | Total Projects | \$2,771,143.00 |
| Cincinnati-Bridge Maintenance Program | \$1,000,000.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cincinnati-Red Bank Road Widening and Rehabilitation | \$410,000.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cincinnati-Kirby Road Widening | \$100,000.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Addyston-First Street Widening | \$58,190.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Blue Ash-Reed Hartman Hwy Widening | \$100,000.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Lockland-Interchange Modification Study | \$120,000.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Woodlawn-Grove Road/Woodlawn Blvd | \$10,000.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Wyoming-Wyoming Avenue Rehab | \$150,000.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Norwood-Carthage Avenue Realignment | \$200,000.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cleves-Bridgetown Road Improvements | \$15,000.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Harrison-New Haven Road Reconstruction | \$100,000.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Reading-Columbia Road Repair | \$100,000.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Lockland-South Wayne Avenue Rehabilitation | \$50,000.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| North College Hill-Galbraith Road Rehabilitation | \$100,000.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Woodlawn-Marion Road | \$109,500.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cheviot-North Bend Road | \$25,325.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cleves-Miamiview | \$35,000.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Addyston-Main Street Storm Water | \$24,000.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Glendale-Congress Avenue | \$64,128.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Projects | \$2,771,143.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: Municipality requesting funding for projects, actual projects paid out, estimated projects to be awarded. | | | | |
| Demand: Projects (road and/or bridge) requested | 50 | 50 | 50 | 50 |
| Workload: Projects (road and/or bridge) recommended | 19 | 15 | 15 | 15 |
| Efficiency: Municipalities receiving monies current year. | 21 | 15 | 15 | 15 |
| Effect./Outcome: Completed projects (payment requested by Municipality within current year) | 100% | 75% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|---------------------|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 5 Capital Outlay | 1,028,037 | 2,425,000 | 2,900,000 | 2,400,000 |
| Total | 1,028,037 | 2,425,000 | 2,900,000 | 2,400,000 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|----------------------------|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 5 Other Taxes | 1,477,436 | 2,266,527 | 2,250,000 | 2,250,000 |
| 30 Investments Interest | 15,734 | 99,978 | 60,000 | 60,000 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| Total | 1,493,170 | 2,366,505 | 2,310,000 | 2,310,000 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

This is an annual program where Municipalities submit applications for road and/or bridge repairs needed within the jurisdiction of the requesting Municipality. These applications are reviewed and prioritized. After review, the County Engineer makes recommendations to the Board of County Commissioners based on road condition and need for financing. Construction projects are potentially ongoing for several years.

Staff time associated with this program is budgeted within 5001 Administration.

Budget Office Analysis:

The Engineer historically budgets for a demand of 50 projects that are requested by municipalities within Hamilton County annually. These projects are reviewed by the Engineer's Department and prioritized for award determination. Generally, less than half of the requests are actually recommended for implementation by the Engineer to the Board of County Commissioners. Funding for this program comes from the 1st Permissive \$5.00 Motor Vehicle License fee.

Metropolitan Sewer District

Program: Administration - 5701

Mandated By: Various ORC, OSHA

Funding Source: Enterprise

| | |
|--|---|
| <p>Program Description: The responsibility of this division is to manage and administer the personnel, financial, safety, stores, and reproduction functions of the Metropolitan Sewer District. On January 1, 2004 the Division assumed the responsibility for the Water-in-Basement customer service program.</p> | <p>Accomplishments: The Division continued to provide services to the Department. A program manager and three support staff were added for the Water-in-Basement program. Accidents and injuries continue their trend downward for the second straight year. We continue to endeavor to support the key Divisions by making their jobs easier in the functions addressed in the Program Description.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: Coordinate/monitor departmental personnel rating system to assure all employees receive annual performance appraisal in accordance with City policy. | | | | |
| Demand: Number of ratings to perform. | 600 | 600 | 600 | 600 |
| Workload: Number of ratings performed. | 600 | 600 | 600 | 600 |
| Efficiency: Time to process a rating. | .5hrs | .5hrs | .5hrs | .5hrs |
| Effect./Outcome: Percent of staff receiving rating. | 100% | 100% | 100% | 100% |
| Objective: Plan, schedule, and perform safety training for MSD personnel to assure compliance with federal, state, and local regulations. | | | | |
| Demand: Training hours to provide | n/a | 2,500 | 2,800 | 2,800 |
| Workload: Training hours received | n/a | 3,000 | 2,800 | 2,800 |
| Efficiency: Total time spent to complete training | n/a | 200 | 190 | 190 |
| Effect./Outcome: Number of formal training hours per MSD employee | n/a | 5.0hrs | 4.7hrs | 4.7hrs |
| Objective: Provide monthly financial reports to MSD and outside agencies. | | | | |
| Demand: Number of reports to be issued. | 12 | 12 | 12 | 12 |
| Workload: Monthly financial reports completed. | 12 | 12 | 12 | 12 |
| Efficiency: Time spent on monthly reports per month. | 25hrs | 25hrs | 25hrs | 25hrs |
| Effect./Outcome: Reports available to internal and external agencies with sufficient timeliness to provide meaningful input for decision-making. | 100% | 100% | 100% | 100% |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Expenditures | | | | |
| 4 Other Expenditures | 0 | 59,536,266 | 66,057,233 | 65,979,282 |
| Total | 0 | 59,536,266 | 66,057,233 | 65,979,282 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|--------|-------------|-------------|-------------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 0 | 144,611,000 | 153,591,000 | 153,591,000 |
| 30 Investments Interest | 0 | 1,500,000 | 1,200,000 | 1,200,000 |
| 40 Miscellaneous | 0 | 160,000 | 160,000 | 160,000 |
| Total | 0 | 146,271,000 | 154,951,000 | 154,951,000 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

MSD introduced a walking and working surfaces safety program and training. Safety programs were updated to include eye protection and asbestos.

Budget Office Analysis:

The Information Technology group was transferred from the Office of the Director to this division to more closely align the administrative cost of this function. The budget includes an 8.6% rate increase approved in 2003. A rate study is in process.


Metropolitan Sewer District

Program: Collection - 5704

Mandated By: ORC 100.00

Funding Source: Enterprise

| | |
|--|---|
| <p>Program Description: The responsibility of this division is to manage the collection and conveyance of wastewater through 3,050 miles of combined and sanitary sewers with 200,000 building connections over 400 square miles.</p> | <p>Accomplishments: The on-road and off-road closed circuit television & Flush Cleaning goals were exceeded and this is attributed to mild weather that permitted more field time for the equipment.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: Clean the collection system and provide on-road preventive maintenance. | | | | |
| Demand: Miles of sewer to be cleaned, flushed or rodded (annual). | 229 | 229 | 229 | 229 |
| Workload: Miles of sewer cleaned, flushed or rodded (annual). | 265.4 | 122 | 229 | 229 |
| Efficiency: Hours spent for sewers cleaned, flushed, rodded - per mile. | 100 | 100 | 70 | 70 |
| Effect./Outcome: % of sewers cleaned, flushed, rodded | 116 % | 53% | 100% | 100% |
| <hr/> | | | | |
|  Objective: Identify problems within the collection system in filling requests for service. | | | | |
| Demand: Requests for service to be received. | 7,333 | 9,750 | 10,000 | 10,000 |
| Workload: Requests for service received/serviced. | 7,500 | 9,750 | 10,000 | 10,000 |
| Efficiency: Hours spent processing service requests - per request. | 6.0 | 6.0 | 6.0 | 6.0 |
| Effect./Outcome: % of problems identified. | 100% | 100% | 100% | 100% |
| <hr/> | | | | |
| Objective: Point repairs (approximately 6 feet per repair - primarily laterals to homes) to the collection system. | | | | |
| Demand: Miles of sewer and lateral to be repaired (annual). | 1.6 | 1.6 | 1.6 | 1.6 |
| Workload: Miles of sewer and lateral repaired (annual). | 0.95 | 0.5 | 0.75 | 0.75 |
| Efficiency: Hours spent for sewers repaired (per repair). | 110 | 110 | 100 | 100 |
| Effect./Outcome: % of sewer repairs completed. | 59% | 31% | 47% | 47% |
| <hr/> | | | | |
| Objective: Through TVing, identify problems within the collection system & internally inspect sewers for condition (on-road preventive maintenance.) | | | | |
| Demand: Miles of sewer to be inspected (annual). | 229 | 229 | 229 | 229 |
| Workload: Miles of sewer inspected (annual). | 337 | 122 | 229 | 229 |
| Efficiency: Hours spent televising sewer lines (per mile). | 80 | 80 | 55 | 55 |
| Effect./Outcome: % of planned miles of sewer inspected | 147% | 53% | 100% | 100% |

| | | | | |
|--|-------|------|------|------|
| Objective: To clean and service Combined Sewer Overflows (CSOs) structures. | | | | |
| Demand: CSOs to be inspected & maintained (annual). | 220 | 220 | 220 | 220 |
| Workload: CSOs inspected & maintained (annual). | 220 | 220 | 220 | 220 |
| Efficiency: Hours spent for CSOs inspected & maintained - per CSO. | 85 | 85 | 85 | 85 |
| Effect./Outcome: % of CSOs inspected & maintained. | 100% | 100% | 100% | 100% |
| Objective: Through TVing, identify problems within the collection system & internally inspect sewers for condition (off-road preventive maintenance.) | | | | |
| Demand: Miles of sewer to be inspected (annual). | 61 | 61 | 61 | 61 |
| Workload: Miles of sewer inspected (annual). | 74.6 | 28 | 61 | 61 |
| Efficiency: Hours spent televising sewer lines (per mile). | 250 | 250 | 100 | 100 |
| Effect./Outcome: % of planned miles of sewer inspected. | 122% | 46% | 100% | 100% |
| Objective: Clean the collection system and provide off-road preventive maintenance. | | | | |
| Demand: Miles of sewer to be cleaned, flushed, or rodded (annual). | 52 | 52 | 52 | 52 |
| Workload: Miles of sewer cleaned, flushed, or rodded (annual). | 62.8 | 28 | 52 | 52 |
| Efficiency: Hours spent for sewers cleaned, flushed, rodded - per mile. | 600 | 600 | 280 | 280 |
| Effect./Outcome: % of sewers cleaned, flushed, rodded. | 120% | 54% | 100% | 100% |
| Objective: Rehab sewers internally. | | | | |
| Demand: Miles of sewer to be rehabilitated | 33 | 33 | 33 | 33 |
| Workload: Miles of sewer rehabilitated | 12.8 | 12.6 | 12.6 | 12.6 |
| Efficiency: Hours spent for sewers repaired (per mile). | 1,000 | 1000 | 1000 | 1000 |
| Effect./Outcome: % of sewer repairs completed | 38% | 38% | 38% | 38% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 4 Other Expenditures | 0 | 26,888,173 | 26,570,859 | 25,827,562 |
| Total | 0 | 26,888,173 | 26,570,859 | 25,827,562 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------|----------------|------------------|-----------------|------------------|
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The new enhanced customer service program required additional field and office staff to receive calls and respond to service requests within 4 hours on a 24-hour/7day basis. Additional staff was approved in 2004, however the extremely slow process of filling vacant positions has required reassignment of staff from existing core operation & maintenance work tasks to the new enhanced customer service program. During heavy rain events all the WWC Division O&M staff are temporarily reassigned to service requests because the number of service requests has increased since the beginning of the enhanced customer service program. The core O&M work tasks have been substantially reduced due to this new program.

Objective #1 - New equipment and improved efficiency is providing the division the ability to decrease the number of hours required per point repair/mile.

Budget Office Analysis:

The System Wide Modeling group was transferred from the Collections division to the Engineering division to more closely align with the function they perform.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

MSD manages the effective collection and treatment of more than 200 million gallons of wastewater and actively maintains 3,000 miles of sanitary and combined sewers that run through the 49 municipalities and townships of Hamilton County.

Metropolitan Sewer District

Program: Engineering - 5703

Mandated By: ORC 100.00, ORC 6117, Fed Clean Air and Water Act

Funding Source: Enterprise

| | |
|--|--|
| <p>Program Description: This division's responsibility is to provide engineering design, planning and implementation of the District's and Stormwater Management Utility's Capital Improvement Program, stormwater management services, field engineering support services, reviews, records and mapping; administration of all regulatory and legally mandated requirements inclusive of ORC 153.64 for utility information; ORC 4101 and 4115 for prevailing wage; Executive Order 11246; relevant chapters of the Code of Federal Regulations; and City Administrative Regulations for EEO and MBE compliance.</p> | <p>Accomplishments: The Division's accomplishments include increased execution of the CIP planned for the year and dedicated staff groups aligned to meet customers' demands with increased emphasis on customer expectations and continuous service improvements. Assuring completion of the Highly Active Overflow projects on schedule to comply with the District's consent decree continues to challenge the engineering staff. To date all projects are on or ahead of schedule. Other accomplishments include continued staff participation in the District's strategic plan, meeting the increased demand for contract management and Stormwater Management Utility services, meeting the requirements of ORC 4115 and 4101 (prevailing wage) and SBE participation under the voluntary participation program for federal and state funded contracts.</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To timely and accurately complete surveys and field engineering support. | | | | |
| Demand: Requests received. | 250 | 210 | 210 | 210 |
| Workload: Requests completed. | 250 | 210 | 210 | 210 |
| Efficiency: Time (hours) spent per request processing tasks. | 26.0 | 28.0 | 28.0 | 28.0 |
| Effect./Outcome: Projects completed in a timely manner. | 100% | 100% | 100% | 100% |
| Objective: Acquire easements for Capital Improvement Program and Assessment Program projects | | | | |
| Demand: Ownership parcels submitted for easement acquisitions | 106 | 130 | 100 | 100 |
| Workload: Acquired easements for funded ownership parcels | 85 | 100 | 90 | 90 |
| Efficiency: Time (hrs per parcel) meeting demand | 40 | 40 | 40 | 40 |
| Effect./Outcome: Projects completed in a timely manner | 80% | 77% | 90% | 90% |



Objective: Provide timely & accurate customer service (Customer service contacts/requests and sewer segments edited)

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Requests for service | 62,700 | 48,499 | 50,240 | 50,240 |
| Workload: Requests completed/serviced | 62,700 | 48,499 | 50,240 | 50,240 |
| Efficiency: Time (hrs) per request/service | 0.15 | 0.35 | 0.35 | 0.35 |
| Effect./Outcome: Requests/Services completed in a timely manner | 100% | 100% | 100% | 100% |

Objective: Comply with Federal, State & local regulations and mandates; provide timely inspections and verifications. (i.e. Utility protection, contract admin.

| | | | | |
|--|-------|-------|--------|--------|
| Demand: Project services requested. | 2,627 | 9,765 | 10,250 | 10,250 |
| Inspections/Compliance | | | | |
| Workload: Project services rendered | 2,627 | 9,765 | 10,250 | 10,250 |
| Efficiency: Time (hrs) spent per request | 10 | 5 | 5 | 5 |
| Effect./Outcome: Project services Completed | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 4 Other Expenditures | 0 | 7,293,726 | 10,161,554 | 9,726,466 |
| Total | 0 | 7,293,726 | 10,161,554 | 9,726,466 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------|----------------|------------------|-----------------|------------------|
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

In 2005 the Division will be undergoing a radical change in structure and process, both currently under development. The Division will be adding a capital project planning organization and adding an emphasis on project management and will be looking to supplement existing staff with consultants. These changes are geared toward better supporting an anticipated tripling of workload in upcoming years in order to meet the requirements of the recently entered consent decrees. These changes will occur while the Division is moved to temporary office space during renovation of our current facility.

Budget Office Analysis:

The System Wide Modeling group was transferred from the Collections division to the Engineering division to more closely align with the function they perform.

Note: As MSD is operated by the City of Cincinnati, under contract to the County; employees of MSD are City of Cincinnati employees. As such, FTE numbers are not captured by the County budgeting system.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Metropolitan Sewer District

Program: Industrial Waste - 5707

Mandated By: ORC 100.00.

Funding Source: Enterprise

| | |
|---|---|
| <p>Program Description: This division administers the National Pretreatment Program; provides analytical, technical, and investigative support to MSD, other City, County, State, and Federal agencies; administers the Surcharge Program for the Department; and assists with the implementation and monitoring of the Auxiliary Meter Program.</p> | <p>Accomplishments: Accomplishments include integration of a new Pretreatment Information Management System (PIMS) software into the Division's activities; establishing an interface between PIMS and the Laboratory Information Management System (LIMS) software for the electronic transfer of data; use of field monitoring equipment for screening surface water samples, thereby reducing the number of samples for Laboratory analyses; for the second quarter of 2003, there were no Industrial Users in significant noncompliance; the Division partnered with Hamilton County Solid Waste District during the Household Hazardous Waste Collection events; no additional requirements of the Division of Industrial Waste in the final Consent Decree; presentations by members of the Division's staff in national venues on Pollution Prevention and the use of technology in our pretreatment program; completion of the Department's Optimization Plan.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To supply precise and accurate lab analyses for all programs as required. | | | | |
| Demand: Number of analyses requested. | 120,791 | 121,000 | 121,000 | 121,000 |
| Workload: Number of lab analyses performed. | 120,791 | 121,000 | 121,000 | 121,000 |
| Efficiency: Hours of processing per lab analysis. | 25 | 25 | 25 | 25 |
| Effect./Outcome: % of analyses completed. | 100% | 100% | 100% | 100% |
| Objective: To perform all Industrial Waste monitoring in accordance with the pretreatment program. | | | | |
| Demand: Sites to be sampled. | 606 | 850 | 850 | 850 |
| Workload: Sites sampled. | 606 | 850 | 850 | 850 |
| Efficiency: Hours per sample event | 15 | 15 | 15 | 15 |
| Effect./Outcome: % of sites sampled. | 100% | 100% | 100% | 100% |
| Objective: To insure compliance with the Federal Clean Water Act through enforcement of MSD's Rules and Regulations . | | | | |
| Demand: Inspections to be conducted. | 218 | 250 | 250 | 250 |
| Workload: Inspections conducted. | 218 | 250 | 250 | 250 |
| Efficiency: Hours per inspection | 15 | 15 | 15 | 15 |
| Effect./Outcome: % of investigations completed. | 100% | 100% | 100% | 100% |
| Objective: To insure compliance with the Federal Clean Water Act through enforcement of MSD's Rules and Regulations (Permitting Process). | | | | |
| Demand: Permits to be issued. | 79 | 70 | 70 | 70 |
| Workload: Permits issued. | 79 | 95 | 70 | 70 |
| Efficiency: Hours per inspection. | 20 | 20 | 20 | 20 |
| Effect./Outcome: % of permits issued. | 100% | 100 | 100% | 100% |

| | | | | |
|--|------|------|------|------|
| Objective: To administer the Department's Surcharge Program. | | | | |
| Demand: No. of locations to be sampled/year. | 172 | 188 | 188 | 188 |
| Workload: No. of locations sampled/year. | 172 | 220 | 188 | 188 |
| Efficiency: Days per event. | 5 | 5 | 5 | 5 |
| Effect./Outcome: % of locations sampled. | 100% | 100% | 100% | 100% |
| Objective: To assist with the implementation and monitoring of the department's Auxiliary Meter program (Application Review). | | | | |
| Demand: No. applications to be reviewed/year. | 68 | 60 | 60 | 60 |
| Workload: No. applications to be reviewed/year. | 68 | 75 | 60 | 60 |
| Efficiency: Hours/review. | 4 | 4 | 4 | 4 |
| Effect./Outcome: % of applications reviewed. | 100% | 100% | 100% | 100% |
| Objective: To assist with the implementation and monitoring of the department's Auxiliary Meter program (Inspection/Monitoring Process). | | | | |
| Demand: No. of locations to be inspected. | 68 | 60 | 60 | 60 |
| Workload: No. of locations inspected. | 68 | 60 | 60 | 60 |
| Efficiency: Hours/inspection (average). | 4 | 4 | 4 | 4 |
| Effect./Outcome: % of inspections conducted. | 100% | 100% | 100% | 100% |
| Objective: To insure compliance with the Federal Clean Water Act through enforcement of MSD's Rules and Regulations (Enforcement Activity). | | | | |
| Demand: Enforcement actions to be taken. | 392 | 300 | 300 | 300 |
| Workload: Enforcement actions taken. | 392 | 470 | 300 | 300 |
| Efficiency: Hours per action. | 8 | 8 | 8 | 8 |
| Effect./Outcome: % of enforcement actions taken. | 100% | 100% | 100% | 100% |
| Objective: To provide sampling, technical, and investigative expertise to MSD and other city and county agencies, as requested. | | | | |
| Demand: Additional sampling/field invest. to be conducted. | 300 | 500 | 500 | 500 |
| Workload: Additional sampling/field invest. conducted. | 300 | 300 | 500 | 500 |
| Efficiency: Hours per investigation. | 15 | 15 | 15 | 15 |
| Effect./Outcome: % of special investigations completed. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|--------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 4 Other Expenditures | 0 | 4,265,984 | 4,341,728 | 4,167,023 |
| Total | 0 | 4,265,984 | 4,341,728 | 4,167,023 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Challenges: Availability and utilization of Information Technology resources to assist with implementation of systems for mandated activities and programs of the division; continuing to "do more with less" without impacting service delivery; implementation of Optimization Plan.

Objective # 1 - The hours per lab analysis in are processing hours and not the labor hours.

Objective #3 - To provide sampling, technical, and investigative expertise to MSD and other City and County agencies.

Objective #5 - The Division issues permits for a three-year cycle. This increase represents the number of permits scheduled to be renewed in 2004 as indicated by existing records.

Surcharge Program--recovers costs associated with treating wastewater from industrial users that contain higher concentrations of compatible (or conventional) parameters than domestic sources. The parameters of concern are Biochemical Demand (BOD), Total Suspended Solids, and Total Nitrogen. These parameters are found in both domestic and industrial wastewaters and are treatable in the Wastewater Treatment Plant.

Event--unit used to describe day or group of days during which sampling of the industrial user's discharge to the sewer occurred.

Auxiliary Meter Program--under this program meters may be required to insure the users are accurately charged for the use of the sewer system. Two types of meters may be installed. 1) Add meters--to measure the quantity of water from commercial and industrial sources that enters the system when supplied by sources other than Cincinnati Water Works and 2) Deduct meters---to measure the quantity of water for commercial and industrial sources, measured by Cincinnati Water Works but does not enter the sewer system. This program is implemented for the Department by the Division of Industrial Waste (application review/approval/and inspection) and Wastewater Administration (monitoring and billing).

The Division of Industrial Waste is required to conduct sampling, technical, and investigative activities as part of its routine program. Since the division maintains skills, abilities, and specialized equipment needed for these activities, we have supported the programs of other entities for which this expertise is not a part of its core business function. Findings are referred to the affected division and/or agency for follow-up actions. Additionally, the Division regulates industries throughout Hamilton County. These activities support the division's pretreatment program and in some cases have generated additional revenue for the District.

Objectives 7, 8 and 9 are driven by requests. The budgeted and estimated amounts are averages from previous years.

Objectives 4,5, and 6 are required by the national pretreatment surcharge programs. The budgeted and estimated numbers are derived from the number of industries in the program at present.

Budget Office Analysis:

Note: As MSD is operated by the City of Cincinnati, under contract to the County, employees of MSD are City of Cincinnati employees. As such, FTE numbers are not captured by the County budgeting system.

Metropolitan Sewer District

Program: Office of Director - 5705

Mandated By: 1968 City/County Management Agreement.

Funding Source: Enterprise

| | |
|--|--|
| <p>Program Description: This division coordinates the activities of the seven MSD divisions, and provides leadership for the entire District. Public education, external communications, grant/loan applications, City coordination, regulatory negotiations and congressional liaison are also major functions of this office.</p> | <p>Accomplishments: During 2004 the most outstanding accomplishment was the successful implementation of the global Consent Decree on wet weather issues and the expansive, new water in basement customer service initiative. In addition, MSD completed a countywide stakeholder survey that prepared the way for completion of the planned update of its 2001 Strategic Plan (also completed during 2004).</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To respond to Board of County Commissioner and Cincinnati City Council requests for information within 30 days of request. | | | | |
| Demand: No. of reports requested. | 200 | 200 | 250 | 250 |
| Workload: No. of reports completed. | 300 | 200 | 250 | 250 |
| Efficiency: Hours involved in reviewing each final report. | 5 | 3 | 5 | 5 |
| Effect./Outcome: Percent of requests responded to within 30 days. | 150% | 100% | 100% | 100% |
| Objective: To protect properties experiencing water in basement problems related to capacity related sewer problems | | | | |
| Demand: No. of properties to be protected annually | N/A | 100 | 200 | 200 |
| Workload: No. of properties protected. | N/A | 100 | 200 | 200 |
| Efficiency: Average cost per property protected. | N/A | \$40,400 | \$30,000 | \$30,000 |
| Effect./Outcome: % of properties protected versus goal. | N/A | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 4 Other Expenditures | 0 | 5,255,789 | 3,073,999 | 2,996,944 |
| Total | 0 | 5,255,789 | 3,073,999 | 2,996,944 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------|----------------|------------------|-----------------|------------------|
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|------|------|------|------|
| | | | | |

| | Actual | Estimate | Request | Approved |
|---------------|--------|----------|---------|----------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

MSD has six major areas of concern during 2005, all that stem from the 2001 Strategic Plan and its 2004 update: enhanced response to external demands, labor/management partnership, internal customer survey, process improvement study/optimization plan, enhanced customer service program, and managed competition. The fact that the updated three-year plan continues to provide MSD's compass speaks to its firm foundation and sincere development.

Objective #2 - The objective measures the number of homes that have been protected from water in basement problems due to capacity related sewer system problems. It is estimated that they are 1,000 homes in the district.

Budget Office Analysis:

The Information Technology group was transferred to Administration to more closely align the administrative cost of this function.

The department plans to begin collecting data to provide a customer satisfaction measure.

Metropolitan Sewer District

Program: Treatment - 5708

Mandated By: ORC 100.00.

Funding Source: Enterprise

| | |
|---|--|
| <p>Program Description: The function of this division is to operate and maintain all wastewater treatment plants and pump/lift stations to comply with environmental and public health requirements.</p> | <p>Accomplishments: The Association of Metropolitan Sewer Agencies honors those treatment facilities that process more than 2 million gallons of raw sewage a day while experiencing no variations from their permit standards for an entire year. Platinum--5 years with no permit excursions, Gold--no permit excursions during the year, Silver--5 or less permit excursions during the year. The Metropolitan Sewer District treatment plants received the following awards for 2003: Gold--Taylor Creek, Silver--Muddy Creek, Silver--Little Miami</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: Complete documented preventive maintenance work orders | | | | |
| Demand: Total number of documented preventive maintenance w.o. | n/a | 1,330 | 1330 | 1330 |
| Workload: Total number of completed preventive maintenance work orders | n/a | 1,330 | 1330 | 1330 |
| Efficiency: Hours available for scheduled preventive maintenance | n/a | 147,000 | 147,000 | 147,000 |
| Effect./Outcome: Percent of completed preventive maintenance work orders | n/a | 100% | 100% | 100% |
| Objective: Reduce total National Pollutant Discharge Elimination System (NPDES) dry weather related permit violations. | | | | |
| Demand: Total permit violations. | 35 | 27 | 25 | 25 |
| Workload: Permit violations investigated. | 35 | 27 | 25 | 25 |
| Efficiency: Hours spent investigating permit violations (each). | 1 | 1 | 1 | 1 |
| Effect./Outcome: % annual reduction in violations. | 33% | 23% | 8% | 8% |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Expenditures | | | | |
| 4 Other Expenditures | 0 | 41,608,488 | 43,739,399 | 42,772,163 |
| Total | 0 | 41,608,488 | 43,739,399 | 42,772,163 |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------|----------------|------------------|-----------------|------------------|
| Revenues | | | | |
| Total | 0 | 0 | 0 | 0 |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| FTE Count | | | | |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Public Works

Program: Capital Improvements - 1001

Mandated By: ORC Chapters 4115 & 4101

Funding Source: General Fund , Capital Project

| | |
|--|---|
| <p>Program Description: Oversee renovations & modifications of existing buildings; oversee construction of new facilities. Expenses in program cover salaries and related costs for Public Works employees overseeing capital projects in the County.</p> | <p>Accomplishments: Some projects are being completed under the Guaranteed Maximum Price to keep costs in control.</p> |
|--|---|

| | | | | |
|--|----------------|------------------|-----------------|------------------|
| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|



Objective: To process capital project bills for payment in 5 days

| | | | | |
|--|---------|-------|-------|-------|
| Demand: # of cap project bills to be processed for pymt | 1,141 | 900 | 900 | 900 |
| Workload: # of bills processed | 1,141 | 900 | 900 | 900 |
| Efficiency: Time spent processing bill | 2,300.0 | 2,332 | 2,891 | 2,891 |
| Effect./Outcome: % of capital project bills processed within 5 days | 98.8% | 100% | 100% | 100% |

Objective: To manage capital projects for building renovation and new construction

| | | | | |
|---|-------------|-------------|-------------|-------------|
| Demand: # of projects and \$ value (in millions) | 12/\$481.7M | 11/\$481.3M | 15/\$527.6M | 15/\$527.6M |
| Workload: # of projects managed & \$ value (in millions) | 12/\$481M | 11/\$481.3M | 15/\$527.6M | 15/\$527.6M |
| Efficiency: Hrs. spent managing projects | 6,003 | 6,336.00 | 8,684 | 8,684 |
| Effect./Outcome: % of capital projects managed daily | 100% | 100% | 100% | 100% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|------------------|------------------|-----------------|------------------|
| 3 Personnel | 295,604 | 407,635 | 504,589 | 494,314 |
| 4 Other Expenditures | 7,041 | 10,578 | 24,680 | 23,937 |
| 5 Capital Outlay | 9,645,567 | 7,582 | 15,120 | 15,120 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 9,948,212 | 425,795 | 544,389 | 533,371 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|------------------|------------------|----------------|----------------|
| | Actual | Estimate | Request | Approved |
| 50 Transfers – In | 1,553,653 | 1,050,473 | 0 | 0 |
| 1 Property Taxes | 0 | -125,268 | 0 | 0 |
| 20 Charges for Service Fees | 0 | 0 | 50 | 50 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 0 | 28 | 10,000 | 10,000 |
| 45 Other Financing Sources | 457,393 | 339,541 | 522,330 | 504,589 |
| Total | 2,011,046 | 1,264,774 | 532,380 | 514,639 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 7.00 | 7.00 | 7.00 | 7.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Salaries in this program are charged to the capital projects employees work on.

The dollar values of projects reflect the most current approved budget as of 6/11/2004 for amounts shown in 2003 & 2004 objectives. The projects noted for 2005 reflect the most current budget of funded projects and the estimate of projects shown in the Board-approved Capital plan adopted 12/18/2003. Projects included in this program are as follows:

2003 Projects: Public Improvements - \$70,010,778; Riverfront Parking Construction - \$65,581,809; Great American Ballpark - \$332,700,000; Public Works Maint Facility - \$1,311,000; EMA - \$2,557,300; Courthouse Code Compliance - \$1,854,550; Justice Center Control Rooms - \$4,363,000; Juvenile Court Courtrooms/Holding Cells - \$3,221,500; Sheriff's Patrol Headquarters - \$3,561,472; General Health District Offices - \$1,950,000; Co. Engineer's Sprinkler Systems - \$531,544; Hartford Building Renov (CD Offices) - \$5,657,450.

2004 Projects: Public Improvements - \$70,010,778; Riverfront Parking Construction - \$65,581,809; Great American Ballpark - \$321,104,182; Courthouse Code Compliance - \$1,854,550; Justice Center Control Rooms - \$4,363,000; Juvenile Court Courtrooms/Holding Cells - \$3,221,500; 237 W H Taft Building Air Handling Unit - \$2,010,106; Sheriff's Patrol Headquarters - \$3,561,472; Public Works Garage - \$1,306,048; Emergency Management Agency - \$2,557,300.

2005 Projects (Approved/Recommended/Potential): Public Improvements - \$70,010,778; Riverfront Parking Construction - \$65,581,809; Great American Ballpark - \$332,700,000; EMA Building - \$2,557,300; Justice Center Control Rooms - \$4,363,000; 630 Main St - \$5,907,450; Schroer Ave Drainage Improvement - \$4,582,995; Communication Center Upgrade - \$1,260,000; Co. Engineers Galbraith Rd. Bldg - \$644,700; Public Works Admin Building - \$5,601,845; Courthouse Renovations (5 Phases) - \$34,431,607

Budget Office Analysis:

The budget contains funding for staff to manage all projects identified.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Public Works

Program: Maintenance - 1002

Mandated By: ORC Title 61

Funding Source: General Fund

| | |
|--|---|
| <p>Program Description: Repair county-owned storm sewers in the unincorporated areas; routine maintenance of cars, trucks & equipment within the department.</p> | <p>Accomplishments: Public Works has been responsive to citizens' complaints, especially after a heavy storm. In most cases, problems were resolved (public responsibility vs. private)</p> |
|--|---|

| | | | |
|----------------|------------------|-----------------|------------------|
| 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------|------------------|-----------------|------------------|



Objective: Respond to all storm sewer complaints within 24 hrs. from notification.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: # of storm sewer complaints | 330 | 302 | 350 | 350 |
| Workload: # of storm sewer complaints investigated | 382 | 302 | 350 | 350 |
| Efficiency: Hrs. spent resolving storm sewer complaints/maint | 13,411 | 11,412 | 13,411 | 13,411 |
| Effect./Outcome: % of storm sewer complaints responded to within 24 hrs. | 98% | 99% | 99.5% | 99.5% |

Objective: Maintain departmental vehicles/equipment on a fleet maintenance schedule.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: # of Public Works vehicles/equipment | 30 | 30 | 30 | 30 |
| Workload: # of maintenance/repairs to vehicles/equipment | 199 | 310 | 300 | 300 |
| Efficiency: Hrs. spent maintaining vehicles/equipment | 1,002 | 1,024 | 1,266 | 1,266 |
| Effect./Outcome: % of vehicles/equipment maintained within maint. schedule | 99.5% | 99% | 99.5% | 99.5% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 263,163 | 328,917 | 348,048 | 340,314 |
| 4 Other Expenditures | 50,388 | 68,655 | 80,330 | 74,898 |
| 5 Capital Outlay | 86,792 | 86,792 | 54,070 | 27,070 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 400,343 | 484,364 | 482,448 | 442,282 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 5,244 | 5,768 | 1,000 | 1,000 |
| 45 Other Financing Sources | 5,964 | 5,964 | 3,000 | 3,000 |
| Total | 11,208 | 11,732 | 4,000 | 4,000 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 7.00 | 7.00 | 7.00 | 7.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Revenue source is composed of scrap sales and reimbursements on labor and materials.

Budget Office Analysis:

Public Works has reduced its budget request by 6% in the 2005 budget.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Public Works

Program: Stormwater Management - 1003

Mandated By: ORC Title 61

Funding Source: General Fund

| | |
|---|---|
| <p>Program Description: Review plans on storm drainage for new development; inspect construction of storm drainage systems; review and inspect all cut/fill applications on new development; review all building permits for compliance with FEMA flood plain regulations; hearing of appeals on denied development.</p> | <p>Accomplishments: With the implementation of CAGIS and Sierra PermitPlus, more accurate data is available to ensure compliance with rules and regulations. All personnel within this program now have computers with related software installed, with field inspectors using laptops to enter data when they are in the field then download into system. The record keeping is more accurate and more readily available.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
|--|----------------|------------------|-----------------|------------------|



Objective: Begin review of storm for development plans within 1 week of completed submittal

| | | | | |
|--|-------|-------|-------|-------|
| Demand: # of development plans submitted | 181 | 202 | 200 | 200 |
| Workload: # of plans processed | 181 | 202 | 200 | 200 |
| Efficiency: Hrs. for plan review | 2,204 | 2,195 | 3,928 | 3,928 |
| Effect./Outcome: % reviewed within 1 week or less | 98.9% | 96.4% | 99% | 99% |



Objective: Inspect construction within 48 hrs. of notice to begin.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: # of development & bldg permit inspections requested | 1,193 | 1,051 | 1,000 | 1,000 |
| Workload: # of inspections processed (includes spot checks) | 2,649 | 2,306 | 2,300 | 2,300 |
| Efficiency: hrs. for inspections | 6,881 | 6,641 | 6,938 | 6,938 |
| Effect./Outcome: % inspected within 48 hrs. or less | 99.7% | 99.5% | 100% | 100% |



Objective: Review commercial building permits to determine if storm review is required and for FEMA Regulation Compliance within 2 days.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: # of building permits for storm review & FEMA compliance | 2,686 | 2,431 | 2,400 | 2,400 |
| Workload: # of permits processed for storm review & FEMA regs | 2,686 | 2,431 | 2,400 | 2,400 |
| Efficiency: Hrs. to determine for storm review & FEMA compliance | 2,435 | 1,587 | 2,570 | 2,570 |
| Effect./Outcome: % permits reviewed for storm sewer requirements and FEMA regulations within 2 days | 96.9% | 96.6% | 99% | 99% |



Objective: Review of storm for commercial building permits within 1 week.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: # of bldg permits submitted for storm review | 258 | 424 | 400 | 400 |
| Workload: # processed for storm review | 258 | 424 | 400 | 400 |
| Efficiency: Hrs. for storm review | 2,603 | 2,550 | 3,645 | 3,645 |
| Effect./Outcome: % permits reviewed for storm within 1 week | 95% | 97% | 98% | 98% |



Objective: Review plans and issue cut/fill permits or determine if exempt within 1 week

| | | | | |
|---|-------|-------|-------|-------|
| Demand: # of bldg permits submitted for earthwork regs rev | 2,857 | 2,738 | 2,700 | 2,700 |
| Workload: # processed for earthwork regs review | 2,857 | 2,738 | 2,700 | 2,700 |
| Efficiency: Hrs. for earthwork regulations review | 3,796 | 3,771 | 4,392 | 4,392 |
| Effect./Outcome: % earthwork plans reviewed within 1 week | 95.8% | 98% | 99% | 99% |



Objective: Hear variance appeals filed and render decision within 30 days

| | | | | |
|--|------|------|------|------|
| Demand: # of variance appeals filed | 6 | 2 | 10 | 10 |
| Workload: # of appeals processed | 6 | 2 | 10 | 10 |
| Efficiency: Hrs. to prepare, hear and render decision | 160 | 216 | 391 | 391 |
| Effect./Outcome: % of appeals resolved in 30 days | 100% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|----------------|----------------|----------------|----------------|
| | Actual | Estimate | Request | Approved |
| 4 Other Expenditures | 26,966 | 36,828 | 42,990 | 41,696 |
| 5 Capital Outlay | 5,880 | 5,880 | 10,620 | 3,620 |
| 3 Personnel | 482,656 | 625,655 | 725,407 | 711,359 |
| Total | 515,502 | 668,363 | 779,017 | 756,675 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|---------------|----------------|----------------|----------------|
| | Actual | Estimate | Request | Approved |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 0 | 15 | 160,450 | 160,450 |
| 45 Other Financing Sources | 0 | 152,921 | 0 | 0 |
| 20 Charges for Service Fees | 62,590 | 72,492 | 75,500 | 75,500 |
| 25 Fines & Forfeitures | 0 | 0 | 0 | 0 |
| Total | 62,590 | 225,428 | 235,950 | 235,950 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|----------------------|--------------|--------------|--------------|--------------|
| | Actual | Estimate | Request | Approved |
| Total | 12.00 | 11.00 | 11.00 | 11.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Revenue source is composed of engineering services, inspection fees and reimbursements on labor/materials for two employees. There are personnel changes in 2004 (resignations/reassignments) that are reflected in the 2004 Estimate of hours.

Budget Office Analysis:

The revenue is reimbursement from the Soil & Water Conservation District for the Earthworks services. This program also includes a portion of the funding for the County Permit System.

Public Works

Program: Water Rotary - 1004

Mandated By: ORC Chapter 6103

Funding Source: Special Revenue Operating Fund

| | |
|--|--|
| <p>Program Description: Process waterline petitions for validity; construction of waterlines approved by Board of Commissioners; oversee preliminary waterline applications; repair, replace or install fire hydrants in unincorporated Hamilton County</p> | <p>Accomplishment: Water West Phases 1A and 1B have been completed in western Hamilton County. The balance of the Water West projects is being completed by Cincinnati Water Works with HCPW oversight.</p> |
|--|--|

| | | | | |
|--|----------------|------------------|-----------------|------------------|
| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|



Objective: Determine percentage in favor of waterline within one (1) month after petition received.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: # of waterline petitions received | 2 | 2 | 2 | 2 |
| Workload: # of petitions processed within 1 month | 2 | 2 | 2 | 2 |
| Efficiency: Hrs. to determine percentage in favor | 1,747 | 1,753 | 3,831 | 3,831 |
| Effect./Outcome: % of petitions processed within 1 month | 50% | 75% | 90% | 90% |



Objective: Present waterline petition to Board of County Commissioners for approval to proceed within two (2) weeks after determination of petition complete.

| | | | | |
|--|---------------|---------------|---------------|---------------|
| Demand: # of petitions completed for BOCC approval | 1 | 2 | 2 | 2 |
| Workload: # of petitions for BOCC approval | 1 | 2 | 2 | 2 |
| Efficiency: Hrs. to prepare for BOCC approval of petition | incl in Obj 1 | incl in Obj 1 | incl in Obj 1 | incl in Obj 1 |
| Effect./Outcome: % of petitions completed for BOCC approval within 2 weeks after determination of percentage in favor | 0.0% | 0.0% | 90% | 90% |



Objective: Hire consultant/engineer within three (3) months after Board of County Commissioners approval to proceed on waterline petition

| | | | | |
|---|---------------|---------------|---------------|---------------|
| Demand: # of petitions approved by BOCC to proceed | 0 | 2 | 2 | 2 |
| Workload: # of petitions approved by BOCC to proceed | 0 | 2 | 2 | 2 |
| Efficiency: Hrs to interview and hire consultant/engineer | incl in Obj 1 | incl in Obj 1 | incl in Obj 1 | incl in Obj 1 |
| Effect./Outcome: % of consultant/engineer hired within 3 months after BOCC approval to proceed with petition | 0.0% | 0.0% | 90% | 90% |



Objective: Complete design of waterline within four (4) months after consultant/engineer hired.

| | | | | |
|---|---------------|---------------|---------------|---------------|
| Demand: # of petitions under contract for design | 0 | 0 | 2 | 2 |
| Workload: # of petitions under contract | 0 | 0 | 2 | 2 |
| Efficiency: Hrs. to oversee design by consultant/engineer | incl in Obj 1 | incl in Obj 1 | incl in Obj 1 | incl in Obj 1 |
| Effect./Outcome: % of design completed by consultant/engineer within four (4) months after notice to proceed | 0.0% | 0.0% | 90% | 90% |



Objective: Conduct public hearings; answer letters of objections; receive BOCC approval for waterline construction within three (3) months after design completed

| | | | | |
|--|---------------|---------------|---------------|---------------|
| Demand: # of waterline designs completed | 1 | 0 | 2 | 2 |
| Workload: # of designs completed | 1 | 0 | 2 | 2 |
| Efficiency: Hrs to conduct public hearings, etc | incl in Obj 1 | incl in Obj 1 | incl in Obj 1 | incl in Obj 1 |
| Effect./Outcome: % of waterlines approved for construction within 3 mos. after design completed | 0.0% | 0.0% | 90% | 90% |



Objective: Advertise and award construction contract for waterline within three (3) mos. after BOCC approval to proceed

| | | | | |
|--|---------------|---------------|---------------|---------------|
| Demand: # of waterlines approved by BOCC | 0 | 0 | 2 | 2 |
| Workload: # of waterlines approved by BOCC | 0 | 0 | 2 | 2 |
| Efficiency: Hrs. spent preparing construction contract | incl in Obj 1 | incl in Obj 1 | incl in Obj 1 | incl in Obj 1 |
| Effect./Outcome: % of construction contracts awarded within 3 months after BOCC approval to proceed | 0.0% | 0.0% | 90% | 90% |

Objective: Manage capital improvement waterline projects daily, maintain budget and completion schedule

| | | | | |
|---|-----------|-----------|-------|-------|
| Demand: # of waterline projects and \$ value to be managed | 4/\$1.29M | 3/1.27M | 4/NA | 4/NA |
| Workload: # of projects managed and \$ value | 4/\$1.29M | 3/\$1.27M | 4/NA | 4/NA |
| Efficiency: Hrs. to manage cap impr waterline projects | 2,109 | 2,079 | 2,799 | 2,799 |
| Effect./Outcome: % of projects managed daily; budget & schedule maintained | 100% | 100% | 100% | 100% |

Objective: Review preliminary waterline applications for private development and forward to Cincinnati Water Works within 2 days.

| | | | | |
|---|-----|------|------|------|
| Demand: # of preliminary applications received | 33 | 34 | 50 | 50 |
| Workload: # of applications processed | 33 | 34 | 50 | 50 |
| Efficiency: Hrs. to review preliminary applications | 95 | 91 | 208 | 208 |
| Effect./Outcome: % of preliminary waterline applications processed within 2 days | 97% | 100% | 100% | 100% |



Objective: Repair fire hydrants out of service within 24 hrs. after notification

| | | | | |
|--|-------|---------|-------|-------|
| Demand: # of fire hydrants reported out of service | 541 | 475 | 500 | 500 |
| Workload: # of fire hydrants repaired or replaced | 541 | 475 | 500 | 500 |
| Efficiency: Hrs. to repair/replace fire hydrants | 6,246 | 3,942.5 | 4,985 | 4,985 |
| Effect./Outcome: % of fire hydrants repaired or replaced within 24 hrs after notification | 98.7% | 98.5% | 99.0% | 99.0% |



Objective: Repair/maintain fire hydrants still in service within 72 hours after notification

| | | | | |
|--|-------|-------|--------|--------|
| Demand: # of fire hydrants reported but still in service | 689 | 1,142 | 1,100 | 1,100 |
| Workload: # of fire hydrants reported | 689 | 1,142 | 1,100 | 1,100 |
| Efficiency: Hrs to repair, maintain, replace fire hydrants | 6,938 | 9,466 | 10,967 | 10,967 |
| Effect./Outcome: % of fire hydrants still in service repaired, maintained or replaced within 72 hours | 94.2% | 98% | 99% | 99% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|------------------|------------------|------------------|------------------|
| 3 Personnel | 439,033 | 532,911 | 585,742 | 596,567 |
| 4 Other Expenditures | 115,265 | 233,219 | 290,880 | 290,880 |
| 5 Capital Outlay | 82,670 | 86,670 | 78,620 | 130,014 |
| 7 Operating Transfers | 856,515 | 856,515 | 853,391 | 811,065 |
| Total | 1,493,483 | 1,709,315 | 1,808,633 | 1,828,526 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|------------------|------------------|------------------|------------------|
| 1 Property Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 17 | 23 | 300 | 300 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 1,126,582 | 1,955,564 | 1,950,000 | 1,200,000 |
| 45 Other Financing Sources | 69,785 | 75,046 | 25,000 | 25,000 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 1,196,384 | 2,030,633 | 1,975,300 | 1,225,300 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 11.00 | 12.00 | 12.00 | 12.00 |
| New Positions | 0.00 | 1.00 | 0.00 | 0.00 |

Departmental Comments:

Revenue source composed of Water Surcharge and fire hydrant accident reimbursement.

2003 Projects (Approved/Funded): West Kemper Rd Waterline - \$354,985; Buena Vista Waterline - \$127,480; Long St, etc Waterline - \$381,098

2004 Projects (Approved/Recommended/Potential): Buena Vista - \$150,537; New Baltimore - \$381,098; West Rd. - \$219,568

Budget Office Analysis:

Based on analysis provided by Public Works, the water rotary fund balance is expected to slightly increase in 2005.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.



Regional Recognition

In April 2004, the Cincinnati metropolitan area
was named among the most livable communities in the U.S.
by *Partners for Livable Communities*.

Recreational Activities

This section includes budgets for the **Great American Ball Park** (which opened in March 2003), home of the Cincinnati Reds; **Paul Brown Stadium**, the home of the Cincinnati Bengals; and parking facilities, including the East Garage and the new Block 3 garage below the Underground Railroad Freedom Center.

In March 1996, voters approved an additional one-half cent sales tax, with 30% to be used for property tax reductions and 70% slated for the construction of the two new stadiums. Much of the financial activity is reflected in the capital budget as well as here in the operating budget.

The Recreational Activities section of this book encompasses management of the stadiums, parking to support the stadiums and development in the surrounding riverfront. Hamilton County is working closely with the City of Cincinnati and members of the community to maximize the

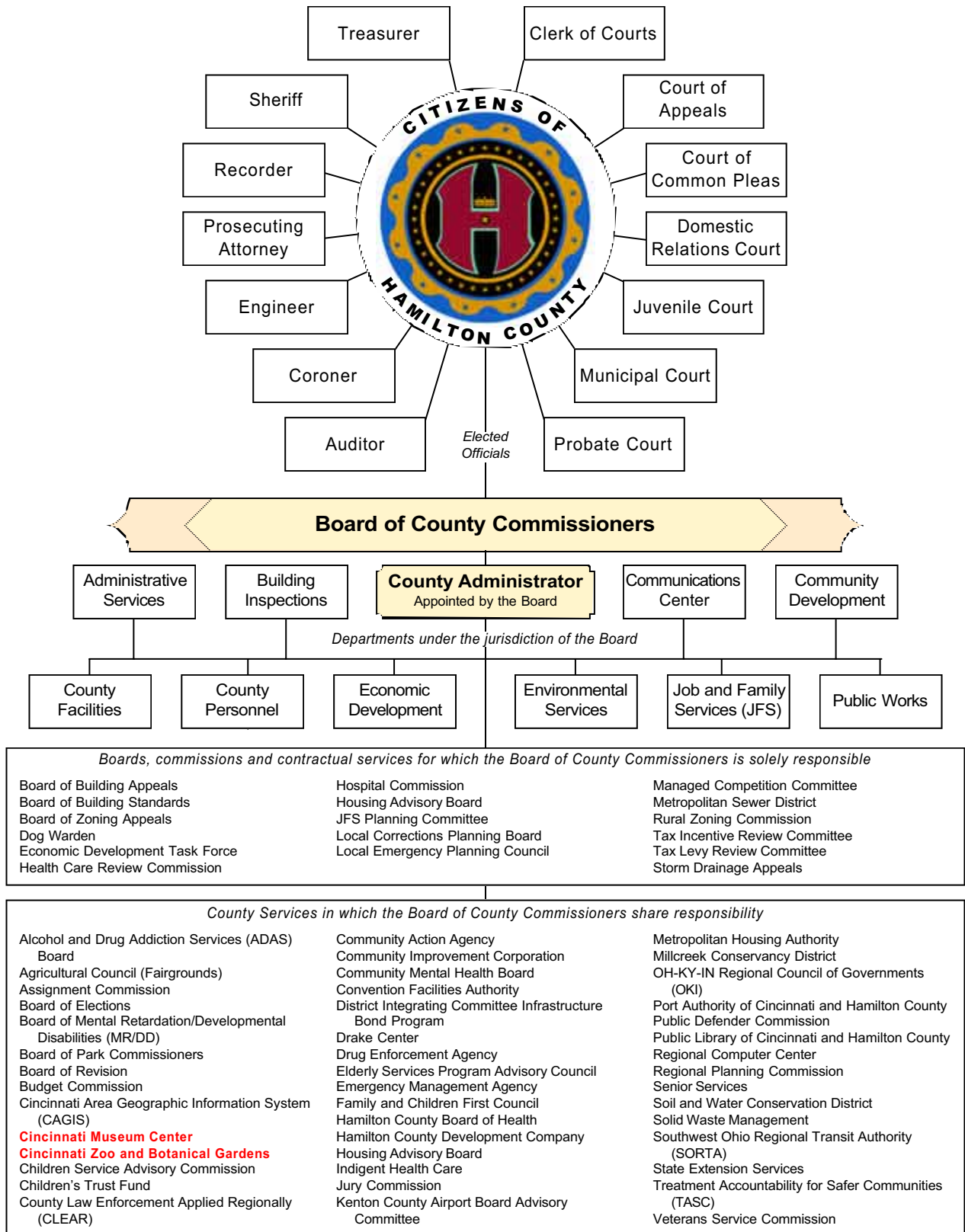
benefits of these expenditures for parking, roads, bridges and other infrastructure in the riverfront area.

This section also includes the **Cincinnati Zoo & Botanical Garden** and the **Cincinnati Museum Center**. The Cincinnati Zoo is a world-class facility recognized internationally for its successful breeding programs. Voters approved a levy supporting the Zoo in May 1998. The Cincinnati Museum Center is home to the Cincinnati History Museum, the Museum of Natural History and Science, the Children's Museum, the Cincinnati Historical Society Research Library and the OMNIMAX Theater. In March 2004, voters approved a levy for support of the building which houses the Museum Center.

All County parks are under the jurisdiction of the Hamilton County Park District, the budgets for which do not appear in this document.

Hamilton County, Ohio

Recreational Activities



Recreational Activities

2005 Approved Budget

Expenditures

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|--------------------------|--------------------|----------------------|---------------------|--------------------|
| Cincinnati Museum Center | - | - | 3,710,432 | 3,721,000 |
| Stadiums | 57,077,368 | 59,806,392 | 59,368,523 | 58,204,826 |
| Zoological Gardens | 6,481,340 | 4,767,215 | 6,355,103 | 6,329,919 |
| Total | 63,558,709 | 64,573,607 | 69,434,058 | 68,255,745 |

Revenues

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|--------------------------|--------------------|----------------------|---------------------|--------------------|
| Cincinnati Museum Center | - | - | 3,721,000 | 3,721,000 |
| Stadiums | 54,247,827 | 63,281,700 | 58,586,824 | 60,333,441 |
| Zoological Gardens | 6,493,151 | 6,332,230 | 6,305,811 | 6,305,811 |
| Total | 60,740,979 | 69,613,930 | 68,613,635 | 70,360,252 |

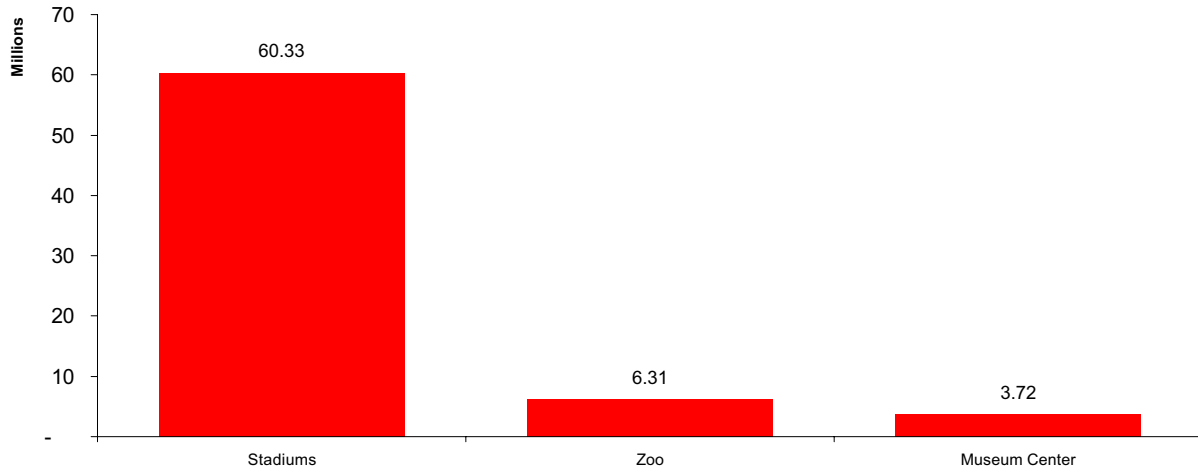
FTEs

| Department | 2003 Actual | 2004 Approved | 2005 Request | 2005 Budget |
|--------------------------|--------------------|----------------------|---------------------|--------------------|
| Cincinnati Museum Center | - | - | - | - |
| Stadiums | 32.60 | 31.10 | 30.40 | 30.40 |
| Zoological Gardens | - | - | - | - |
| Total | 32.60 | 31.10 | 30.40 | 30.40 |

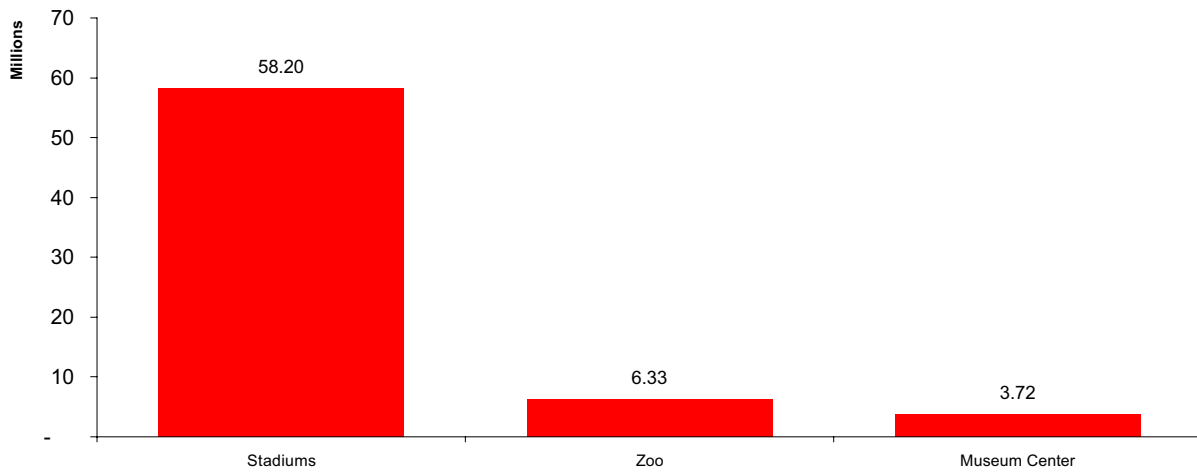
Recreational Activities

2005 Budget Summary by Department

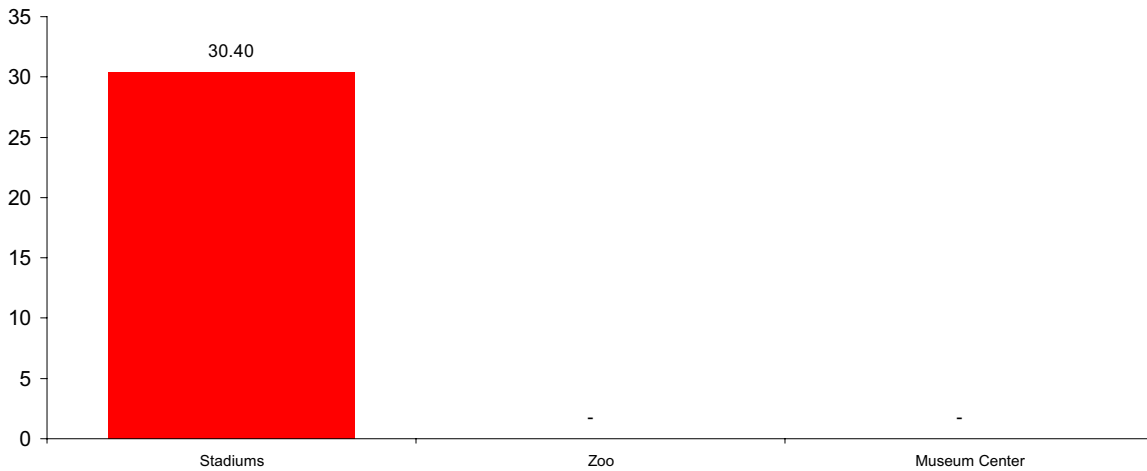
Revenue



Expenditures



Employees

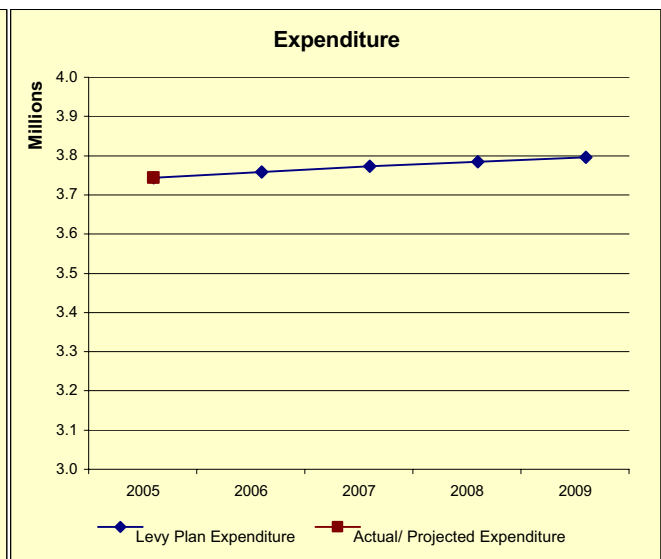
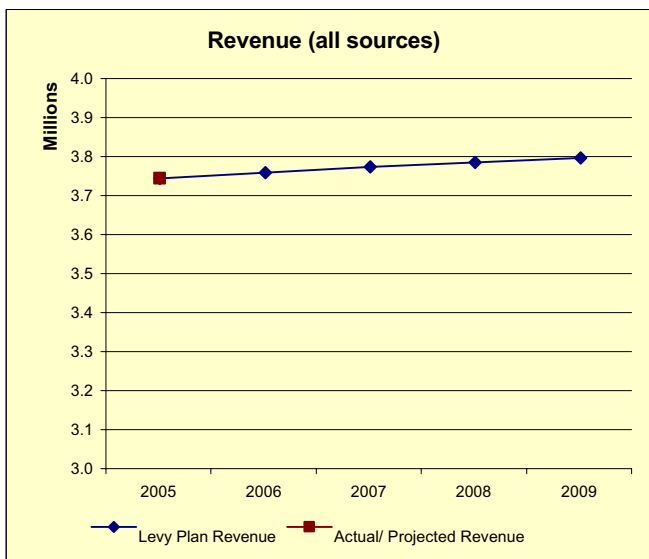


Cincinnati Museum Center

Tax Levy: 0.20 Mills

003-009

| LEVY PLAN | Year 1 2005 | Year 2 2006 | Year 3 2007 | Year 4 2008 | Year 5 2009 |
|-----------------------------|------------------|------------------|------------------|------------------|------------------|
| Beginning carryover | - | 0 | 0 | 0 | 0 |
| REVENUES (Total) | 3,721,000 | 3,735,884 | 3,750,828 | 3,762,080 | 3,773,366 |
| Tax Levy | 3,721,000 | 3,735,884 | 3,750,828 | 3,762,080 | 3,773,366 |
| Other | - | - | - | - | - |
| EXPENDITURES (Total) | 3,721,000 | 3,735,884 | 3,750,828 | 3,762,080 | 3,773,366 |
| Cincinnati Museum Center | 3,676,348 | 3,691,053 | 3,705,818 | 3,716,935 | 3,728,086 |
| Auditor and Treasurer Fee | 44,652 | 44,831 | 45,010 | 45,145 | 45,280 |
| Indirect Cost | TBD | TBD | TBD | TBD | TBD |
| Ending Carryover | 0 | 0 | 0 | 0 | 0 |



| ACTUAL/PROJECTED | Year 1 2005 Budget | Year 2 | Year 3 | Year 4 | Year 5 |
|-----------------------------|-----------------------|--------|--------|--------|--------|
| Beginning carryover | | | | | |
| REVENUES (Total) | 3,721,000 | | | | |
| Tax Levy | 3,721,000 | | | | |
| Other | -0- | | | | |
| EXPENDITURES (Total) | 3,721,000 | | | | |
| Agency (880028) | 3,676,348 | | | | |
| Auditor & Treasurer Fees | 44,652 | | | | |
| Ending Carryover | - | | | | |

Cincinnati Museum Center

Program: Museum Program - 8801

Mandated By: Not Mandated

Funding Source: Tax Levies Operating Fund

| | |
|---|--|
| <p>Program Description: On March 2, 2004, the voters of Hamilton County approved a five-year tax levy for maintenance, operation and repair of the Cincinnati Union Terminal occupied by the Cincinnati Museum Center (CMC). The Cincinnati Museum Center is home to the Cincinnati History Museum, the Museum of Natural History & Science, the Cinergy Children's Museum, the Cincinnati Historical Society Research Library, and the Robert D. Lindner Family OMNIMAX Theater. The Mission of the Cincinnati Museum Center is to inspire all people to understand and appreciate natural history, science, and regional history; and to support the development of children.</p> | <p>Accomplishments: 2005 will be the first year for levy support. In anticipation of receiving funds, the Cincinnati Museum Center has: 1) Formed a team headed by the CMC Board with staff and architectural preservation consultants to create a Facilities Space Needs Assessment and a Building Master Plan; and 2) Formed a team with Board and direct reports to create a Vision Plan that defines where CMC is today, where it should be in 10 years and what the goals for the future should be.</p> |
|---|--|

| | | | |
|----------------|------------------|-----------------|------------------|
| 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------|------------------|-----------------|------------------|



Objective: Renovate the Union Terminal building based on the priorities outlined in the Union Terminal Master Plan to be completed by the 4th quarter, 2005.

| | | | | |
|---|-----|-----|-----|-----|
| Demand: To Be Determined by the Master Plan | n/a | n/a | TBD | TBD |
| Workload: To Be Determined by the Master Plan | n/a | n/a | TBD | TBD |
| Efficiency: To Be Determined by the Master Plan | n/a | n/a | TBD | TBD |
| Effect./Outcome: To be Determined by the Master Plan | n/a | n/a | TBD | TBD |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|------------------|------------------|
| 4 Other Expenditures | 0 | 0 | 3,710,432 | 3,721,000 |
| Total | 0 | 0 | 3,710,432 | 3,721,000 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------------|----------------|------------------|------------------|------------------|
| 1 Property Taxes | 0 | 0 | 3,321,480 | 3,321,480 |
| 35 Other Intergovernmental | 0 | 0 | 399,520 | 399,520 |
| Total | 0 | 0 | 3,721,000 | 3,721,000 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Request is in line with levy plan

Budget Office Analysis:

Request is in line with levy plan.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Stadiums

Program: Parking & Public Improvement Operations - 6804

Mandated By: Not mandated.

Funding Source: Enterprise

| | |
|---|---|
| <p>Program Description: This program includes management of all riverfront parking and public improvement operations in a manner reflecting prudent stewardship of the assets.</p> | <p>Accomplishments: 2004 saw the completion of two Phase II portions of garage construction; the garage at the Great American Ball Park with addition of 343 spaces (now totaling 907 spaces) and Central Riverfront Garage located in Block 3 of the riverfront with 110 spaces now totaling 698 spaces. The successful start up of these garages lead to a very smooth transition upon their completion of Phase II. The Phase III portion of the project will connect these two garages and is currently in planning stages with some portion of the site work underway in 2004 and 2005. 2004 also saw the successful opening of the National Underground Railroad Freedom Center located above the Central Riverfront Garage. We now supply parking on the riverfront for over 475 events annually, including baseball, pro, high school and peewee football, Freedom Center, Riverfest, concerts, dinners, galas and arena events.</p> |
|---|---|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: To manage the "Agmt. for the Redevelopment of the Central Riverfront" between the City of Cincinnati and Hamilton County.

| | | | | |
|---|------|------|------|------|
| Demand: Agreements to manage. | 1 | 1 | 1 | 1 |
| Workload: Agreements managed. | 1 | 1 | 1 | 1 |
| Efficiency: Hours/month required to manage agreements. | 320 | 320 | 320 | 320 |
| Effect./Outcome: % of Agreements managed. | 100% | 100% | 100% | 100% |



Objective: To appropriately and effectively manage all riverfront parking facilities.

| | | | | |
|--|----------|----------|----------|----------|
| Demand: Spaces to be managed | 5,733 | 6,309 | 6,309 | 6,309 |
| Workload: Spaces managed | 5,541 | 6,309 | 6,309 | 6,309 |
| Efficiency: Expense per space managed | \$180.47 | \$190.20 | \$190.20 | \$190.20 |
| Effect./Outcome: Spaces managed effectively | 100% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 0 | 0 | 0 | 0 |
| 4 Other Expenditures | 5,737,878 | 6,682,505 | 3,987,200 | 4,237,200 |
| 6 Debt Service | 347,669 | 1,250,000 | 1,250,000 | 1,250,000 |
| Total | 6,085,547 | 7,932,505 | 5,237,200 | 5,487,200 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|-------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 2 Sales & Use Taxes | 10,506,073 | 0 | 0 | 246,617 |
| 20 Charges for Service Fees | 4,742,038 | 5,556,793 | 5,500,000 | 5,500,000 |
| 35 Other Intergovernmental | 1,850,000 | 1,850,000 | 0 | 0 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 17,098,111 | 7,406,793 | 5,500,000 | 5,746,617 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

This program includes non-stadium public improvement activities associated with the redevelopment of the Ohio riverfront. Activities have included a partnership with the City of Cincinnati in the successful reconstruction of Fort Washington Way, Riverfront Street Grid, and planning of the Banks development.

The number of parking spaces maintained by the County and Central Parking will continue to vary through 2004 with the completion of the ballpark and Central Riverfront Garage. Preliminary expectations are that the cost per space maintained will increase as a result of more modern facilities, i.e. elevators, new fire alarm and signaling requirements, smoke evacuation systems, sprinkler systems, more stringent air quality requirements requiring CO monitoring and fan systems, and increased physical security for the garages, requiring various service agreements not found in the Cinergy Field Garage.

Budget Office Analysis:

With the addition of the GAB garage and Block 3 garage, the level of utility expenses will increase by \$130,000 for 2004. The parking management contract will be re-bid in late 2004, and it is anticipated that reimbursable expenses will remain relatively constant at an average of \$ 100,000 a month per T. Evans. Gross revenue estimate for the riverfront parking lots to be at \$ 5.5 million based on operating 6,306 spaces in 2005, which is an increase from the current 5,812 spaces. (\$190.20 expense per space managed). As in noted in 2004 parking variable debt service payments were well under budget as a result of extremely favorable interest rates. Projected Parking fund balance for the ending 2005 is \$1.285M.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Stadiums

Program: Stadium Operations - 6802

Mandated By: Not mandated.

Funding Source: Enterprise

| | |
|--|--|
| <p>Program Description: This program includes the management of the new football and baseball stadiums, in a manner reflecting prudent stewardship of the assets through timely collection of revenue and judicious expenditure.</p> | <p>Accomplishments: The natural grass stadium field at Paul Brown Stadium was replaced with a synthetic surface in an effort to provide a more consistent playing surface. Shortly after the installation, the 2004 football season began in August and the Cincinnati Bengals enjoyed playing their two-preseason games and eight regular season games on the new surface. Several other special events were held this year, including the First Annual Prep Football Classic tripleheader held on September 5th and the Ohio Classic football game returned on September 18th. Pee Wee football also returned after a three-year hiatus with a full weekend of play from August 27th through August 29th. With the change in the playing surface, the County hopes to solidify the return of such events and utilize the stadium as often as possible. Other annual public events returning were the Thanksgiving Day Turkey Trot and the March of Dimes Walkathon. Both events have called PBS home since 2001. In an effort to trim operating costs, the cleaning contracts for both windows and the stadium were reduced in scope saving the County nearly \$50,000 annually. These changes were made without affecting the high standard of quality maintenance at PBS. Great American Ball Park - GABP had a "Second" opening in April of 2004 to record-breaking crowds. Several Phase II construction items were completed following the demolition and site preparation of the former Cinergy Field site in 2003 and the beginning of the 2004 season.</p> |
|--|--|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: To manage Paul Brown Stadium by monitoring revenue and expense as one measure of management of operations.

| | | | | |
|---|--------------|--------------|--------------|--------------|
| Demand: Payables and receivables to process and report. | \$14,335,161 | \$13,764,977 | \$13,804,409 | \$13,951,553 |
| Workload: Payables and receivables processed and reported. | \$14,335,161 | \$13,764,977 | \$13,804,409 | \$13,951,553 |
| Efficiency: Hrs. processing and reporting. | 120 | 120 | 120 | 120 |
| Effect./Outcome: % processed and reported | 100% | 100% | 100% | 100% |



Objective: To manage the Great American Ballpark by monitoring revenue and expense as one measure of management of operations.

| | | | | |
|---|--------------|-------------|-------------|-------------|
| Demand: Payables and receivables to process and report. | \$8,837,198 | \$5,804,350 | \$6,224,423 | \$6,224,423 |
| Workload: Payables and receivables processed and reported. | \$ 8,837,198 | \$5,804,350 | \$6,224,423 | \$6,224,423 |
| Efficiency: Hrs. processing and reporting. | 40 hrs. | 40 hrs. | 40 hrs. | 40 hrs. |
| Effect./Outcome: % processed and reported. | 100% | 100% | 100% | 100% |



Objective: To generate additional revenue by increasing the number of special events held throughout the year utilizing PBS as often as possible.

| | | | | |
|---|-----|-----|----------|----------|
| Demand: Number of special events projected for the year | N/A | N/A | 7 | 7 |
| Workload: Number of special events contracted for the year | N/A | N/A | 7 | 7 |
| Efficiency: Additional revenue from contracted special events | N/A | N/A | \$50,000 | \$50,000 |
| Effect./Outcome: Per Cent of special events contracted versus projected. | N/A | N/A | 100% | 100% |



Objective: In conjunction with the Reds, seek opportunities of revenue producing income for various uses of the Great American Ballpark on non-game days.

| | | | | |
|---|-----|-----|----------|----------|
| Demand: Number of Field Usage Events projected for the year. | N/A | N/A | 6 | 6 |
| Workload: Number of Field Usage Events contracted for the year. | N/A | N/A | 6 | 6 |
| Efficiency: Additional Revenue Generated from contracted events. | N/A | N/A | \$10,000 | \$10,000 |
| Effect./Outcome: Per Cent of special events contracted versus projected. | N/A | N/A | 100% | 100% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 1,557,603 | 2,015,115 | 1,856,017 | 2,114,027 |
| 4 Other Expenditures | 11,619,757 | 13,971,498 | 15,328,194 | 15,200,717 |
| 5 Capital Outlay | 710,676 | 1,381,250 | 3,662,730 | 2,118,500 |
| 6 Debt Service | 0 | 35,691,245 | 33,284,382 | 33,284,382 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 13,888,036 | 53,059,108 | 54,131,323 | 52,717,626 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Estimate | Request | Approved |
| 2 Sales & Use Taxes | 21,852,394 | 50,040,541 | 49,368,003 | 49,568,003 |
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| 15 Licenses | 12,443 | 12,443 | 18,665 | 18,665 |
| 20 Charges for Service Fees | 3,046,226 | 3,346,358 | 3,396,782 | 4,696,782 |
| 30 Investments Interest | 30,465 | 46,377 | 0 | 0 |
| 35 Other Intergovernmental | 2,278,266 | 1,000,002 | 0 | 0 |
| 40 Miscellaneous | 106,015 | 208,446 | 165,300 | 165,300 |
| 45 Other Financing Sources | 69,615 | 134,306 | 138,075 | 138,075 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 27,395,424 | 54,788,473 | 53,086,825 | 54,586,825 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 33.00 | 30.00 | 30.00 | 30.00 |
| New Positions | -2.00 | -1.00 | 0.00 | 0.00 |

Departmental Comments:

GAB Phase II construction continues with the Team Store opening in July 2004 and the Hall of Fame Museum will open in September 2004. GABP is on track to set a new attendance record this year averaging approximately 29,000 per game to date.

In conjunction with the Cincinnati Reds, the County has instituted a "Field Usage Fee" for events held on the field on non-game days which has netted the County over \$5000 to date for 2004. The staff continues to seek opportunities of revenue producing income for various uses of the ballpark.

With the change in the PBS playing field surface, the grounds staff will be adjusting their responsibilities so that they are more in line with the new field requirements and the current landscape on the stadium complex. Other operational modifications as suggested by A.T. Hudson will be evaluated and modified as appropriate.

The installation of Maximo was completed in 2004. This program provides preventative maintenance schedules, creates work orders, and tracks the staff's time and will improve the efficiency of the PBS operations.

One of the larger projects in 2005 will be to evaluate, repair, and enhance the stadium sound system at PBS. The system currently in place has been inadequate and inconsistent since it was installed during construction in 2000. This will improve the sound for the games and provide better coverage for safety and security announcements when they are necessary.

Budget Office Analysis:

With the completion of the second year of GAB, we have a reasonable indication of the annual operating costs. The 2005 operating budget of \$2,912,465 is consistent with the current year appropriation continuing the savings from liability insurance premiums. The GAB lease with the Reds largely specifies GAB expenses and revenues. Other operating expenses will remain consistent with 2004. GAB Operating & Maintenance Reserve account is budgeted at \$ 675,281 for 2005 per terms of the revised lease agreement, which stipulates a 5% increase annually. In accordance with the lease agreement the county shall annually deposit \$ 1 million dollars into the Capital Reserve Account for the purpose of accumulating funds for the payment of the cost of capital repairs. The 2005 budget for PBS Operations (OCA 680082) of \$3,304,037 represents a 1.6% decrease from the current year budget of \$3,358,520. The Paul Brown other (OCA 680185) will realize a modest .5% savings from 2004 primarily due to the reduction Misc. Repairs and Supplies. The 2005 Capital Improvement Plan from PBSL totals \$1,856,000 in necessary improvements.



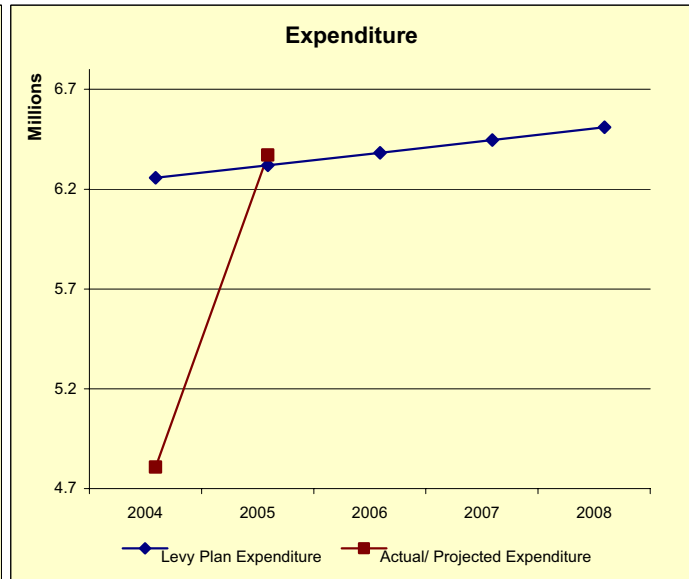
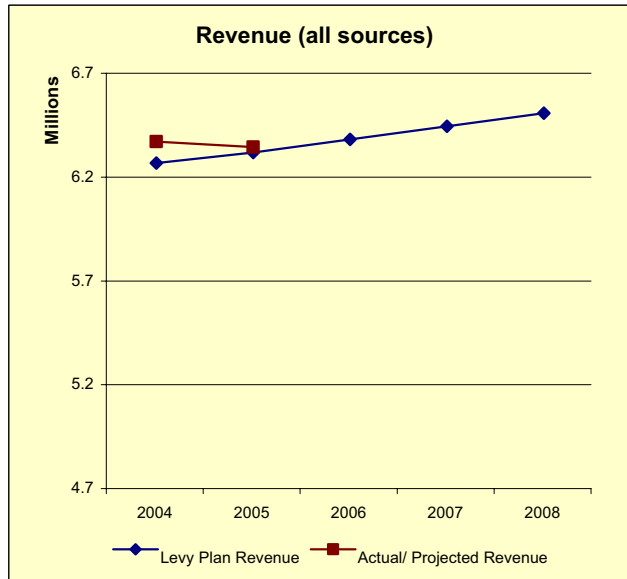
A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Cincinnati Zoo

Tax Levy: 0.40 Mills

Fund 003-008

| LEVY PLAN | Year 1 2004 | Year 2 2005 | Year 3 2006 | Year 4 2007 | Year 5 2008 |
|-----------------------------|------------------|------------------|------------------|------------------|------------------|
| Beginning carryover | - | 11,822 | 11,822 | 11,822 | 11,822 |
| REVENUES (Total) | 6,229,082 | 6,279,433 | 6,342,227 | 6,405,649 | 6,469,706 |
| Tax Levy | 6,229,082 | 6,279,433 | 6,342,227 | 6,405,649 | 6,469,706 |
| Other | - | - | - | - | - |
| EXPENDITURES (Total) | 6,217,260 | 6,279,433 | 6,342,227 | 6,405,649 | 6,469,706 |
| Zoological Society | 6,217,260 | 6,279,433 | 6,342,227 | 6,405,649 | 6,469,706 |
| Ending Carryover | 11,822 | 11,822 | 11,822 | 11,822 | 11,822 |



| ACTUAL/PROJECTED | Year 1 2004 Actual | Year 2 2005 Budget | Year 3 2006 | Year 4 2007 | Year 5 2008 |
|-----------------------------|-----------------------|-----------------------|----------------|----------------|----------------|
| Beginning carryover | 189,307 | 1,754,323 | | | |
| REVENUES (Total) | 6,332,230 | 6,305,811 | | | |
| Tax Levy | 6,332,230 | 6,305,811 | | | |
| Other | - | - | | | |
| EXPENDITURES (Total) | 4,767,214 | 6,329,919 | | | |
| Zoological Society | 4,689,307 | 6,245,115 | | | |
| Auditor and Treasurer Fees | 77,907 | 75,670 | | | |
| Indirect Cost | | 9,134 | | | |
| Ending Carryover | 1,754,323 | 1,730,215 | | | |

2004 Encumbrances as of 3/14/05

1,705,547

Zoological Gardens

Program: Zoo Program - 8101

Mandated By: Not Mandated

Funding Source: Tax Levies Operating Fund

| | |
|---|---|
| <p>Program Description: The Cincinnati Zoo & Botanical Garden operates as an educational facility year-round. The Cincinnati Zoo is supported, in part, by a .40 mill real estate tax levy that was authorized by the voters on November 4, 2003 for a five-year term from 2004 through 2008. The levies are in support of operations and maintenance of the Cincinnati Zoo and Botanical Garden to help provide recreational and educational services to an estimated 1.2 million patrons.</p> | <p>Accomplishments: The Cincinnati Zoo and Botanical Garden is a world-renowned facility that serves as a living classroom to over 300,000 school children each year. The Zoo was the first in the country to house an accredited full-time high school. The Zoo's "EdZooocation" science enrichment program serves third and fourth grade students in 18 area schools. Known for its success in breeding endangered species, the Zoo is the home of the first Sumatran rhino to be bred and born in captivity in 112 years. Both the Zoo's exhibits and horticulture have won national honors and its research facility is internationally acclaimed. The Cincinnati Zoo is dedicated to both educating and providing adventure for more than one million visitors annually.</p> |
|---|---|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: To make the Zoo facility and programs available to the widest audience possible and maintain attendance.

| | | | | |
|---|-----------|-----------|-----------|-----------|
| Demand: Attendance anticipated | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 |
| Workload: Attendance actual | 1,144,144 | 1,200,000 | 1,200,000 | 1,200,000 |
| Efficiency: Average daily attendance | 3,134 | 3,287 | 3,287 | 3,287 |
| Effect./Outcome: Attendance maintained at current levels | 100% | 100% | 100% | 100% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|------------------|------------------|------------------|------------------|
| 4 Other Expenditures | 4,578,480 | 6,318,972 | 6,355,103 | 6,329,919 |
| Total | 4,578,480 | 6,318,972 | 6,355,103 | 6,329,919 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------------|----------------|------------------|-----------------|------------------|
| 1 Property Taxes | 4,814,627 | 5,508,500 | 5,513,251 | 5,513,251 |
| 35 Other Intergovernmental | 483,389 | 822,868 | 792,560 | 792,560 |

| | | | | |
|-------------------|-----------|-----------|-----------|-----------|
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 5,298,016 | 6,331,368 | 6,305,811 | 6,305,811 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The Cincinnati Zoo and Botanical Garden has remained a well-loved Cincinnati landmark for over 125 years. Considered one of the top three zoos in the United States, the Zoo is known internationally for its success in breeding endangered species, its outstanding exhibits and its cutting-edge research techniques. The Zoo serves as a living classroom to more than 200,000 students annually and is involved in conservation projects around the world.

Budget Office Analysis:

Zoo expenditures for 2005 are slightly less than the tax levy plan due to decreased revenue estimates.



Regional Recognition

Cincinnati Zoo and Botanical Garden ranked 13th
in Zagat's Top 50 national attractions for 2004.

Social Services

The agencies in the Social Services function provide assistance to a wide range of County residents including senior citizens, veterans, those in need of public assistance, children requiring aid, children involved in child support cases and children requiring a myriad of related services.

The department of **Job and Family Services** (JFS) administers public assistance and social programs designed to aid county residents in need. In Hamilton County, numerous programs mandated by law and supported by federal, state and local funds are grouped under the JFS umbrella. The agency serves 300,000 residents per year.

Income Maintenance provides financial assistance to needy families and individuals via the three largest federal-state public assistance programs: Temporary Assistance for Needy Families (TANF), Food Stamps, and Medicaid. TANF assists families with children where unemployment, disability or desertion has curtailed the normal source of income. About 1 in 40 county residents benefit from this program.

As a major public child-serving agency in the county, Children's Services is mandated to protect abused, neglected and dependent children. Trained caseworkers at 241-KIDS, the county's child abuse, neglect and dependency reporting line, respond to calls from "mandated reporters" (teachers, doctors, law enforcement personnel and others) and concerned citizens 24 hours a day, seven days a week. The line receives about 7,000 calls a month, resulting in between 500 and 700 investigations monthly.

Child Support Enforcement Agency (CSEA) has long been responsible for locating absent parents, establishing paternity, collecting court-order child support and forwarding child support payments to custodial parents. In recent years, federal mandates designed to reduce high welfare costs resulting from parental non-support have further empowered the CSEA. The agency must now actively pursue the delinquent obligor, intercept tax refunds for obligor in arrears and periodically review and amend existing support orders.

Tuberculosis Control is primarily concerned with the dynamics of epidemiology and control of tuberculosis in Hamilton County. The coordination of information regarding this contagious disease, through a centralized treatment and record-keeping facility, is a major factor in the successful containment of the disease. All sectors of the medical community (both public and private) utilize components of the comprehensive program services. The Department of Job & Family Services operates TB Control.

The **Senior Services** levy provides and maintains a system of home care through the Council on Aging of the Cincinnati Area, Inc. for the elderly of Hamilton County. The Department of Administrative Services, by means of a contract with the Council on Aging, administers this voter-approved levy.

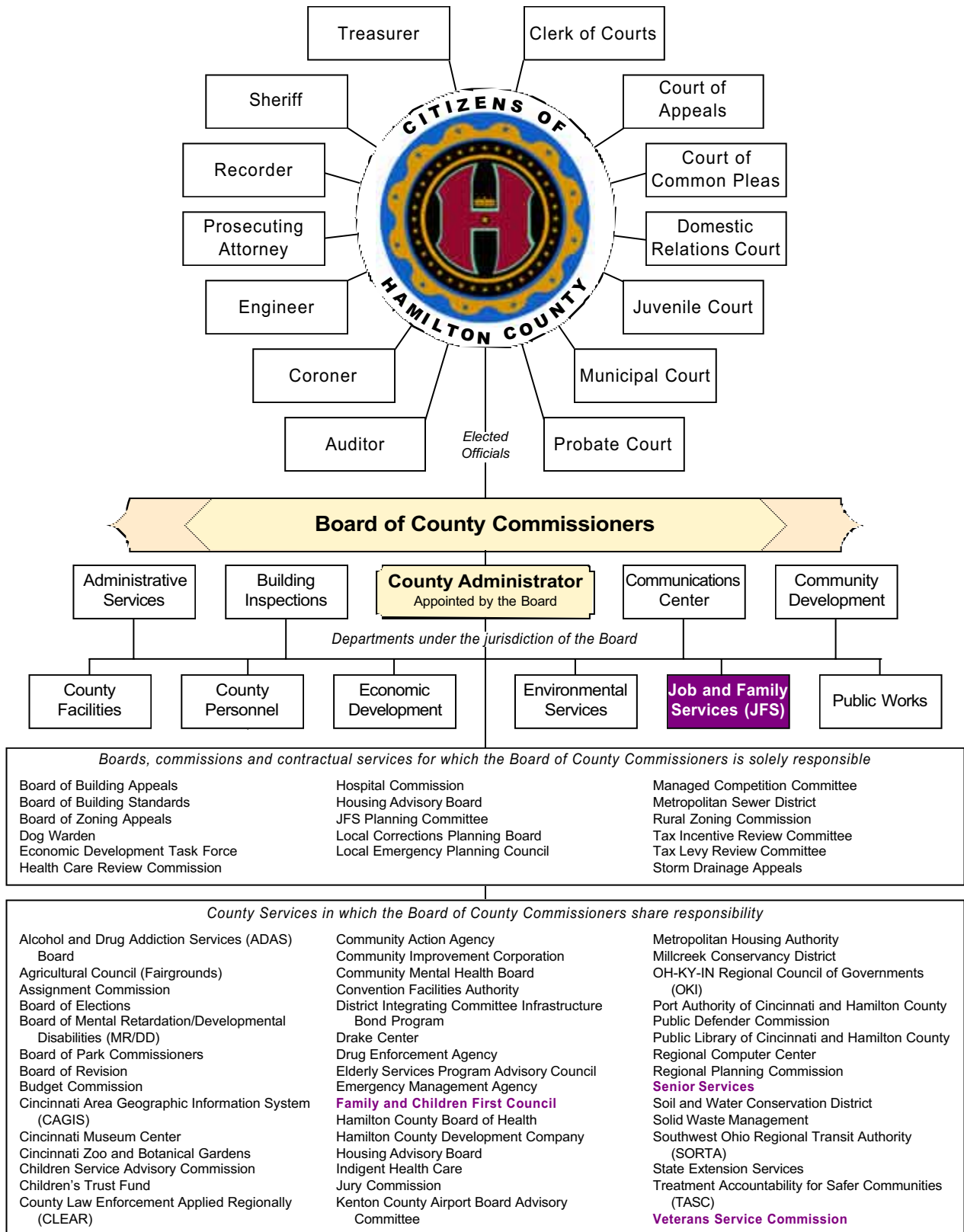
The **Veterans Service Commission** provides financial assistance to needy veterans and their families. It also provides assistance with the burial of indigent veterans, their mothers, wives and widows, and provides burial lots for veterans. The Veterans Service Commission also administers Memorial Day appropriations.

The Hamilton County **Family and Children First Council** was formed through a planning grant from the State of Ohio. Hamilton County was one of eight counties who received this

grant. The focus of the Ohio Family and Children First Initiative is to develop a plan to build a better services delivery system for families and children.

Hamilton County, Ohio

Social Services



Social Services

2005 Approved Budget

Expenditures

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|
| Family & Children First Council | 2,834,535 | 2,412,403 | 2,205,669 | 2,455,439 |
| Job and Family Services | 302,584,093 | 298,522,618 | 336,091,633 | 341,739,787 |
| JFS Entitlements | 1,052,542,046 | 1,123,674,208 | 1,191,399,801 | 1,191,399,801 |
| Senior Services | 16,465,507 | 18,780,824 | 20,298,874 | 20,220,574 |
| Veterans Service Commission | 1,009,083 | 981,218 | 1,222,747 | 1,128,652 |
| Total | 1,375,435,264 | 1,444,371,270 | 1,551,218,724 | 1,556,944,253 |

Revenues

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|
| Family & Children First Council | 1,778,258 | 1,246,737 | 1,978,000 | 2,103,000 |
| Job and Family Services | 304,854,919 | 296,515,054 | 328,095,548 | 328,989,495 |
| JFS Entitlements | 1,052,542,046 | 1,123,674,208 | 1,191,399,801 | 1,191,399,801 |
| Senior Services | 18,134,823 | 18,544,482 | 18,472,183 | 18,472,183 |
| Veterans Service Commission | 66,598 | 210,000 | 105,000 | 105,000 |
| Total | 1,377,376,645 | 1,440,190,481 | 1,540,050,532 | 1,541,069,479 |

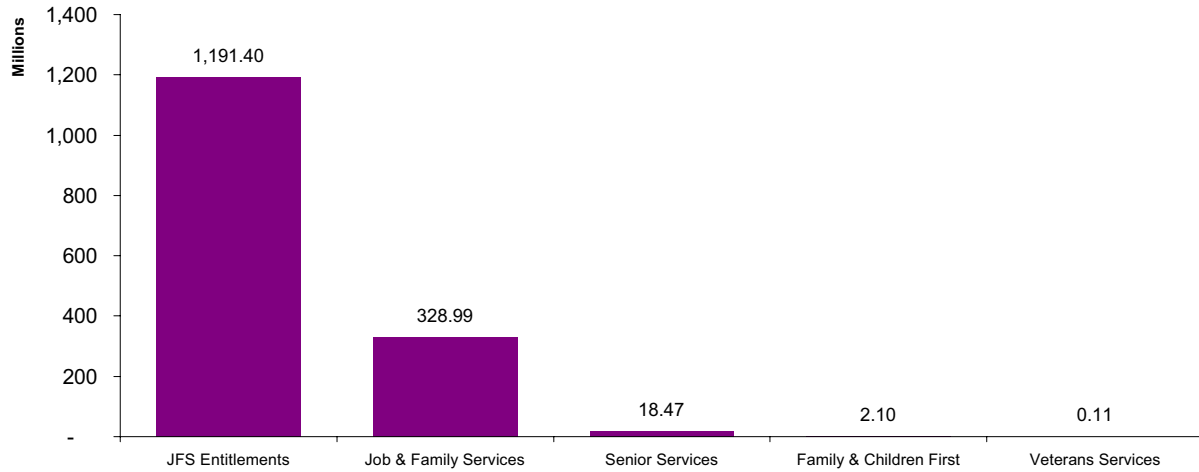
FTEs

| Department | 2003 Actual | 2004 Approved | 2005 Request | 2005 Budget |
|---------------------------------|--------------------|----------------------|---------------------|--------------------|
| Family & Children First Council | 14.50 | 14.50 | 14.50 | 14.50 |
| Job and Family Services | 1,642.00 | 1,642.00 | 1,642.25 | 1,642.25 |
| JFS Entitlements | - | - | - | - |
| Senior Services | - | - | - | - |
| Veterans Service Commission | 9.15 | 9.15 | 9.15 | 9.15 |
| Total | 1,665.65 | 1,665.65 | 1,665.90 | 1,665.90 |

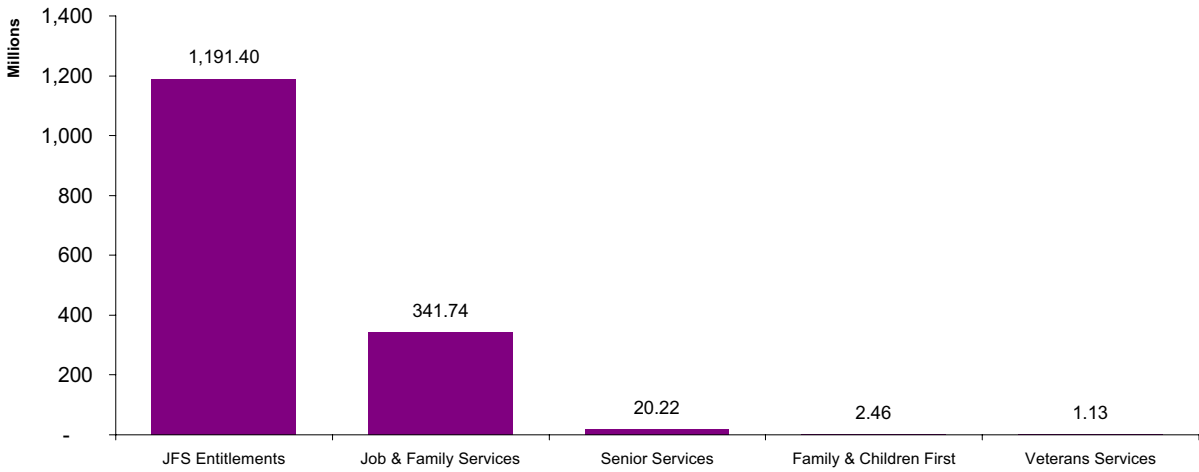
Social Services

2005 Budget Summary by Department

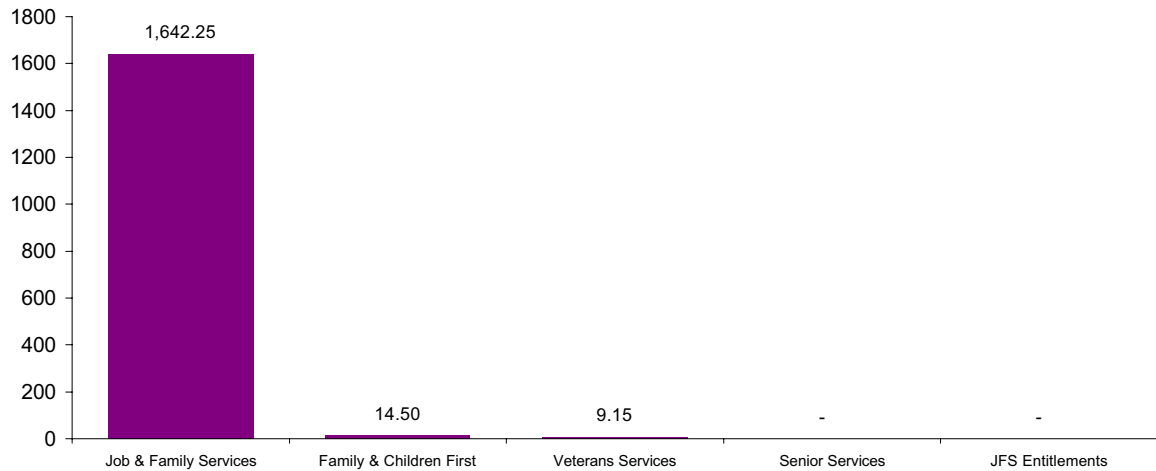
Revenue



Expenditures



Employees



Family & Children First Council

Program: Administration - 3010

Mandated By: ORC Section 121.37, and amend R.C. 121.37(B)(4)(b)

Funding Source: Special Revenue Operating Fund, Special Revenue State Grants

| | |
|---|--|
| <p>Program Description: The Hamilton County Family & Children First Council (FCFC) was formed through a planning grant from the State of Ohio. Hamilton County was one of eight counties to receive this grant. The focus of the Ohio Family & Children First Initiative is to develop a plan to build a better services delivery system for families and children. All Counties receiving this grant are to create local FCFC and review existing programs and change or modify existing programs so that they lead to better results and reinforce each other. On July 19, 2000 the Hamilton County Board of Commissioners in Resolution 23 appointed an executive committee for FCFC and delegated administrative powers to the committee. The Hamilton County Board of Commissioners also in Resolution 24 appointed FCFC to serve as the Child Fatality Review Board for Hamilton County and the executive director to serve as the chairperson of the review board.</p> | <p>Accomplishments: As a result of the Child Fatality Review Report a committee was established to study in depth the cause of the high percentage of deaths in the first year of birth. Two brochures dealing with pre-natal care in high-risk women were developed; one for health care providers, and one for women at high risk. These brochures were sent to 196 pre-natal care providers in high-risk areas. The pre-natal care brochure is also being produced in a Spanish translation. The brochures were distributed in various areas where women considered to be high risk might frequent. (Ex: nail salons, hair salons, etc.) These brochures were a product of the information gathered in the focus groups established by the program for the Ohio Infant Mortality Reduction Initiative grant. 20,000 brochures were printed and funding was provided through a collaborative effort.</p> <p>At the executive retreat the strategic plan for the Council was developed based on the information gathered at the Council retreat in September. The executive committee agreed to continue funding for the Children First Plan due to improvements in school expulsions and truancy, and school connectedness. A strategic plan has been approved and the committee structure has been put in place for the Help Me Grow (HMG) Collaborative. A policy and procedure manual was developed for HMG providers.</p> <p>The Council received Community Alternative Funding System Certification, which provides an additional funding stream for the Council and HMG.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: Publish and distribute Council newsletter. | | | | |
| Demand: Newsletters to be produced and distributed | 7,500 | 7,500 | 7,500 | 7,500 |
| Workload: Number of newsletters distributed | 7,500 | 7,500 | 7,500 | 7,500 |
| Efficiency: Cost per mailing (5 per year) | \$587 | \$587 | \$600 | \$600 |
| Effect./Outcome: Timely printing and distribution of newsletters | 100% | 100% | 100% | 100% |



Objective: Coordinate and streamline services for children and families through Council meetings, training, and retreats. Serve as liaison between State and agency.

| | | | | |
|---|------|------|------|------|
| Demand: Trainings, retreats, council meetings scheduled | 50 | 100 | 125 | 125 |
| Workload: Number of trainings, retreats, and meetings held | 50 | 100 | 125 | 125 |
| Efficiency: Hrs. conducting trainings, retreats and council meetings | 200 | 300 | 350 | 350 |
| Effect./Outcome: % of services coordinated through trainings retreats & council meetings | 100% | 100% | 100% | 100% |



Objective: Provide care coordination for high-risk infants in an effort to reduce infant mortality rate for Hamilton County. This initiative began in Feb 03.

| | | | | |
|---|-----|------|------|------|
| Demand: Oversight of the OIMRI Initiative by the state | 60 | 100 | 125 | 125 |
| Workload: Number of clients to be served | 60 | 100 | 125 | 125 |
| Efficiency: Number of hours to provide care coordination services | 400 | 650 | 700 | 700 |
| Effect./Outcome: To reduce risk factors for population served by 20% | N/A | 100% | 100% | 100% |



Objective: Collect and review data of all child deaths under age 18 in Hamilton County and publish the Child Fatality Review Report

| | | | | |
|--|------|------|------|------|
| Demand: Number of death certificates to be reviewed | 145 | 145 | 144 | 144 |
| Workload: Number of death certificates reviewed | 145 | 145 | 144 | 144 |
| Efficiency: Time to complete death review report (hrs.) | 135 | 135 | 130 | 130 |
| Effect./Outcome: % of deaths reviewed | 100% | 100% | 100% | 100% |



Objective: Provide school based services through pilot Children First Plan (CFP) in six Cincinnati Public Schools, Norwood District and St Bernard District.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Activities to be completed | 150 | 125 | 250 | 250 |
| Workload: - | - | - | - | - |
| Efficiency: Number of hours to coordinate programs | 14,000 | 14,000 | 14,000 | 14,000 |
| Effect./Outcome: Evaluation of Program- CFP Schools and Control Schools | 100% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 693,232 | 531,977 | 897,388 | 908,660 |
| 4 Other Expenditures | 2,929,426 | 1,633,588 | 5,891,901 | 6,130,399 |
| 5 Capital Outlay | 0 | 0 | 3,500 | 3,500 |
| Total | 3,622,658 | 2,165,565 | 6,792,789 | 7,042,559 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 300,000 | 900,000 | 1,890,500 | 1,890,500 |
| 35 Other Intergovernmental | 2,604,570 | 55,095 | 4,594,620 | 4,719,620 |
| 40 Miscellaneous | 70,675 | 75,175 | 80,000 | 80,000 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 2,975,245 | 1,030,270 | 6,565,120 | 6,690,120 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|---------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 15.00 | 15.00 | 15.00 | 15.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The Council's responsibility is to facilitate discussions with the major children/family agencies for new and innovative methods for improving services to children and families in Hamilton County.

This year it became clear that there was not enough funding to meet the Federal mandate for the Individuals with Disabilities Education Act (IDEA). This is a part of the Help Me Grow initiative through the Ohio Department of Health (ODH). The Council brought this information to the executive board in an effort to make them aware of the situation and to explore new ways to solve this community problem.

Through the Child Fatality Report and the review process, the Council continues to strive to find solutions to reduce the number of child deaths. Often this results in helping new mothers know to place a baby on its back to sleep and to make sure they have the necessary items like cribs, fire detectors, etc., to keep their baby safe. This information is given to them during their "Welcome Home" visit as part of the Help Me Grow initiative.

The Council continues to provide oversight for the Children and Family Health Services (CFHS) Consortium and the CFHS program that provides medical services to uninsured and underinsured women and children. The Consortium expects to provide 7,140 enabling services and 4,122 direct care services for this population.

The Council continues to review and expand services to meet the needs of students and schools through the Children First Plan in selected schools that are part of the pilot program that began in 1997. The Council was able to expand this program from the original group of schools three years ago. Anger management continues to be a major concern for the schools and the programs that address those issues continue to be the most needed. Teaching students to learn to solve problems in ways other than violence and risk behaviors such as drugs, alcohol and promiscuity has proven to have measurable impact on the schools. The use of the Peacemaker program and Peer Mediation programs address these issues in a very positive way.

Budget Office Analysis:

While FCFC does an excellent job summarizing its activities and accomplishments, it is still struggling with how to measure the outcomes of what it views as a primarily administrative function. While the programs FCFC supports have goals related to improving the health of families and children, the Council prepares its performance measures based on the work of its core staff, not its contractors.

FCFC will be working during 2005 with Administrative Services to develop measures related to the desired outcomes of this agency.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Children's Trust Fund

Program: Administration - 3701

Mandated By: ORC 3109.18

Funding Source: Special Revenue State Grants

| | |
|--|---|
| <p>Program Description: The Hamilton County Child Abuse and Child Neglect Prevention Advisory Board has responsibility for the review of applications, award of grants, and monitoring of prevention programs as funded by the Ohio Children's Trust Fund (OCTF.)</p> | <p>Accomplishments: The nine Hamilton County grantees that receive the OCTF allocation offer a variety of intervention and supportive services to a diverse pool of consumers which includes high risk young fathers, teen mothers, homeless families, and parents affected by domestic violence and/or substance abuse. Services include parent education and training, respite, social support groups, etc. Parents are taught how to manage anger and stress as well as positive discipline techniques that in turn enable them to have better coping skills in relating to their children. The end result is less children being abused or neglected, and thus more stable family units.</p> |
|--|---|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: Continuity in effective and efficient monitoring of grantee performance.

| | | | | |
|--|------|---|---|---|
| Demand: Number of planned grant awards. | 8 | 9 | 9 | 9 |
| Workload: Number of grants to monitor as well as prepare for renewal. | 8 | 9 | 9 | 9 |
| Efficiency: Grants to be monitored by voluntary board membership. | 8 | 9 | 9 | 9 |
| Effect./Outcome: Percentage of grants effectively and efficiently monitored by volunteer board members. | 100% | 9 | 9 | 9 |

Expenditures

| | 2003 | 2004 | 2005 | 2005 |
|----------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 4 Other Expenditures | 0 | 0 | 275,226 | 0 |
| Total | 0 | 0 | 275,226 | 0 |

Revenues

| | 2003 | 2004 | 2005 | 2005 |
|----------------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 35 Other Intergovernmental | 0 | 0 | 275,226 | 0 |
| Total | 0 | 0 | 275,226 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The Hamilton County Child Abuse and Child Neglect Prevention Advisory Board will build on its 19-year history in performing its duties. Challenges for 2005: The two-year funding cycle will be coming up in 2005 and beginning the first of the year the local board will be soliciting proposals for funding for the period July 2005 to June 2007.

Budget Office Analysis:

Administrative Services serves as the Trust Fund fiscal officer, performing duties including budget preparation, bill paying and fund reconciliation.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Accreditation - 1232

Mandated By: Oversees ORC and COA compliance

Funding Source: Special Revenue Operating Fund

| | |
|--|--|
| <p>Program Description: The Accreditation and Continuous Quality Improvement Section (ACQI) formed in April 2002. Its primary function is to ensure the agency maintains compliance with the standards of the Council on Accreditation for Children and Family Services. The agency has 7 accredited services: Adoptions, Foster Care, Child Protective Services, Intensive Family Preservation, Adult Protective Services, Emergency Shelter Services, and Homemaker Services. Each has an exhaustive list of standards it must meet and maintain for accreditation status. Administrative standards relevant to Human Resources, Fiscal, Risk Management, Service Environment, Professional Standards, and Organizational Stability must also be in compliance. ACQI oversees the maintenance of accreditation by ensuring the accreditation standard for Continuous Quality Improvement (CQI) is installed and maintained in all areas. The CQI process ensures data is collected via record audits and surveys and analyzed to make service delivery changes. ACQI staff facilitates task forces in each program and engage line staff in the process. The data helps drive initiatives to promote best practices and customer satisfaction. The Section is also the pivot for installation and maintenance of the Workload Management System (WLMS). This system justifies staffing levels by tracking worker productivity and department backlog through reported volumes and timed activities. The Section manages critical performance and accountability initiatives.</p> | <p>Accomplishments: Mandated reports to the Council on Accreditation for Children and Family Services (COA) were submitted. In 2003, CQI Review Analysts conducted audits, customer satisfaction surveys, stakeholder surveys and quality improvement efforts for the accredited services. By 2004, they engaged work groups in self-assessment reviews of the 7th Edition COA standards to prepare for Reaccreditation. Identified gaps in processes or procedures are identified and corrected. Task forces review incidents of client injuries in foster and pre-adoptive homes and employee-related incidents for analysis and risk management strategies to reduce the likelihood of reoccurrence. ACQI continues to install and maintain the Workload Management System in many frontline positions in the agency. The system adds a new level of accountability and is designed to monitor productivity, ensure adequate staffing levels, and monitor certain performance targets. Changes in policy, agency reorganization efforts, realignment of duties and the implementation of the FACTS data management system in Children's Services have placed excessive demands and required continuing changes to capture workload data. Additionally, ACQI staff facilitates changes to workers' and managers' major work objectives to make them objective, measurable and more closely aligned with the goals of the department. They participate in special projects and in performance improvement efforts related to forms revisions, mentoring and audits.</p> |
|--|--|

| | | | |
|----------------|------------------|-----------------|------------------|
| 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------|------------------|-----------------|------------------|



Objective: Record Audits and Surveys: Collect, tabulate, and analyze performance and compliance data relevant to COA & ORC requirements.

| | | | | |
|---|-------|--------|--------|--------|
| Demand: Records audits and survey responses | 6,793 | 10,629 | 9,967 | 9,967 |
| Workload: Number of records audited and survey responses completed | 6,793 | 8,867 | 9,967 | 9,967 |
| Efficiency: # of hours to collect data, tabulate, and analyze it. | 9,486 | 8,093 | 10,462 | 10,462 |
| Effect./Outcome: % of records audited and survey responses delivered | 100% | 83% | 100% | 100% |



Objective: Reports: Provide feedback that analyzes data, identifies trends, and identifies opportunities for improvement in a reader friendly format

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Written reports containing narrative, charts, and graphs | 108 | 114 | 116 | 116 |
| Workload: # of reports written and delivered | 108 | 109 | 116 | 116 |
| Efficiency: # of hours to write the reports | 2,269 | 2,728 | 3,526 | 3,526 |
| Effect./Outcome: % of reports delivered | 100% | 95% | 100% | 100% |



Objective: Workload Management System: Install and maintain system that assures adequate staffing and measures effectiveness and efficiency.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: # of FTE positions needing installation or maintenance | 1,158 | 950 | 950 | 950 |
| Workload: # installed and maintained | 732 | 795 | 950 | 950 |
| Efficiency: # of hours to install and maintain positions | 3,294 | 3,546 | 4,000 | 4,000 |
| Effect./Outcome: % of positions installed or maintained compared to demand | 63% | 88% | 100% | 100% |



Objective: Consultation/Facilitation: Provide consultations or group facilitations to ensure proper focus of the project. Data is used to drive improvement.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Number of consultation and facilitation sessions needed | 2,103 | 2,930 | 2,384 | 2,384 |
| Workload: Number of consultations and facilitations delivered | 2,069 | 2,930 | 2,384 | 2,384 |
| Efficiency: Hours to deliver consultations and facilitations, including preparation time | 2,348 | 4,029 | 2,756 | 2,756 |
| Effect./Outcome: % of needed sessions completed | 98% | 100% | 100% | 100% |



Objective: Special Projects: Respond to the special requests of the directors by providing data, analysis, problem solving, & facilitation as directed.

| | | | | |
|---|------|------|------|------|
| Demand: Number of special projects requested | 5 | 5 | 5 | 5 |
| Workload: Number special projects delivered | 5 | 5 | 5 | 5 |
| Efficiency: % of hours to deliver special projects | 275 | 275 | 275 | 275 |
| Effect./Outcome: % special projects delivered | 100% | 100% | 100% | 100% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 370,127 | 881,005 | 1,223,383 | 1,219,735 |
| 4 Other Expenditures | 5,607 | 22,386 | 54,432 | 54,432 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 375,734 | 903,391 | 1,277,815 | 1,274,167 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|---------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 7.00 | 7.00 | 19.00 | 19.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Accreditation and CQI is a relatively new section, although it carried forward some responsibilities from its previous form as the original Quality Assurance Unit. Effective 7/1/04, QA Review Analysts in Children's Services Quality Assurance (CSQAS) will join the Accreditation and CQI Section. The expanded Accreditation and CQI Section will manage all accredited service program audits and CQI processes for the agency. Staff will continue to act as project managers, auditors and facilitators for process and program improvement. Several staff are dedicated to high impact initiatives including the revision of major work objectives in program areas, installation of new COA standards and the installation and maintenance of the Workload Management System. WLMS addresses efficiency and effectiveness of casework staff and supports staffing levels. The system produces productivity reports and tools for managers to aid in decision-making. This system is being installed agency wide to produce ongoing productivity reports for operations and County Administration. In late 2002, two FTE's were loaned to ACQI for the support and installation of WLMS. Those individuals returned to their positions in 2004. It is estimated that an additional 200 individuals still need to be in WLMS. Constant program and process changes with activities, coupled with FACTS implementation and realignment of duties have directed efforts at maintenance issues in WLMS rather than additional position rollouts. By late 2004, the agency must be in compliance with all new COA standards and complete the self-study for reaccreditation. Efforts to achieve reaccreditation place an additional demand upon the Section as new standards require service and practice changes as well as increased record audits. The Section's CQI efforts assist various programs in maintaining compliance with accreditation and support the central mission of the section. This core mission is reflected in the objectives relating to audits and surveys, coupled with reports, meetings consultations and mentoring. WLMS and special projects are reflected in those objectives and overlap into reports, meetings and consultations. Objective 1: CSQAS staff will merge with ACQI staff 7/1/2004. Actual 2003 audit and survey reviews are reported. It is difficult to project the anticipated demand for 2004 and 2005 as COA standards in record audits are changing. Two new hires in May 2004 will help with an uncovered Adoption audit and WLMS work. It is difficult to know when they will become fully functioning. Objective 2: The merger of CSQAS staff with ACQI staff effective 7/1/2004 also impacts this objective. A truer picture of demand for 2004 and 2005 will be identified once groups merge and self-assessment of COA standards are completed. Objective 3: The number of FTE's requiring WLMS installation are reduced for 2004 and 2005 due to the high vacancy rate in many positions and our internal decision not to install this system with station fill or stand alone positions. Objective 4: This objective is now shared with CSQAS and ACQI staff that will merge 7/1/2004. We hope to decrease the demand once our reaccreditation self study is completed and fewer meetings required. Further reduction could occur if supervisors review WLMS data and question workers prior to entering data.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows a net change of plus twelve positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Adoptions / Family Services - 1205

Mandated By: ORC 5101:2-48-01&2-42-051;

Funding Source: Tax Levies Operating Fund

| | |
|--|---|
| <p>Program Description: The program provides case management to families and children. Adoptive services are provided by HCJFS and contracted providers in order to secure permanent homes for children in need. This includes approval of adoptive families, case management of children waiting for adoption, pre-finalization services to stabilize the placement and post-finalization services to prevent disruption of the adoptive status. The foster care unit certifies and supports JFS foster homes. Foster care unit is an integral part of supporting foster care placements as well as foster home adoptions. The foster care unit also provides training for Children's Services new hires as well as policy/child welfare training for all casework staff. Provides Case Staffings/Family Conferences as decision-making process to prevent placement of the child and to insure reasonable efforts/appropriate services are made available. Case reviews (SARs, or semi-annual reviews) are conducted to insure that permanency options for children are explored and to insure case plan objectives are met.</p> | <p>Accomplishments: The Children's Services division converted its records to the new automated system, FACTS. Adoption/Foster Care devoted considerable time and resources in development/maintenance of the OCR Corrective Action Plan and Consent Decree. In 2004 the Adoption/Foster Care section will be adding a TSA position to monitor and develop monthly reports for the OCR and Consent decree requirements (cost neutral). Effective 10/03 new Section Chief leadership began focusing on front line leadership/management. Supervisory standards/values have been adopted. The number of children having more than 2 placements as well as the number of children returning to care decreased. This was due to improved information gathering and closer use of Caseload Analysis.</p> |
|--|---|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: Reduce by 2% the number of foster children with more than 2 foster care placements during a single span of care. This is related CPOE objective (#6C).

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Number of children initially placed | 1,210 | 1,210 | 1,210 | 1,210 |
| Workload: Number of children with more than 2 placements. | 152 | 152 | 133 | 133 |
| Efficiency: Number of children in foster care per worker. | 10 | 10 | 10 | 10 |
| Effect./Outcome: Percentage of children with more than 2 placements. | 13% | 13% | 11% | 11% |



Objective: Reduce by 1% the children returning to care. This is related to CPOE objective (#7B). Re-entry is defined as within one year.

| | | | | |
|--|-----|-----|-----|-----|
| Demand: Number of children initially entering placement | 759 | 726 | 726 | 726 |
| Workload: Number of those children that are returning to care | 44 | 22 | 30 | 30 |
| Efficiency: Number of children per worker. | 6 | 6 | 6 | 6 |
| Effect./Outcome: Percentage of children returned to care. | 6% | 3% | 4% | 4% |



Objective: Increase by 2% the number of Termination of Parental Rights (TPR) children who are adopted. This is related to CPOE objective (#13B).

| | | | | |
|---|-----|-----|-----|-----|
| Demand: Number of TPR children. | 424 | 440 | 440 | 440 |
| Workload: Number of children adopted. | 89 | 110 | 119 | 119 |
| Efficiency: Number of children per adoption worker. | 30 | 30 | 30 | 30 |
| Effect./Outcome: Percentage of TPR children who are adopted. | 21% | 25% | 27% | 27% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Request | Approved |
| 4 Other Expenditures | 3,992,915 | 6,631,401 | 7,652,800 | 7,652,800 |
| Total | 3,992,915 | 6,631,401 | 7,652,800 | 7,652,800 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|----------------------------|---------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 35 Other Intergovernmental | 533,722 | 0 | 0 | 0 |
| 40 Miscellaneous | 370 | 0 | 0 | 0 |
| Total | 534,092 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The agency developed all new budget goals for 2004, aligning those goals with federal Child Protection Oversight and Evaluation (CPOE) indicators. The management team is monitoring compliance monthly. Not all children in Permanent Custody status are available for adoption as some have severe special needs, object to being adopted, or age out of the system. Some children are in adoptive placements awaiting finalization. Changes in State and Federal law (ASFA and HB484) are presumed to cause an increase in the number of children made available for adoption. The number of children adopted in 2003 decreased as the Children's Home adoption contract responsibilities returned to HCJFS, and, new staff was added to the program that were initially less productive. The number of children on adoption wkrs caseload does not include children in TPR status or in Ongoing and RT. The number of foster children on caseworker's caseload includes the children initially placed.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows no net change in positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Adult Medicaid - 1210

Mandated By: ORC 5111.01.2

Funding Source: Special Revenue Operating Fund

| | |
|--|---|
| <p>Program Description: The Adult Medicaid section is responsible for the initial determination and redetermination of eligibility for the Medicaid, Food Stamp, and/or Disability Assistance public assistance programs for the county's aged, blind and/or disabled adult population.</p> | <p>Accomplishments: Provide timely and accurate initial eligibility determination and redetermination of Medicaid, Food Stamps, and/or Disability Assistance for the county's adult aged, blind, and disabled population. The section continues to exceed both major work objectives for Food Stamp payment accuracy and reapplication processing timeliness. Since January 2003, the section has hired and trained 23 new eligibility technicians. The Adult Medicaid section partners with the larger provider community and meets quarterly with nursing home and MRDD representatives to review processes and resolve issues. The section frequently conducts presentations to share information regarding the Medicaid program.</p> |
|--|---|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: Ensure timeliness of ongoing spin-off and nursing home Medicaid initial applications for the aged, blind, and disabled population.

| | | | | |
|---|--------|--------|-------|-------|
| Demand: Applications requiring timely eligibility determinations | 10,348 | 11,980 | 3,988 | 3,988 |
| Workload: Applications with timely eligibility determinations | 9,106 | 10,375 | 3,454 | 3,454 |
| Efficiency: Timely eligibility determinations per hour | .38 | .41 | .05 | .05 |
| Effect./Outcome: % of timely Medicaid applications | 88% | 87% | 87% | 87% |



Objective: Ensure timeliness of generic and nursing home ongoing Medicaid elig. redets for the aged, blind, and disabled population served by the section.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Redets requiring timely eligibility determination | 26,671 | 24,601 | 25,339 | 25,339 |
| Workload: Redets with timely eligibility determinations | 25,788 | 23,644 | 24,353 | 24,353 |
| Efficiency: Timely eligibility redeterminations per hour | .45 | .42 | .43 | .43 |
| Effect./Outcome: % of timely Medicaid redeterminations | 97% | 96% | 96% | 96% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 5,712,099 | 3,544,712 | 3,343,255 | 3,333,406 |
| 4 Other Expenditures | 27,036 | 19,762 | 20,125 | 20,125 |
| 5 Capital Outlay | 5,458 | 0 | 0 | 0 |
| Total | 5,744,593 | 3,564,474 | 3,363,380 | 3,353,531 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|------------|----------|----------|----------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 894 | 0 | 0 | 0 |
| 40 Miscellaneous | 45 | 0 | 0 | 0 |
| Total | 939 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 96.00 | 96.00 | 83.00 | 83.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

In 2003, the Adult Medicaid total caseload size was an average of 23,634 cases per month. The average generic ongoing caseload size was 661 cases per eligibility technician (ET). Based on a comprehensive caseload analysis, comparing HCJFS Adult Medicaid caseload sizes with other metro counties, using A.T. Hudson Workload Management statistics, and developing reasonable (i.e. manageable) caseload sizes, it was determined that a standard average generic ongoing caseload size is 450 cases per ET. The average ongoing Waiver Medicaid caseload was 607 cases per ET per month. A standard average ongoing Waiver Medicaid caseload size is 475 cases per ET. The average ongoing nursing home caseload size was 618 cases per ET per month. A standard average ongoing nursing home caseload size is 500 cases per ET. The average number of nursing home applications scheduled per ET per month was 65. A standard average number of nursing home applications that should be scheduled per ET per month is 60. For objective 1, effective 7/1/04, the Adult Medicaid generic intake function, which includes 12 eligibility technicians, will transfer to the Intake section that, in turn, eliminates the section's generic intake business. Also, effective 7/1/04, the section managers will be completing 100% review of probationary eligibility technician's (25% of section staff) work for the duration of the probationary period. Program Quality Assurance Section staff will monitor the productivity and accuracy of veteran eligibility staff.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows a net change of minus thirteen positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Adult Protective Services - 1206

Mandated By: ORC 5101-5115; OAC 5101:2-20; OAC 5101:3-24

Funding Source: Special Revenue Operating Fund

| | |
|--|--|
| <p>Program Description: Adult Protective Services Assistant positions were devised as a combination of the Homemaker Services and APS Aide positions. This staff provides basic housekeeping and cooking for elders, as well as financial transactions and housing assistance thus reducing their risk of abuse, neglect, or exploitation. Mt Airy Shelter provides basic needs and case management services to homeless men who have mental, physical, or addiction challenges. Enhanced Medicaid Transportation authorizes payments and arranges transportation for Medicaid clients who may need dialysis, chemotherapy, psychotherapy or other medical care. SSI Case Management and the County Medical Services Units assist citizens in securing Medicaid, SSI and Social Security Disability benefits. Adult Protective Services investigates allegations of elder abuse, neglect, or exploitation and provides case management services as needed.</p> | <p>Accomplishments: Adult Protective Services, Homemaker Services and Mt. Airy Shelter continued to meet and in many cases exceed the Council on Accreditation for Families and Children standards for the year 2003. We have continued to refine policy and practices to enhance service to the public in these areas. Costs related to the APS contract with Cincinnati Area Senior Services (CASS) continued to be reduced by doing more of the work in-house, and the CASS contract was officially terminated in December 2003. The APS "Brief Intervention" model continues to hold down costs and more effectively partner with other community resources and frees staff so that they can promptly triage new situations. APS Assistants continue to support service to customers identified through APS investigations that keeps caseloads at a minimum. Enhanced Medicaid Transportation significantly reduced client complaints despite the enormous volume of traffic handled and continues to refer consumers to a sole provider to better coordinate service delivery. The CMS unit continues to improve timeliness and accuracy of CMS submissions, and has continued to track 7319 DA Reimbursement agreements, thus assuring repayment of DA income back to the agency.</p> |
|--|--|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: Process submissions to the ODJFS County Medical Services Section

| | | | | |
|--|-------|-------|-------|-------|
| Demand: # of CMS referrals to be processed | 1,289 | 1,150 | 1,200 | 1,200 |
| Workload: CMS referrals processed and submitted | 1,289 | 1,150 | 1,200 | 1,200 |
| Efficiency: Referrals submitted per worker | 430 | 384 | 400 | 400 |
| Effect./Outcome: CMS submissions filed timely and in good order | 100% | 100% | 100% | 100% |



Objective: Receive and process all requests for SSI Case Management Services

| | | | | |
|---|-------|-------|-------|-------|
| Demand: SSICM referrals annually | 1,399 | 1,719 | 1,450 | 1,450 |
| Workload: SSICM applications and appeals filed | 1,394 | 1,719 | 1,450 | 1,450 |
| Efficiency: Applications and appeals filed per worker | 156 | 172 | 161 | 161 |
| Effect./Outcome: SSICM applications and appeals filed timely | 99% | 100% | 100% | 100% |



Objective: Authorize or arrange transportation for Medicaid consumers

| | | | | |
|---|---------|---------|---------|---------|
| Demand: # of Enhanced Medicaid Transportation trips needed | 111,037 | 151,440 | 175,000 | 175,000 |
| Workload: # EMT trips processed | 111,037 | 151,440 | 175,000 | 175,000 |
| Efficiency: Average time required to process a trip in minutes | 3 | 5 | 5 | 5 |
| Effect./Outcome: % of EMT trips processed | 100% | 100% | 100% | 100% |



Objective: Provide shelter, meals, and case management to eligible homeless men.

| | | | | |
|--|-------|------|-------|-------|
| Demand: avg # of beds available per month | 66 | 65 | 66 | 66 |
| Workload: avg # of beds filled per month | 63.3 | 65 | 65 | 65 |
| Efficiency: # of staff required to provide a 24 hour coverage | 8.5 | 8.5 | 8.5 | 8.5 |
| Effect./Outcome: % of beds filled per month | 95.9% | 100% | 98.5% | 98.5% |



Objective: Adult Protective Services investigates reports of abuse within 3 working days for non emergency and 24 hours for emergency

| | | | | |
|--|------|------|------|------|
| Demand: Abuse investigations required by in house staff | 680 | 950 | 950 | 950 |
| Workload: Abuse reports completed | 680 | 950 | 950 | 950 |
| Efficiency: Investigations per worker per month | 8.7 | 10.5 | 10.5 | 10.5 |
| Effect./Outcome: Investigations completed timely and in good order. | 100% | 100% | 100% | 100% |



Objective: Provide Homemaker and/or APS Aide Service to adults at high risk of neglect or exploitation

| | | | | |
|--|------|------|------|------|
| Demand: # of visits needed per mo. | 81 | 70 | 75 | 75 |
| Workload: Homemaker service visits per month | 81 | 70 | 75 | 75 |
| Efficiency: # of consumers served per homemaker per month | 15 | 12 | 12 | 12 |
| Effect./Outcome: % of approved consumers receiving Homemaker APS Aide service monthly | 100% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|------------------|------------------|-------------------|-------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 4,998,082 | 2,335,415 | 2,705,709 | 2,706,686 |
| 4 Other Expenditures | 3,528,693 | 5,647,303 | 7,423,195 | 7,430,195 |
| 5 Capital Outlay | 33,823 | 0 | 0 | 0 |
| Total | 8,560,598 | 7,982,718 | 10,128,904 | 10,136,881 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|----------------|----------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 83 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 533,176 | 393,942 | 537,554 | 537,554 |
| 40 Miscellaneous | 43,241 | 537,793 | 610,000 | 610,000 |
| Total | 576,500 | 931,735 | 1,147,554 | 1,147,554 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------------|--------------|--------------|--------------|
| | Actual | Estimate | Request | Approved |
| Total | 86.00 | 60.00 | 60.00 | 60.00 |
| New Positions | -26.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The Adult Services section has maintained one section chief for the last two years. The section has undergone many challenges and changes in order to provide the most efficient, least costly service to its consumers. Mt Airy Shelter continued to apply for grants which had previously been denied, and the inability to receive Food Stamp EBT equipment continues to prohibit the shelter's ability to become self sufficient. The wording has been changed in objective #2 to display the average number of beds available per month and the average number of beds filled per month. The CMS objective #3 wording has changed to display the number of referrals to be processed and the number processed. Because of the decrease in number of consumers served by the Homemaker staff, and a shift of staff within the Homemaker unit, their duties were combined with APS Aide duties and the job title was changed to APS Assistants. This allows each APS assistant to handle more concerns of our APS consumers. The Enhanced Medicaid Transportation is currently working on a more comprehensive database that will integrate the financial as well as scheduling portion of the EMT duties (objective 5). The 2004 estimate is lower than budget due to enforcing the trip requirement for the first part of the year. The trip requirement is being eliminated and the 2005 request reflects this. On objective #6, the request is lower than last year due to one staff person being put on a special project indefinitely.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows no net change in positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Building Services / Security - 1209

Mandated By: Not Mandated

Funding Source: Special Revenue Operating Fund, General Fund

| | |
|--|--|
| <p>Program Description: Building Services provides support functions necessary to the agency's operations. Some of the services provided are: Maintain 393,000 sq. ft. of office space of which 117,000 is satellite operations, maintenance of the HVAC System and MEP repairs/modifications, execution of contractual services related to building operations, processing incoming/outgoing/internal mail delivery, scheduling of 22 county vehicles for use and maintenance, facility planning, negotiating leases, space allocations and moving service. The security department works to provide a safe and secure environment for employees, consumers and visitors to the Hamilton County Department of Job and Family Services at the main facility as well as satellite locations. Monitors access system at 222 East Central Parkway and 237 William Howard Taft. Monitors and reassigns 450+/- parking access cards. Responsible for scheduling and monitoring visitation appointments for families and children at WHT. Responsible for all maintenance and replacement of agency copiers. Responsible for purchasing all agency non-computer equipment.</p> | <p>Accomplishments: Since the beginning of 2003, Building Services has completed the following projects: rehab of west exterior A&D elevation, installed amplifier for 800 MHz, upgraded security monitoring system for A&D and installed tape equipment at WHT, upgraded panic alarm system for 800 MHz system, purchased and installed defibrillators at A&D and WHT, Installed fire alarm sensors and panel at Mt. Airy, rehab exterior of two buildings at Mt. Airy. The agency mailroom processed 840,000 pieces of outbound mail, 31,000 pounds of incoming mail. Agency vehicles driven 190,000 miles. Warehouse space was relocated. Building Services developed an online listing of available furniture at the warehouse for all agency employees to use. Agency surplus furniture using the county web site bringing in revenue. Building Services bid food service and mail service.</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: Arrange indigent burials for the county. | | | | |
| Demand: Number of burials needed | 7 | 6 | 6 | 6 |
| Workload: Number of burials | 7 | 6 | 6 | 6 |
| Efficiency: Staff hours needed to provide service | 5 | 5 | 5 | 5 |
| Effect./Outcome: % of burials provided | 100% | 100% | 100% | 100% |
| Objective: Provide handling and distribution of agency mail (incoming, outgoing, internal) | | | | |
| Demand: Pounds of incoming mail per year | 31,406 | 31,000 | 31,000 | 31,000 |
| Workload: Pounds of incoming mail | 31,406 | 31,000 | 31,000 | 31,000 |
| Efficiency: Hours spent handling mail | 8,900 | 8,900 | 8,900 | 8,900 |
| Effect./Outcome: Percent of mail handled and distributed | 100% | 100% | 100% | 100% |
| Objective: Promptly and effectively schedule county vehicles for service and use | | | | |
| Demand: Number of vehicles to be serviced | 24 | 22 | 22 | 22 |
| Workload: Number of vehicles serviced | 24 | 22 | 22 | 22 |
| Efficiency: Hours spent scheduling vehicles for service /use | 2,500 | 2,500 | 2,500 | 2,500 |
| Effect./Outcome: % of vehicles promptly and effectively scheduled | 100% | 100% | 100% | 100% |

| | | | | |
|---|-----------|-----------|-----------|-----------|
| Objective: Maintain adequate levels of office supplies | | | | |
| Demand: Office supply orders requested | 2,000 | 2,130 | 2,200 | 2,200 |
| Workload: Office supply orders filled | 2,000 | 2,130 | 2,200 | 2,200 |
| Efficiency: Hours spent filling office supply orders | 1,255 | 1,300 | 1,300 | 1,300 |
| Effect./Outcome: % of adequate levels of office supplies | 100% | 100% | 100% | 100% |
| Objective: Provide for facility maintenance on a 24-hour basis (HVAC, plumbing, electrical repairs) | | | | |
| Demand: Tonnage of A/C units to be maintained | 1,235 | 1,235 | 1,235 | 1,235 |
| Workload: Tonnage of A/C units maintained and served w/in 24 hrs | 1,235 | 1,235 | 1,235 | 1,235 |
| Efficiency: Hours spent servicing and maintaining HVAC system | 5,702 | 5,702 | 5,702 | 5,702 |
| Effect./Outcome: % of facility maintenance provided within 24 hours | 100% | 100% | 100% | 100% |
| Objective: Manage and coordinate contractual services to maintain an acceptable work environment | | | | |
| Demand: Office space to be maintained (in sq ft) | 393,000 | 393,000 | 393,000 | 393,000 |
| Workload: Office space maintained (in sq ft) | 393,000 | 393,000 | 393,000 | 393,000 |
| Efficiency: Hours spent maintaining office space | 9,000 | 9,000 | 9,000 | 9,000 |
| Effect./Outcome: % of facility maintenance provided within 24 hours | 100% | 100% | 100% | 100% |
| Objective: Receive and distribute shipments of equipment and supplies. | | | | |
| Demand: Employees to be relocated within main facility & outpost | 900 | 300 | 300 | 300 |
| Workload: Employee relocations accomplished | 900 | 300 | 300 | 300 |
| Efficiency: Hours spent delivering equip and moving staff | 2,000 | 1,500 | 1,500 | 1,500 |
| Effect./Outcome: % of shipments received and distributed. | 100% | 100% | 100% | 100% |
| Objective: Average costs per square foot for A&D | | | | |
| Demand: Cost to maintain A&D work facility | 1,138,150 | 1,149,500 | 1,157,750 | 1,157,750 |
| Workload: Square footage to be maintained | 275,000 | 275,000 | 275,000 | 275,000 |
| Efficiency: Costs per square foot | 4.14 | 4.18 | 4.21 | 4.21 |
| Effect./Outcome: % of square footage maintained | 100% | 100% | 100% | 100% |
| Objective: Provide security services for approximately 1,200 staff 24/7days at A&D Building, visitation monitoring at 237 WHT, 5 days/week. | | | | |
| Demand: Number of consumers to be served in DJFS facilities | 600,000 | 600,000 | 600,000 | 600,000 |
| Workload: Number of consumers served in DJFS facilities | 600,000 | 600,000 | 600,000 | 600,000 |
| Efficiency: Time spent serving consumers | 3,380 | 3,380 | 3,380 | 3,380 |
| Effect./Outcome: % of consumers and employees provided security | 100% | 100% | 100% | 100% |
| Objective: To secure work areas totaling 275,000 sq. ft. Attend to emergency needs of employees, consumers and visitors after hours and on weekends. | | | | |
| Demand: Number of emergency / incidents to be handled | 75 | 75 | 75 | 75 |
| Workload: Number of emergency / incidents handled | 75 | 75 | 75 | 75 |
| Efficiency: Time spent serving employees & handling emergencies | 325 | 325 | 325 | 325 |
| Effect./Outcome: % of facility secured by 8 employees | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 1,227,440 | 1,366,384 | 1,573,865 | 1,569,455 |
| 4 Other Expenditures | 5,624,101 | 9,894,055 | 9,749,804 | 9,836,213 |
| 5 Capital Outlay | 271,756 | 440,815 | 620,840 | 455,204 |
| Total | 7,123,297 | 11,701,254 | 11,944,509 | 11,860,872 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 540 | 0 | 0 | 0 |
| Total | 540 | 0 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 34.00 | 35.00 | 35.00 | 35.00 |
| New Positions | 1.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Building Services is in the process of assisting in the oversight of the new AHU at 237 WHT. Building Services is responsible for purchasing new non-computer equipment and furniture for agency staff. Rehab both east and west cooling A&D rooftop cooling towers.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows no net change in positions.

Job and Family Services

Program: Call Center - 1228

Mandated By: OAC 5101:1, OAC 5101:1-32

Funding Source: Special Revenue Operating Fund

| | |
|--|--|
| <p>Program Description: This section serves the public by answering inquiries on all program areas (946-1000). Note: Effective 4/04, all Child Support inquiries to 946-1000 are immediately routed to a newly formed Child Support call center outside of the main 946-1000 unit. (Total call volumes will include both operating units)</p> | <p>Accomplishments: The number of contacts to the 946-1000 phone lines decreased during 2003 and is expected to decrease slightly more in 2004. This decrease is the apparent result of a renewed emphasis placed on frontline staff accessibility. With new systems in place by way of unit phone monitors and more specific voice mail greetings, the need to call the main information line (946-1000) for assistance decreases.</p> |
|--|--|

| | | | | |
|--|----------------|------------------|-----------------|------------------|
| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|



Objective: Process 100% of the yearly customer service calls.

| | | | | |
|--|---------|---------|---------|---------|
| Demand: Incoming calls to the call center per year | 726,146 | 688,464 | 688,464 | 688,464 |
| Workload: Incoming calls to the call center answered per year | 555,975 | 619,618 | 654,041 | 654,041 |
| Efficiency: Calls answered per hour per employee | 45 | 45 | 45 | 45 |
| Effect./Outcome: % of calls answered per year | 76.5% | 90% | 95% | 95% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 560,514 | 417,095 | 451,044 | 478,519 |
| 4 Other Expenditures | 828 | 3,595 | 3,350 | 3,350 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 561,342 | 420,690 | 454,394 | 481,869 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| Total | 23.00 | 17.00 | 14.00 | 15.00 |
| New Positions | -6.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Staffing levels have been reduced and may continue to do so during 2004 as a result of the decrease in call volume. In addition, the percentage of abandoned calls should decrease to no more than 10%.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows a net change of minus three positions.

Job and Family Services

Program: Child Support Administration - 1227

Mandated By: OAC 5101:1-31-42 and 5101:1-32

Funding Source: Special Revenue Operating Fund

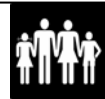
| | |
|---|--|
| <p>Program Description: This section is responsible for the training of Child Support new employees and current staff, writing and issuing of Policy/Procedures/Desk Aid/Operational Issue/Administrative Letters, Audits and Distributions required by workers, Courts/Prosecutors, consumers, and the Association for Children for Enforcement of Support (ACES) and the attachment of lump sums, responsible for IV-D contract program compliance. The cashier's office serves as the fiscal agent. Responsible for posting payments, performing financial corrections, establishing and maintaining recoupment accounts, locating and releasing funds to child support consumers.</p> | <p>Accomplishments: Implemented monthly all staff mandatory policy meetings. Developed new training programs for the following areas: audit/distribution completed 4/04, medical support completed 5/04. Training programs for the following areas are in process: IV-E (Juvenile Court foster care cases), cashier's office and case establishment. The audit/distribution database is still being refined; anticipated finalization expected 3/31/05. Many of the CSORP (Child Support Operations Review Project) recommendations have been identified and assigned. Prior to reorganization the Hearing Unit database to track acknowledgement/paternity/support, modification scheduling, and hearings continued to be refined. Finalization date 8/04 to include reporting document. Case Establishment continued to remain within 2 days on processing new cases and within 5 days for modification cases.</p> |
|---|--|

| | | | |
|----------------|------------------|-----------------|------------------|
| 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------|------------------|-----------------|------------------|



Objective: Provide accurate reporting and analysis to child support financial accounts.

| | | | | |
|---|-------|-------|--------|--------|
| Demand: # of audits/distributions req. by courts, consumers, staff | 7,073 | 8,374 | 10,048 | 10,048 |
| Workload: # of audits/dist. completed | 6,307 | 5,523 | 7,128 | 7,128 |
| Efficiency: # of audits/dist. completed per worker per month | 66 | 66 | 66 | 66 |
| Effect./Outcome: % of audits/dist. completed | 89% | 66% | 71% | 71% |



Objective: Train new staff, existing staff and external customers on child support services policies and procedures

| | | | | |
|---|-----|-------|-------|-------|
| Demand: # of staff/external customers requiring training | 880 | 2,400 | 2,880 | 2,880 |
| Workload: # of staff/external customers trained | 452 | 1,386 | 1,584 | 1,584 |
| Efficiency: # of staff trained per worker per month | 19 | 33 | 33 | 33 |
| Effect./Outcome: % of training completed | 51% | 58% | 55% | 55% |



Objective: Develop & Update policies/procedures, operational directives, desk aids and administrative letters.

| | | | | |
|--|-----|-----|-----|-----|
| Demand: # of policies/ procedures/ updates required | 156 | 240 | 300 | 300 |
| Workload: # of policies/ procedures/ updates issued | 40 | 40 | 40 | 40 |
| Efficiency: # of policies/ procedures updates issued per worker per month | 3 | 3 | 3 | 3 |
| Effect./Outcome: % of policies /procedures updates issued | 26% | 17% | 13% | 13% |

Objective: Perform financial and CSPC related activities (working reports, posting payments, resolving posting exceptions, financial corrections, stop payments)

| | | | | |
|---|---------|---------|---------|---------|
| Demand: # of activities to be processed | 172,379 | 191,532 | 229,838 | 229,838 |
| Workload: # of activities completed | 145,564 | 149,583 | 192,348 | 192,348 |
| Efficiency: # of activities completed per worker per month | 1,733 | 1,781 | 1,781 | 1,781 |
| Effect./Outcome: % of activities completed | 84% | 78% | 84% | 84% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 3,314,565 | 3,214,753 | 2,187,783 | 2,086,666 |
| 4 Other Expenditures | 27,351 | 76,906 | 129,115 | 128,695 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 3,341,916 | 3,291,659 | 2,316,898 | 2,215,361 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|----------|----------|----------|----------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|----------------------|--------------|--------------|--------------|--------------|
| | Actual | Estimate | Request | Approved |
| Total | 61.00 | 64.00 | 43.00 | 41.00 |
| New Positions | 3.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

This section continues to service child support staff and consumers.

Objective 1 - We anticipate a 20% increase in 2005 due to the aggressive enforcement actions being taken as well as enforcement of recoupments, FIDM (Financial Institute Data Match), the URA (Unreimbursed Public Assistance) project and the increase in State Hearing requests. Productivity and effectiveness decreased due to the time it takes to do a month-to-month distribution. All distributions are now done month to month per state guidelines. This unit is currently involved in a lawsuit and workload will increase if we lose the lawsuit.

Objective 2 - The Training program has expanded to include the Community Outreach programs and Courts and Prosecutor external training. Addition of the Financial training designs; Audit & Distribution new procedures with State training program; new designs included Medical Support Training Program; Administrative Hearing Unit Clerical Support Training Procedures; UIFSA training program and mandatory monthly policy/training meetings. The central repository of training documents is an additional and ongoing requirement of this section with the document update/revisions to be placed on line.

Objective 3 - This objective is expected to increase by a dramatic climb in 2004 and further increase in 2005. The basis for increase is the development of a Central Repository of all State and Federal Clearances; online production of materials to include Policy and updates; impact of new contracting review measurements; addition of Monthly Policy meetings for the entire Child Support Division; tracking of documented questions; Community Outreach programs including Courts, Prosecutors and community groups; continued production of Child Support Operational directives and Administrative letters as well as child support work flows and fact sheets. The demand for this objective cannot be met as staff positions are still in need. Implementing the Policy Help Desk; a result of CSORP recommendations would deliver an immediate response to policy issues.

Objective 4 - We anticipate a 20% increase in 2005 based on the increase in recoupments, financial corrections, license suspension and posting exceptions.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows a net change of minus twenty and one-half positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Child Support Interstate/Call Center - 1226

Mandated By: OAC 5101:1-32

Funding Source: Special Revenue Operating Fund

| | |
|---|---|
| <p>Program Description: The Child Support Services Call Center and Enforcement section fulfills state and federal law requiring enforcement of local and interstate child support orders. Investigative activities include but are not limited to the following processes: locating and verifying residences of custodial and non-custodial parents, locating income and assets of non-custodial parents, issuing income withholdings, and conducting case investigations on non-custodial parents in default to determine appropriate actions such as contempt motions and driver's license suspension. The section also reviews orders for modifications due to emancipating children and requests for financial adjustment of orders. The above activities are carried out using SETS (Support Enforcement Tracking System). The Call Center serves as the gatekeeper for Child Support phone calls.</p> | <p>Accomplishments: The implementation of the Child Support Services Call Center (CSS) has created greater opportunity for customer accessibility. The Call Center serves as an immediate point of contact for customers. Call Center staff complete certain investigative activities and refer others to specialized staff. In the first three months of operations with the Avaya Call Management System, the CSS Call Center staff answered an average of 15,942 calls per month. Data analysis will continue in order to monitor staffing levels and effective scheduling to ensure minimal abandon rates. License Suspension continues to be an effective collection tool. In 2003, over \$600,000 was collected as a result of Driver's License Suspensions. There is continued improvement in the area of emancipation processing since the specialization of this function in a previous budget year.</p> |
|---|---|

| | | | |
|----------------|------------------|-----------------|------------------|
| 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------|------------------|-----------------|------------------|



Objective: Collect all current child support payments due.

| | | | | |
|---|-------------|-------------|-------------|-------------|
| Demand: Total due on current support payments | 166,740,814 | 167,202,740 | 167,670,948 | 167,670,948 |
| Workload: Total current support disbursed | 105,032,472 | 105,893,738 | 106,762,067 | 106,762,067 |
| Efficiency: Current support \$ collected per worker per hour | 1,116 | 1,167 | 1,177 | 1,177 |
| Effect./Outcome: % of current support collected | 63% | 63.3% | 63.7% | 63.7% |



Objective: Research of all non-paying cases for necessary follow-up action

| | | | | |
|--|--------|--------|--------|--------|
| Demand: # of cases reported by SETS in default | 15,383 | 16,851 | 16,851 | 16,851 |
| Workload: # of non-paying cases reviewed for follow-up action | 12,672 | 14,856 | 15,599 | 15,599 |
| Efficiency: # of cases reviewed per worker per hour | .17 | .21 | .22 | .22 |
| Effect./Outcome: % of non-paying cases reviewed | 82.4% | 88.2% | 92.6% | 92.6% |



Objective: Collect child support on cases with arrearages owed

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Total cases with arrearages owed | 52,628 | 52,628 | 52,628 | 52,628 |
| Workload: Total cases with arrearages paid | 30,901 | 31,519 | 32,149 | 32,149 |
| Efficiency: Total cases collected on per worker per hour | .33 | .35 | .35 | .35 |
| Effect./Outcome: % of cases with arrearage paid | 58.7% | 59.9% | 61.1% | 61.1% |



Objective: Child Support Services Call Center Effectiveness

| | | | | |
|--|-----|---------|---------|---------|
| Demand: Total # of incoming calls | N/A | 202,185 | 269,580 | 269,580 |
| Workload: Total # of calls answered | N/A | 141,156 | 197,618 | 197,618 |
| Efficiency: # of calls answered per hour per worker | N/A | 5.2 | 5.5 | 5.5 |
| Effect./Outcome: % of calls answered | N/A | 69.8% | 73.3% | 73.3% |



Objective: Research SETS cases without a medical order or a medical verification.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Total # of cases without a medical order or verification. | 43,874 | 39,484 | 34,624 | 34,624 |
| Workload: Total # of cases reviewed. | 9,869 | 11,071 | 11,071 | 11,071 |
| Efficiency: Total # of cases reviewed per worker per month. | 137 | 132 | 132 | 132 |
| Effect./Outcome: % of cases reviewed. | 22% | 28% | 32% | 32% |



Objective: Research non-paying cases in default, within 15 days of receipt, for potential contempt action.

| | | | | |
|---|-------|--------|--------|--------|
| Demand: Total # of cases identified for potential contempt action. | 7,313 | 14,316 | 14,316 | 14,316 |
| Workload: Total # of contempts researched within 15 days. | 6,994 | 13,743 | 13,743 | 13,743 |
| Efficiency: Number of cases researched per worker per hour. | .69 | 1.36 | 1.36 | 1.36 |
| Effect./Outcome: % of cases researched within a 15-day turnaround. | 96% | 96% | 96% | 96% |



Objective: Modification determinations completed at the technician level. (Non-Public Assistance (NPA) & Public Assistance (PA) list)

| | | | | |
|---|-------|--------|--------|--------|
| Demand: # of modification reviews requested/required | 8,229 | 10,301 | 10,301 | 10,301 |
| Workload: # of modification determinations completed | 2,382 | 3,717 | 5,616 | 5,616 |
| Efficiency: # of modification determinations made per worker per month | 50 | 52 | 52 | 52 |
| Effect./Outcome: % of modification determinations completed | 29% | 36% | 55% | 55% |



Objective: Provide required enforcement activities on Interstate cases

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Number of required actions on Interstate cases | 32,268 | 25,640 | 25,640 | 25,640 |
| Workload: # of actions taken on Interstate cases | 25,431 | 18,741 | 18,741 | 18,741 |
| Efficiency: # of Interstate actions per worker | 1.89 | 1.01 | .79 | .79 |
| Effect./Outcome: % of required actions taken | 79% | 73% | 73% | 73% |



Objective: Timely review of cases potentially meeting emancipation requirements.

| | | | | |
|--|-------|--------|--------|--------|
| Demand: # of cases reported by SETS for potential emancipation. | 8,535 | 14,556 | 14,556 | 14,556 |
| Workload: # of reviews completed | 8,535 | 14,556 | 14,556 | 14,556 |
| Efficiency: # of cases reviewed per worker per hour. | .85 | 1.44 | 1.23 | 1.23 |
| Effect./Outcome: % of potential emancipations reviewed. | 100% | 100% | 100% | 100% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 2,951,056 | 3,247,599 | 4,637,372 | 4,999,183 |
| 4 Other Expenditures | 15,462 | 32,883 | 56,800 | 83,996 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 2,966,518 | 3,280,482 | 4,694,172 | 5,083,179 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 201 | 0 | 0 | 0 |
| 40 Miscellaneous | 27 | 0 | 0 | 0 |
| Total | 228 | 0 | 0 | 0 |

FTE Count

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---------------|----------------|------------------|-----------------|------------------|
| Total | 108.00 | 106.00 | 114.00 | 122.00 |
| New Positions | -2.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Objectives 1&3 include Interstate FTEs who also contribute to overall Child Support Collections.

The budget calculation for Objective 3 utilizes FFY end data rather than projecting off of quarterly data. This better reflects data used in Incentive Calculations.

Objective 4 is a new objective that reflects implementation of the Child Support Services Call Center. 2004 Estimate data is based on 9 months of data as the Call Center was implemented in April 2004.

Objective #5 is a new objective that has been added to this program's budget. Increase in demand due to the shared liability orders that reflect the NMSN (National Medical Support Notice) requirement that can result in more requests for order modification. Effectiveness continues to be low due to vacancies and turnover in staffing level. Improvement should be made in 2005, as training of new OM technicians should be complete.

Objective #6 is a new objective that has been added to this program's budget. The department successfully hired 16 technicians and 2 leaders to manage the interstate unit on 2003. The clean-up efforts of the initiating interstate cases resulted in a reduction of cases. The 2004 estimate/2005 workload request for interstate has decreased as a result of work redistribution and the child support services call center. The interstate unit disbanded its customer service call center March 2004. Also, the projected decrease is the result of some work being reassigned to the specialized emancipation and contempt units. This has enabled the section most recently to reassign staff to absorb workload in other areas, e.g., responding interstate, intake paternity, emancipation and contempt units.

Objectives 8 and 9 reflect the work of the contempt and medical units. The goals are to research cases in default or without medical verification and do what can be done to remedy the situation.

An ongoing challenge of the Enforcement section is in the area of child support collections for current support and arrearages. Even with the collection and location tools available to Child Support Services, some obligors continue to completely evade their order, while others who don't evade or fail to evade are unable to meet their complete obligation with their acquired income and assets.

Challenges for 2005: The installation of and acclimation to the Avaya Call Management System for the Child Support Services Call Center has been accompanied by a learning curve. Operational acclimation to data analysis and call trend interpretation is expected to continue into 2005 in order to ensure efficient customer service.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows a net change of plus eight positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Child Support Paternity - 1234

Mandated By: OAC 5101:1

Funding Source: Special Revenue Operating Fund

| | |
|--|---|
| <p>Program Description: The Child Support Enforcement program fulfills state and federal law requiring enforcement, establishment and collection of child support orders. The intake paternity (IP) section of Child Support Services is responsible for paternity establishment activities, location efforts, and support order establishment activities. Due to reorganization, this section is taking over the administrative hearings that are responsible for conducting hearings for paternity support establishment and order modification.</p> | <p>Accomplishments: The Intake Paternity Referral Processor Unit maintains a referral completion rate of 98%-100% monthly. The Intake Paternity Establishments Unit has increased the number of action filed for Paternity and support orders.</p> <p>Prior to reorganizing, this Section was responsible for contempt and emancipations that through specialization accomplished 100% of emancipation reviews and 96% contempt actions within the expected timeframe.</p> <p>Prior to reorganizing, this Section maintained the collection of arrears via the Financial Institution Data Matching Program and televising of non-paying absent parents. The televising of non-paying absent parent's initiative received an award in 2003 for reaching a milestone of 2.6 million in collections.</p> |
|--|---|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: Establish support orders for all cases requiring support orders

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Cases requiring support order establishment | 31,415 | 32,566 | 32,947 | 32,947 |
| Workload: Cases with support orders established | 2,020 | 2,481 | 2,957 | 2,957 |
| Efficiency: Support orders established per worker per hour | .12 | .11 | .11 | .11 |
| Effect./Outcome: % of cases with support orders established | 6% | 8% | 9% | 9% |



Objective: Establish paternity for children born out of wedlock

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Children requiring paternity establishment | 23,569 | 24,729 | 25,889 | 25,889 |
| Workload: Children with paternity established | 1,284 | 1,794 | 2,150 | 2,150 |
| Efficiency: Paternities established per hour per worker. | .08 | .08 | .08 | .08 |
| Effect./Outcome: % of children with paternity established. | 5% | 7% | 8% | 8% |



Objective: Process child support applications/referrals within 20 days of receipt.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Applications or referrals received | 47,827 | 48,141 | 48,141 | 48,141 |
| Workload: Applications/referrals worked within 20 days | 46,960 | 47,766 | 48,141 | 48,141 |
| Efficiency: Applications/referrals worked within 20 days per worker per hour | 4.74 | 4.74 | 4.09 | 4.09 |
| Effect./Outcome: % cases worked within 20 days | 98% | 99% | 100% | 100% |



Objective: Paternities/support orders established at the administrative level.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: # of cases docketed for administrative hearings | 4,612 | 6,963 | 8,704 | 8,704 |
| Workload: # of paternities/support orders established at administrative level | 1,625 | 1,947 | 2,952 | 2,952 |
| Efficiency: # of paternities/support orders established per worker per month | 45 | 41 | 41 | 41 |
| Effect./Outcome: % of cases with paternities/support orders established at the administrative level | 35% | 28% | 34% | 34% |



Objective: Modification hearings completed at the administrative level.

| | | | | |
|--|-----|------|-----|-----|
| Demand: # of modification hearings requested | 682 | 603 | 724 | 724 |
| Workload: # of modification hearings completed | 675 | 603 | 720 | 720 |
| Efficiency: # of modification hearings per worker per month | 19 | 10 | 10 | 10 |
| Effect./Outcome: % of hearing completed | 99% | 100% | 99% | 99% |



Objective: Cases needing to be established or modified in SETS.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: # of cases needing to be established or modified | 24,930 | 25,096 | 27,606 | 27,606 |
| Workload: # of case established or modified | 24,500 | 23,121 | 23,121 | 23,121 |
| Efficiency: # of cases established or modified per worker per month | 371 | 321 | 321 | 321 |
| Effect./Outcome: % of cases established or modified | 98% | 92% | 84% | 84% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 2,352,045 | 2,927,339 | 2,612,664 | 2,780,860 |
| 4 Other Expenditures | 23,242 | 50,011 | 44,323 | 46,423 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 2,375,287 | 2,977,350 | 2,656,987 | 2,827,283 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 196 | 0 | 0 | 0 |
| Total | 196 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 61.00 | 66.00 | 60.00 | 65.00 |
| New Positions | 5.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Due to reorganization, the Interstate, Emancipation's, and Special Initiatives Unit have moved to other sections. This section has added the Administrative Hearing Officers and Case Establishment Units. Objectives 4-6 reflect the addition of these new units. The 2004 budget demand of establishing paternity's objective was projected based on 2003 numbers. The number of cases requiring paternity established did not increase in 2004 at the projected rate. This is due to the IV-A referral backlog being clean up at the end of 2003. This is also true for the support order objective. The establishment of paternity and support orders will allow the department to meet the goals and objectives of obtaining financial support for the children of Hamilton County.

The demand in objective 4 continues to grow due to the increased amount of cases received by Intake Paternity. Customer's failure to sign administrative support entry, which requires court follow-up, affects the appearance of a negative outcome. Docket space continues to be maximized putting us at risk of non-compliance.

All order modification hearings (Objective 5) are conducted and a recommendation is made even if the parties do not show.

On Objective 6, we anticipate a 10% increase in demand due to comparison of the growth in this department in the last few years. Also, the increase in paternity's and support hearings will result in more case/orders being established on SETS.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows a net change of minus six and one-half positions.



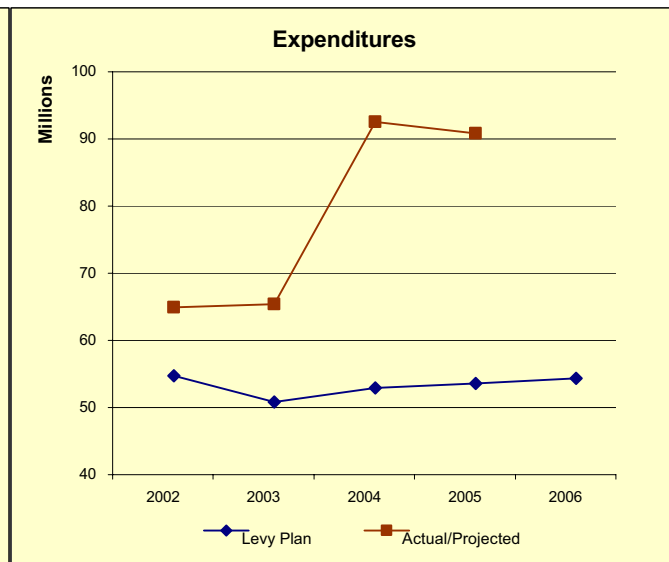
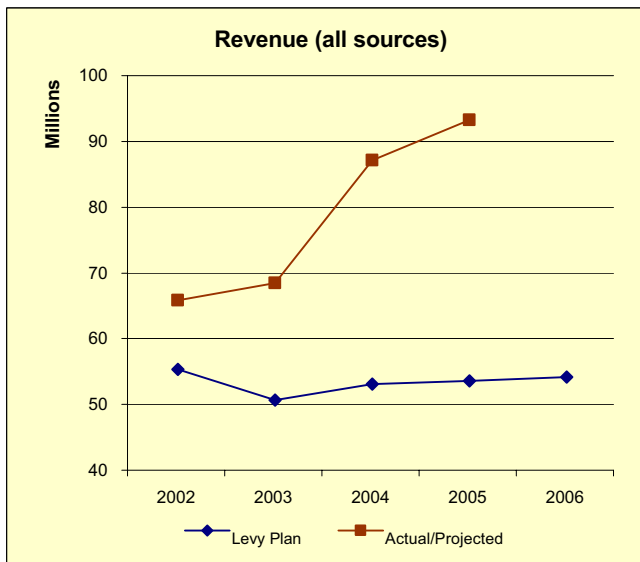
A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Children's Services

Tax Levy: 2.77 Mills

Fund 003-001

| LEVY PLAN | Year 1 2002 | Year 2 2003 | Year 3 2004 | Year 4 2005 | Year 5 2006 |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Beginning carryover | 1,210,198 | 1,796,238 | 1,638,075 | 1,769,317 | 1,721,338 |
| REVENUES (Total) | 54,139,586 | 49,442,990 | 51,849,044 | 52,357,827 | 52,918,420 |
| Tax Levy | 40,195,846 | 40,410,938 | 40,626,030 | 40,841,123 | 41,056,215 |
| Other | 13,943,740 | 9,032,052 | 11,223,014 | 11,516,704 | 11,862,205 |
| EXPENDITURES (Total) | 53,553,546 | 49,601,153 | 51,717,802 | 52,405,806 | 53,167,549 |
| Expenditures | 53,553,546 | 49,601,153 | 51,717,802 | 52,405,806 | 53,167,549 |
| Ending Carryover | 1,796,238 | 1,638,075 | 1,769,317 | 1,721,338 | 1,472,209 |



| ACTUAL/PROJECTED | Year 1 2002 Actual | Year 2 2003 Actual | Year 3 2004 Actual | Year 4 2005 Budget | Year 5 2006 |
|-----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| Beginning carryover | 7,697,428 | 8,630,182 | 11,667,231 | 6,248,472 | - |
| REVENUES (Total) | 64,605,514 | 67,182,061 | 85,903,660 | 92,029,636 | - |
| Tax Levy | 41,294,561 | 41,020,946 | 41,202,368 | 41,209,570 | - |
| Other | 23,310,953 | 26,161,115 | 44,701,292 | 50,820,066 | - |
| EXPENDITURES (Total) | 63,672,760 | 64,145,012 | 91,322,418 | 89,617,664 | - |
| Expenditures | 63,672,760 | 64,145,012 | 91,322,418 | 89,617,664 | - |
| Ending Carryover | 8,630,182 | 11,667,231 | 6,248,472 | 8,660,444 | - |

Job and Family Services

Program: Children's Services Admin. - 1202

Mandated By: ORC 5101:2-48-01&2-42-051; OAC5101: 2-42-05;2-39-07

Funding Source: Special Revenue Operating Fund, Tax Levies Operating Fund, Agency

| | |
|---|---|
| <p>Program Description: The program provides on-going casework and case management to families and children. In addition it provides protective services to children living in their own homes as well as reunification services to children living in relative care or an out of home care setting which also requires supervised visitation.</p> | <p>Accomplishments: Contracts with community providers continue to be integral to our efforts to provide services to families. The senior management identified basic social work values and supervisory expectations to which all staff and managers are now held accountable. Associated objectives were created at the line supervisor, section chief and assistant director levels. The Intake and 241-KIDS areas reduced staff and aggressively implemented Caseload Analysis (CLA), while the Taft location completed a full conversion to CLA. CLA is a case management process that rigorously sets goals and objectives for families and casework staff, thereby shortening the family's reliance on HCJFS. A cost neutral reorganization was implemented that significantly reduced the span of control for line supervisors and section chiefs, providing them more focus and opportunity to improve casework quality and outcomes for the children they serve. Rigorous Child Safety Assessment training was provided to all casework and management staff; conversion to the new FACTS computer system occurred in 2/04; and senior management began using CPOE (Child Protection Oversight and Evaluation) data for the first time to measure work performance. Quality audits through May 04, demonstrated gains of as much as 30% between fourth quarter '03 and second quarter '04.</p> |
|---|---|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: Provide family preservation; intensive home based services, and less intensive aftercare services to reduce disruption of the family system.

| | | | | |
|---|-----|------|-----|-----|
| Demand: Families needing home and aftercare services | 100 | 92 | 104 | 104 |
| Workload: Families receiving home and aftercare services | 66 | 66.6 | 90 | 90 |
| Efficiency: Families per worker. | 11 | 11 | 15 | 15 |
| Effect./Outcome: % families receiving home based services. | 66% | 72% | 85% | 85% |



Objective: Decrease by 5% the number of trainees who leave prior to working 12 months.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: Total number of trainees hired. | 60 | 48 | 70 | 70 |
| Workload: # of trainees who left prior to 12 mos. | 20 | 11 | 16 | 16 |
| Efficiency: Avg. monthly # new hires, Intake and Ongoing Sections. | 5 | 5 | 5 | 5 |
| Effect./Outcome: Percentage of trainees who left prior to 12 months | 33.3% | 22.9% | 22.8% | 22.8% |



Objective: Increase by 2% the number of cases closed within 12 months of case opening.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Total number of cases closed. | 5,049 | 4,500 | 4,500 | 4,500 |
| Workload: Total number of cases closed in under 12 months. | 4,245 | 3,684 | 3,780 | 3,780 |
| Efficiency: Avg. # cases closed per worker/filled positions. | 41 | 38.54 | 40 | 40 |
| Effect./Outcome: Percentage of cases closed within 12 months of opening. | 84% | 82% | 84% | 84% |



Objective: Increase by 2% the number of cases, which remain closed nine months after receiving family preservation services (Fam P).

| | | | | |
|--|-----|-----|------|------|
| Demand: Total # of cases closed by Fam P | 24 | 27 | 29 | 29 |
| Workload: Number of cases remaining closed 9 months or more | 23 | 26 | 28.4 | 28.4 |
| Efficiency: Number of cases per worker | 3.8 | 4.3 | 4.8 | 4.8 |
| Effect./Outcome: % of cases that remain closed 9 months or more | 96% | 96% | 98% | 98% |



Objective: Increase by 2% the number of initial placements with relatives.

| | | | | |
|---|------|------|------|------|
| Demand: Number of children initially placed | 761 | 624 | 624 | 624 |
| Workload: Number of children placed with relatives | 292 | 246 | 256 | 256 |
| Efficiency: Average number of cases per worker | 2.26 | 1.91 | 1.98 | 1.98 |
| Effect./Outcome: % of children placed with relatives | 38% | 39% | 41% | 41% |



Objective: Reduce by 1% the number of children who are removed from their homes. This is related to CPOE objective (#3).

| | | | | |
|--|-------|-------|-------|-------|
| Demand: Number of children with allegations in the home | 9,839 | 8,776 | 8,776 | 8,776 |
| Workload: # of children removed from their homes | 435 | 350 | 272 | 272 |
| Efficiency: Number of children active per worker. | 46 | 59 | 46 | 46 |
| Effect./Outcome: Percentage of children removed from their homes. | 4% | 4.1% | 3.1% | 3.1% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|-----------------------|-----------|------------|------------|------------|
| | Actual | Estimate | Request | Approved |
| 4 Other Expenditures | 1,372,878 | 1,085,733 | 1,245,850 | 1,245,850 |
| 5 Capital Outlay | 4,798 | 0 | 0 | 0 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| 3 Personnel | 7,300,115 | 10,106,757 | 12,348,819 | 12,065,781 |
| Total | 8,677,791 | 11,192,490 | 13,594,669 | 13,311,631 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|------------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 1 Property Taxes | 31,262,975 | 0 | 0 | 0 |
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 1,573 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 20,001,696 | 0 | 0 | 0 |
| 40 Miscellaneous | 702,404 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 51,968,648 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 263.00 | 252.00 | 269.00 | 262.00 |
| New Positions | -11.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The learning curves for both FACTS conversion and Child Safety Assessment have been considerable. Production in several areas slowed as casework staff learned to use the new tools and program expectations. Staff retention continued to be a challenge. 10 fewer social workers were hired in 2003; in 2004, had we extrapolated our "trainees hired" from the first 5 months of 2004, only 48 new staff would have been added the entire year. Children's Services has addressed this shortfall by implementing the following: 1) line supervisors have new requirements to meet weekly with each social worker; 2) focus groups of new hires are conducted to assess workplace satisfaction; 3) a dedicated (cost neutral) ChSrvs recruiter is being added to the ChSrvs chain of command; hiring panels are being re-engineered to include section chiefs and refreshed interview questions; section chiefs and the assistant director will collaborate in the wage negotiation for new hires. Implementation of the KinGapp program is one of several strategies to increase the number of relative placements.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows a net change of plus seventeen positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Children's Services Intake - 1204

Mandated By: OAC 5101:2-34-32

Funding Source: Special Revenue Operating Fund, Tax Levies Operating Fund

| | |
|--|---|
| <p>Program Description: Children's Services Intake maintains a system to receive & respond to reports of child abuse/neglect/dependency 24 hours a day, 7 days a week. Reports are investigated; family risk assessments completed; emergency services provided.</p> | <p>Accomplishments: Intake/Assessments responded to 6,285 allegations of abuse/neglect/dependency through referrals received by 241-KIDS. In 2003, all Intake/Assessment units utilized caseload analysis methodology. Collaborative efforts continue between HCJFS, Children's Hospital, the Prosecutor's Office and law enforcement through the Advocacy Center. In addition to collaboration, these entities conduct forensic interviews, multidisciplinary team meetings and peer reviews regarding interviewing techniques. The implementation of more rigorous Child Safety Assessment protocols has most affected the Intake/Assessment section, as safety plans are more frequently required than in Ongoing Family Services.</p> |
|--|---|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: Protect children from maltreatment.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Calls to 241-KIDS to be answered / screened | 67,597 | 68,000 | 68,000 | 68,000 |
| Workload: 241-KIDS calls answered/screened | 67,597 | 68,000 | 68,000 | 68,000 |
| Efficiency: Number of staff to answer/screen calls | 17 | 17 | 17 | 17 |
| Effect./Outcome: Percent of calls answered and screened | 100% | 100% | 100% | 100% |



Objective: Investigations/family assessments will be completed within 30 days.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: Investigations/Fam assmts to be completed 30 days | 5,964 | 5,946 | 5,946 | 5,946 |
| Workload: Investigations/Fam assmts completed 30 days | 4,906 | 5,054 | 5,054 | 5,054 |
| Efficiency: Investigations/Fam assmts to be compltd per/worker | 124 | 107 | 107 | 107 |
| Effect./Outcome: Percent of investigations/Fam. assmts. completed within 30 days. | 82% | 85% | 85% | 85% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|-----------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 3,094,295 | 3,993,696 | 4,637,305 | 4,623,737 |
| 4 Other Expenditures | 190,945 | 248,535 | 302,775 | 302,775 |
| 5 Capital Outlay | 45 | 0 | 0 | 0 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 3,285,285 | 4,242,231 | 4,940,080 | 4,926,512 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|------------|----------|----------|----------|
| | Actual | Estimate | Request | Approved |
| 1 Property Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 82 | 0 | 0 | 0 |
| 25 Fines & Forfeitures | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 187 | 0 | 0 | 0 |
| 40 Miscellaneous | 150 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 419 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 91.00 | 91.00 | 92.00 | 92.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The reduction in demand, as a direct result of better screening, will allow improved efficiencies with regard to family risk/safety assessments. Fewer calls screened as appropriate for intervention should reduce caseload sizes and, in turn, correspond to improved efficiency in the timely completion of the Investigation and Family Risk Assessment. Improvement is needed in objective #2. Percent of investigation completed within 30 days was adversely affected by Intake/Assessment caseworkers practice of invoking a 15-day waiver to the 30-day rule. CPOE expectations do not recognize the 15-day waiver and agency expectations have been changed to meet the 30-day requirement.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows a net change of plus one position.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Children's Svcs Quality Assurance - 1223

Mandated By: Assist DJFS to respond to responsibilities in ORC.

Funding Source: Special Revenue Operating Fund

| | |
|--|--|
| <p>Program Description: The primary objective of CS QAS is to provide support and encourage best practice in child welfare, thus keeping children safe and ensuring that quality services are provided. This is done through policy design and development, program and process analysis and special projects. The Multi Ethnic Placement Act (MEPA) Monitor provides oversight to agency child placing activities and ensures compliance with MEPA and the provisions of the Federal Court-ordered consent decree in Doe vs. Hamilton County. The Adoption Match Coordinator facilitates the matching of eligible children with prospective adoptive families. The Out Of Home Care (OHC) Investigation Unit investigates abuse / neglect in specialized settings.</p> | <p>Accomplishments: CSQAS has developed and maintains the CS web site containing all division policies, procedural manuals and a variety of helpful tools. Many policies and procedures have been written or revised this year. CSQAS staff have also headed up and/or participated in a variety of special projects for the division this year including, but not limited to agency accreditation, CPOE audit, Title IV-E audits and forms analysis and redesign. They are also responsible for quality improvement teams for mandated services in Children's Services. Includes new and revised policies, manuals, consultation, etc. The MEPA Monitor has provided consultation to JFS staff and other members of the Special Needs Adoption Collaborative regarding placement issues and compliance with the law. Also does training and attends all Adoption Matching Committee meetings. The Match Coordinator has transitioned that process back in-house from Children's Home. The OHC conducts highly sensitive investigations including allegations made against agency employees and foster homes and child fatality reviews. The section is also responsible for coordination of Adoption Match Committee.</p> |
|--|--|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: MEPA: Provide consultation to Children's Services staff regarding placement issues.

| | | | | |
|---|------|------|------|------|
| Demand: Consultations to be conducted | 55 | 56 | 50 | 50 |
| Workload: Number of consultations conducted | 55 | 56 | 50 | 50 |
| Efficiency: Number of hours doing consultations. | 110 | 112 | 100 | 100 |
| Effect./Outcome: % of consultations conducted. | 100% | 100% | 100% | 100% |



Objective: MEPA: Conduct training regarding MEPA rules and regulations for JFS staff and other child placing agencies.

| | | | | |
|--|------|------|------|------|
| Demand: Conduct MEPA training sessions. | 15 | 15 | 12 | 12 |
| Workload: Number of training sessions conducted. | 15 | 15 | 12 | 12 |
| Efficiency: Number of hours required per session (prep & presentation). | 60 | 60 | 48 | 48 |
| Effect./Outcome: % of training sessions conducted | 100% | 100% | 100% | 100% |



Objective: Prioritize and assign for investigation all reports of abuse / neglect in OHC settings

| | | | | |
|---|------|------|------|------|
| Demand: Reports to be prioritized / assigned | 700 | 748 | 725 | 725 |
| Workload: Reports prioritized / assigned | 700 | 748 | 725 | 725 |
| Efficiency: Investigations assigned per worker per month | 14 | 16 | 15 | 15 |
| Effect./Outcome: Reports prioritized / assigned | 100% | 100% | 100% | 100% |



Objective: OHC and third party investigations to be completed.

| | | | | |
|--|------|------|------|------|
| Demand: Investigations to be completed | 270 | 564 | 550 | 550 |
| Workload: Investigations completed | 270 | 564 | 550 | 550 |
| Efficiency: Investigations completed per worker per month | 6 | 12 | 12 | 12 |
| Effect./Outcome: Investigations completed | 100% | 100% | 100% | 100% |



Objective: OHC: Rules violations and rejected cases will be processed.

| | | | | |
|--|------|------|------|------|
| Demand: Cases to be processed | 180 | 89 | 80 | 80 |
| Workload: Cases processed. | 180 | 89 | 80 | 80 |
| Efficiency: Cases processed per month | 15 | 8 | 7 | 7 |
| Effect./Outcome: Cases processed | 100% | 100% | 100% | 100% |



Objective: Adopt Match Committee; Provide facilitation of AMC including scheduling, coordinating of meetings, facilitation and record keeping per Consent Decree

| | | | | |
|---|------|------|------|------|
| Demand: Meetings to be facilitated | 37 | 50 | 50 | 50 |
| Workload: Meetings facilitated | 37 | 50 | 50 | 50 |
| Efficiency: Hours of facilitation per meeting. | 4 | 50 | 50 | 50 |
| Effect./Outcome: Meetings facilitated. | 100% | 100% | 100% | 100% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|------------------|------------------|
| 3 Personnel | 846,764 | 981,349 | 965,486 | 962,589 |
| 4 Other Expenditures | 22,921 | 83,172 | 49,900 | 49,900 |
| 5 Capital Outlay | 777 | 0 | 0 | 0 |
| Total | 870,462 | 1,064,521 | 1,015,386 | 1,012,489 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 8,029 | 0 | 0 | 0 |
| Total | 8,029 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|---------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 26.00 | 26.00 | 16.00 | 16.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

- 1 In regards Objectives relating to OHC and MEPA; these are all 'demand' related objectives. The numbers are based upon number of referrals / incidents. Projections are extrapolated from the previous years data. Example: number of allegations of child abuse in out-of-home care settings.
2. The case screening process in FACTS has decreased the number of rules violations received for investigation.
3. With the dissemination of many new rules by ODJFS as a result of the Office for Civil Rights investigation finding regarding MEPA and adoptions it is anticipated that many new and revised HCJFS procedures will be required. Staff will need to be trained on these changes as well.
4. The audit and review objectives of the CSQAS unit have been transferred to the Accreditation Section effective July 1. Objectives for that program have been transferred to the new section and will be incorporated into its objectives.
5. In regards to Objective # 4 - OHC Third Party Investigations - this number has shown a significant increase over previous years as a result of the implementation of FACTS. FACTS no longer allows for priority 4 investigations (see objective #5) so these cases are being rolled into regular investigations. This does not constitute an increase in the number of cases being handled but simply an increase in how they are identified and handled.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows a net change of minus ten positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Children's Services RT / Administration - 1203

Mandated By: OAC 5101:2-42-05

Funding Source: Special Revenue Operating Fund, Tax Levies Operating Fund

| | |
|---|--|
| <p>Program Description: To provide access, casework, and monitoring of placement services. Contract with institutional, therapeutic foster care, congregate care and Independent living placement agencies. Serve through social work services and transition those planned placements in DJFS and therapeutic foster care homes. Provide independent living skills training programs and supportive services to children 16 years and older. Program administration of drug/alcohol service contract. Provides administrative support by processing Title XX & IV-E data which are income producing. Completes custody investigations for Juvenile Court and home studies for Interstate Compact. Assume responsibility for progressively increasing clinical managed care functions.</p> | <p>Accomplishments: The volume of children served in the Residential Treatment unit increased significantly due to a concerted effort to increase caseloads and lower administrative barriers to incoming case transfers. This effort was supported by a similarly successful effort to close cases more frequently and more timely. Youth over 18 closed significantly earlier than in prior years because of a specific plan concurrently for housing, school, and income needs and because of a strong agenda to shift time and dollar resources to a younger population.</p> |
|---|--|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: Increase by 3% the proportion of children reunified within 12 months.

| | | | | |
|--|------|------|------|------|
| Demand: Number of children to be reunified | 474 | 435 | 435 | 435 |
| Workload: Number of children reunified within 12 months | 250 | 273 | 287 | 287 |
| Efficiency: Average volume per worker | 8.62 | 9.41 | 9.90 | 9.90 |
| Effect./Outcome: Percent of children reunified within 12 months | 53% | 63% | 66% | 66% |



Objective: Increase by 5% the proportion of young adults emancipated or transitioned to adult systems no later than six months after turning 18 years of age.

| | | | | |
|--|-----|-----|-----|-----|
| Demand: Consumers over 18 years of age (18 and a day) on 1/1 | 117 | 120 | 120 | 120 |
| Workload: Volume closed over 18 w/in 6 months of birthday | 71 | 70 | 76 | 76 |
| Efficiency: Average closed per worker | 24 | 29 | 33 | 33 |
| Effect./Outcome: Portion not dependent on child welfare past their 18th 1/2 birthday. | 34% | 58% | 63% | 63% |



Objective: Increase by three percent the proportion of out of home care (OHC) moves that represent moves to relatively lower levels of care.

| | | | | |
|---|-----|-----|-----|-----|
| Demand: Total volume of OHC moves | 288 | 512 | 500 | 500 |
| Workload: OHC moves to lower LOC | 86 | 284 | 290 | 290 |
| Efficiency: Average number of moves per F&C staff | 3 | 5 | 5 | 5 |
| Effect./Outcome: Proportion of moves that provide for lower levels of care | 30% | 55% | 58% | 58% |



Objective: Provide classroom, laboratory and on-the-job training for newly hired Children's Services caseworkers.

| | | | | |
|--|------|------|------|------|
| Demand: # of ChSrvs workers needing to be trained | 54 | 72 | 100 | 100 |
| Workload: # of ChSrvs workers trained | 54 | 72 | 100 | 100 |
| Efficiency: Number of hours per trainee | 320 | 320 | 320 | 320 |
| Effect./Outcome: % of training completed | 100% | 100% | 100% | 100% |



Objective: Provide substance abuse assessments for parents/adolescents referred to IMPACT by caseworkers.

| | | | | |
|---|-----|-----|-----|-----|
| Demand: # referrals for substance abuse assessments | 778 | 840 | 840 | 840 |
| Workload: # of individuals receiving assessment | 553 | 592 | 592 | 592 |
| Efficiency: # authorizations processed by JFS worker | 5 | 6 | 6 | 6 |
| Effect./Outcome: % family members receiving service | 71% | 70% | 70% | 70% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|-------------------|-------------------|-------------------|-------------------|
| 3 Personnel | 5,508,359 | 7,247,143 | 7,539,902 | 7,750,556 |
| 4 Other Expenditures | 27,849,225 | 32,751,848 | 28,419,670 | 28,419,670 |
| 5 Capital Outlay | 4,801 | 0 | 0 | 0 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 33,362,385 | 39,998,991 | 35,959,572 | 36,170,226 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|-------------------|------------------|-----------------|------------------|
| 1 Property Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 20,938,118 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 566,990 | 0 | 0 | 0 |
| 40 Miscellaneous | 3,038,996 | 719,711 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 24,544,104 | 719,711 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 168.00 | 168.00 | 148.00 | 154.00 |
| New Positions | -1.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Objective 1 - The Treatment Unit serves children with severe behavior /emotional /psychological issues. Individual caseloads (17) remain approximately equal to nationally accepted standards. The national standard is 12 -15 children per worker. (In RT 1 child equals 1 caseload). Almost all cases are court involved.

Objective 3 - The Agency is required to offer Independent Living skills training to all youth under custody 16 and over. Youth are not required to participate. We are currently using Chaffee Independent Living funds to better prepare our children and young adults for emancipation.

Efforts are being made this year to partner with Prosecutor's Office & juvenile court in order to improve Children's Services compliance with federal requirements to meet reasonable efforts standards (also an income producer).

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows a net change of negative twenty positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Client Services - 1201

Mandated By: OAC 5101:4; 5101:1; 5101:1-2-28; 5101:1-38-06

Funding Source: Special Revenue Operating Fund

| | |
|--|---|
| <p>Program Description: Provide financial, medical and referral services to eligible Hamilton County Public Assistance applicants/recipients. These services include; OWF (Ohio Works First), Food Stamps, Medicaid, Healthy Families, Emergent Need, etc.</p> <p>The Income Maintenance (IM) Policy Development and Training Section interprets and, as necessary, develops program policy and procedures, trains and develops staff to implement those policies and procedures and provides guidance concerning them.</p> | <p>Accomplishments: The Agency continues to partner with Community Link for effective application of OWF work requirement rules and regulations. Community Link is a consortium of community providers contracted with Hamilton County JFS to provide self-sufficiency activity coordination and services for all OWF clients including those working. In addition, due to the renewed emphasis on Food Stamp payment accuracy and the continuous hiring/training of casework staff, Hamilton County's accuracy rates have improved greatly over prior years.</p> <p>The IM Policy Development Section initiated and updated departmental policies and procedures in response to regulation changes and operational problems. The ambitious goal of revising, numbering and authorizing in written policy all county IM forms has been met. Thirty new IM workers have been hired and trained in the first six months of 2004.</p> |
|--|---|

| | | | | |
|--|----------------|------------------|-----------------|------------------|
| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|



Objective: Ensure Food Stamp accuracy

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Eligible Food Stamp Cases | 23,126 | 25,815 | 27,045 | 27,045 |
| Workload: Food Stamp cases with accurate determinations | 22,201 | 24,782 | 25,963 | 25,963 |
| Efficiency: Avg. number of minutes to determine one Food Stamp eligibility | 55 | 55 | 55 | 55 |
| Effect./Outcome: % of accurate Food Stamp eligibility determinations | 96% | 96% | 96% | 96% |



Objective: Maintain the state minimum of all family work participation rate.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: OWF Assistance Groups (AGs) to be served monthly | 4,280 | 4,036 | 4,036 | 4,036 |
| Workload: OWF AGs participating in work activity | 3,253 | 3,027 | 3,027 | 3,027 |
| Efficiency: Avg. number of minutes to assess one participation | 10 | 10 | 10 | 10 |
| Effect./Outcome: % of OWF AGs in an approved activity | 76% | 75% | 75% | 75% |



Objective: Provide classroom, laboratory and on-the-job training for newly hired IM Eligibility Workers (EWs)

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Number of hours required for training of new hire IM EWs | 22,400 | 16,800 | 16,800 | 16,800 |
| Workload: Number of hours training provided new hire IM EWs | 16,000 | 16,800 | 16,800 | 16,800 |
| Efficiency: Number of Hours per Trainee | 200 | 280 | 280 | 280 |
| Effect./Outcome: % of required (280 hour) training completed | 71% | 100% | 100% | 100% |



Objective: Develop IM policies and policy interpretations

| | | | | |
|--|------|------|------|------|
| Demand: Number of policies /interpretations required | 63 | 75 | 75 | 75 |
| Workload: Number of policies / interpretations developed | 63 | 75 | 75 | 75 |
| Efficiency: Number of hours per policy developed | 20 | 20 | 20 | 20 |
| Effect./Outcome: % of required policies / interpretations developed | 100% | 100% | 100% | 100% |



Objective: Respond to requests for assistance with IM policy and procedure issues from line management and casework staff

| | | | | |
|---|-------|--------|--------|--------|
| Demand: Number of requests received | 9,470 | 10,500 | 10,800 | 10,800 |
| Workload: Number of responses made | 9,470 | 10,500 | 10,800 | 10,800 |
| Efficiency: Number of hours to research and respond per request | .33 | .33 | .33 | .33 |
| Effect./Outcome: % of responses to requests for assistance completed | 100% | 100% | 100% | 100% |



Objective: Timely determination of eligibility for families applying for cash, food stamps and medical.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Apps/Re-Apps requiring timely eligibility determination | 44,980 | 48,278 | 48,278 | 48,278 |
| Workload: Apps/Re-Apps with timely eligibility determination | 43,631 | 46,830 | 46,830 | 46,830 |
| Efficiency: Avg. number of minutes to determine Public Assistance eligibility | 55 | 55 | 55 | 55 |
| Effect./Outcome: % of timely eligibility determinations | 97% | 97% | 97% | 97% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|-------------------|------------------|-------------------|-------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 13,230,703 | 6,699,863 | 8,006,858 | 7,955,052 |
| 4 Other Expenditures | 24,167,874 | 2,098,456 | 2,186,785 | 2,188,010 |
| 5 Capital Outlay | 28,003 | 0 | 0 | 0 |
| Total | 37,426,580 | 8,798,319 | 10,193,643 | 10,143,062 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 1,625 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 1,527 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 3,152 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 146.00 | 172.00 | 187.00 | 186.00 |
| New Positions | 26.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Public Assistance programs, with the exception of OWF, continue to be entitlement programs and appropriate utilization of sanctions. With OWF, families' needs are examined by Community Link and others to support and ensure work participation. As a result of the partnership with Community Link, work participation numbers are expected to be at or above 75% during 2005. New applicants are diverted to other community resources as appropriate, in hopes of avoiding the need for long-term TANF benefits. Food Stamp accuracy rates are expected to be maintained at the current levels. Numbers of individuals applying for and /or receiving Food Stamps are expected to increase approximately 5% each of the next two years due to increased outreach efforts to low income families.

The number of individuals trained has varied according to staffing needs and budgetary constraints. Training activities (in service) other than for new hires are scheduled as time is available but that cannot be predicted nor comprehended within this data. Attrition has moderated during 2004 and, with the launching of two large classes in March and April, it is anticipated we will be hiring and training smaller groups more often and closer to the point in time that the need arises. Budget requests for training, policy/procedure development and assistance are keyed to the need to develop and maintain an eligibility determination staff that will know and be capable of implementing policy accurately and efficiently. The written policy directives/interpretations and the HelpDesk we operate are accessible and tangible resources for those staff that interface with our clientele and implement the regulations we administer.

CHALLENGES FOR 2005

The greatest challenge we face is "just-in-time" provision of competent replacements for departing line staff. The second major challenge is identifying and addressing the deficits in staff capability that keep us from achieving state and federal standards. The two challenges are related in that high attrition, if not proactively addressed, leads to intolerably high caseloads. Those high caseloads are a primary cause of backlogs/untimely processing of case actions and, for lack of time; work being accomplished without sufficient care and attention, opening the door to error.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows a net change of plus fifteen positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Consumer Svcs/Printshop/Communications - 1236

Mandated By: OAC 5101: ORC Chapter 4112:Sec 329,5101,5103

Funding Source: Special Revenue Operating Fund

| | |
|---|---|
| <p>Program Description: This section combines the Consumer Service Office (CSO), Communications (which includes foster care recruitment), and the agency's print shop. It is responsible for developing and supporting implementation of strategic communication plans for the agency and its programs. Researches, writes and produces agency publications, web information and videotape presentations for internal external use. Advances and manages media and public relations, customer relations and employee communications. The Communications team has identified the agency's six key audiences: (1) employees, (2) consumers, (3) the general public, (4) decision makers, (5) other service providers, and (6) consumer advocacy groups. This provides the foundation for a proactive public relations program for the agency.</p> | <p>Accomplishments: The IM database was customized and implemented in the Child Support and Children's Services CSO offices, resulting in tracking consistent CSO data. The Avaya phone equipment was also implemented in the Child Support CSO; which provides data on abandoned rates, length of calls, time of calls, etc.</p> |
|---|---|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: Provide immediate assistance to consumers, employers, and elected officials. This includes responses to telephone calls, e-mails, letters and faxes.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Total number of inquiries. | 38,830 | 28,320 | 33,575 | 33,575 |
| Workload: Total number of responses. | 38,830 | 28,320 | 33,575 | 33,575 |
| Efficiency: Total number of responses per worker per hour. | 1.9 | 1.5 | 1.8 | 1.8 |
| Effect./Outcome: % of responses to inquiries. | 100% | 100% | 100% | 100% |

Objective: Expand printing services capabilities to better serve DJFS and keep all printing jobs inside the agency.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Printing Orders Submitted | 14,092 | 12,098 | 13,095 | 13,095 |
| Workload: Printing Orders Filled | 14,092 | 12,097 | 13,095 | 13,095 |
| Efficiency: Number of print orders filled per hour; per employee | 2.8 | 2.4 | 2.6 | 2.6 |
| Effect./Outcome: % of jobs completed | 100% | 100% | 100% | 100% |



Objective: Respond to media inquiries within one hour of receiving phone call, email or retrieval of voice mail message.

| | | | | |
|--|------|------|------|------|
| Demand: Number of media inquiries received | 149 | 139 | 144 | 144 |
| Workload: Number of inquiries responded to within one hour | 149 | 139 | 144 | 144 |
| Efficiency: Number of hours per inquiry; per employee | .03 | .03 | .03 | .03 |
| Effect./Outcome: % of inquiries responded to within one hour. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|------------------|------------------|
| 3 Personnel | 227,230 | 1,292,800 | 1,454,459 | 1,450,122 |
| 4 Other Expenditures | 119 | 669,033 | 734,210 | 734,210 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 227,349 | 1,961,833 | 2,188,669 | 2,184,332 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 0 | 2,732 | 0 | 0 |
| 40 Miscellaneous | 0 | 182,136 | 160,000 | 160,000 |
| Total | 0 | 184,868 | 160,000 | 160,000 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 7.00 | 29.00 | 28.00 | 28.00 |
| New Positions | 22.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

As stated in the description category, The Public Relations Department now combines several units together. These units are responsible for courteous and timely responses to internal and external consumers. The objectives identified, reflect how responsive we are to media inquiries, consumer inquiries and how effective we are in processing printing requests. The number of contacts to the CSO is projected to decrease in 2004. Theory being: more customers are able to readily call 946-1000 and have their general questions answered resulting in fewer complaint type calls to the CSO staff. This may also be the result of implementing the Child Support Services Center. Historically the CSO process resulted in customer dependence on the CSO to process work, rather than front-end accountability for the caseworker, which may have inflated the number of contacts/complaints. One child support CSO position was transferred to the overpayment unit in April 2004.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows a net change of minus one position.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Contracting - 1214

Mandated By: Not mandated but supports other Sections.

Funding Source: Special Revenue Operating Fund

| | |
|---|--|
| <p>Program Description: To negotiate, prepare, and administer all agency contracts. Audit consumer related contracts for compliance, make recommendations to service provider for ways to improve contract compliance, make recommendations to agency administration for ways to improve contracts, identify contract overpayments and work with Fiscal to recoup the overpayment. Develop the Requests for Proposal (RFP) and Invitations to Bid (ITB) and participate in the evaluation of proposals received.</p> | <p>Accomplishments: 1. Implemented the OnBase document imaging system. All new contracts and related documents are available online. 2. Completed 78 contract compliance reviews. Total findings of \$127,000.00. 3. Amended all childcare contracts to allow for the extrapolation of the audit findings from a sample population to the entire review period. This change increased the amount of childcare audit findings. 4. Renewed over 200 day care contracts due to the State fiscal biennium. 5. Negotiated the interim and the one-year managed care contracts with Magellan Public Solution, resulting from RFPs issued in 2002. Performance standards' changes provided increased incentive to Magellan for improving performance. 6. Finalized the negotiation for the IMPACT managed care contract with ADAS, incorporating pay for performance measures.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: Facilitate, develop and coordinate all phases of RFPs and ITBs for agency good and business services and for consumer related social service contracts | | | | |
| Demand: RFPs/ITBs to be developed and released. | 15 | 18 | 10 | 10 |
| Workload: RFPs/ITBs developed and released. | 15 | 18 | 10 | 10 |
| Efficiency: Avg. hours per RFP/ITB to complete the process. | 30 | 71 | 71 | 71 |
| Effect./Outcome: % of completed RFPs. | 100% | 100% | 100% | 100% |
| Objective: Prepare, amend, administer and process all agency contracts and amendments. | | | | |
| Demand: Contracts & amendments to be administered. | 707 | 740 | 700 | 700 |
| Workload: Contacts & amendments administered. | 707 | 740 | 700 | 700 |
| Efficiency: Hours per contract to administer & amend. | 23 | 22 | 23 | 23 |
| Effect./Outcome: % of contracts administered & amended. | 100% | 100% | 100% | 100% |



| | | | | |
|---|-----|-----|-----|-----|
| Objective: Audit all consumer related purchase of service programs for contract compliance that will enable agency staff to make informed decisions. | | | | |
| Demand: Consumer related service programs to be audited. | 386 | 416 | 420 | 420 |
| Workload: Consumer related service programs audited | 78 | 72 | 75 | 75 |
| Efficiency: Hours to audit each consumer related program | 41 | 42 | 42 | 42 |
| Effect./Outcome: % of consumer related programs audited | 20% | 17% | 18% | 18% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|----------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 573,606 | 1,056,389 | 1,190,576 | 1,098,444 |
| 4 Other Expenditures | 75,602 | 204,301 | 231,400 | 231,400 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 649,208 | 1,260,690 | 1,421,976 | 1,329,844 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|----------|----------|----------|----------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|----------------------|--------------|--------------|--------------|--------------|
| | Actual | Estimate | Request | Approved |
| Total | 19.00 | 19.00 | 19.00 | 18.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Budget Narrative for PAF Objective 1.

2003 - While the number of public bids remained similar to previous years, all of the 2003 bids were ITBs rather than RFPs. With an ITB, County Purchasing staff conducts a portion of the work. This resulted in fewer RFP/ITB hours than anticipated. 2004 and 2005 is projected to reflect past patterns of 3 -4 RFPs per year being completed by JFS contract services staff.

The 164 hours per RFP/ITB was driven by unusually high number of hours staff spent in 2002 with the RFI and 2 RFPs for the Behavioral Health managed care contracts, and the Transportation managed care RFP.

2004 - The 2004 estimate is revised to include RFPs for the out of home care services and also for social service contracts valued at \$100K or greater that might need to be bid.

Budget Narrative for PAF Objective 2

2003 - The number of contracts/amendments to administer was higher due to the amendment of all day care contracts to include more specific language regarding acceptable attendance records for audits.

2004 - the managed care turn key decision hadn't been made at the time this PAF was completed so it didn't include the turnkey contracts. As a result of the decision to bring the services in house, we're anticipating an additional 80-child welfare contracts will be completed in 2004. There is also the possibility the state will raise the day care center payment caps. Should this occur, there would be day care amendments

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows no net change in positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Daycare Provider Program - 1208

Mandated By: ORC - OHIO ADMIN CODE CHPTS 5101:2-14, 2:16

Funding Source: Special Revenue Operating Fund

| | |
|---|--|
| <p>Program Description: Deliver timely, accurate, and courteous services to customers applying for and using childcare subsidies. Maintain an inventory of licensed centers and certified homes. This service is for families who are on Ohio Works First (OWF), low income and for protective children. Ensure timeliness, quality, and documentation of Consumer Specialist outcomes. Provide management of childcare eligibility staff. Hire, train, and transition all new Consumer Specialists for the agency.</p> | <p>Accomplishments: In the upcoming months, the staff will process 7% more applications due to the Head Start Plus program. Applications are expected to take additional time as a result of a new manual upload that will take place in the State system. Child Care continues to process 99% of the applications in a 30-day time frame. The number of certified Type B homes will increase as services for retention and recruitment are contracted to outside parties. Quality Assurance is in place for the Consumer Specialist and Home Provider Specialist to ensure that customer service remains at a high standard. Policy and training are issued regularly and as needed. Caseloads are manageable, and adequate volumes of trainees are generated to accommodate turnover</p> |
|---|--|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: Increase the number of available Home Day Care Providers to accommodate the need for infant care and childcare.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Number of Type B homes to be certified | 1,894 | 1,900 | 1,900 | 1,900 |
| Workload: Number of Type B homes certified | 1,894 | 1,900 | 1,900 | 1,900 |
| Efficiency: Hours to conduct a certification | 4.75 | 5.0 | 5.0 | 5.0 |
| Effect./Outcome: Maintain number of homes and support of families. | 100% | 100% | 100% | 100% |



Objective: Issue policies and procedures to support and improve direct service delivery and clarification of state rules.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: Policies required to be issued | 83 | 102 | 92 | 92 |
| Workload: Policies issued | 83 | 102 | 92 | 92 |
| Efficiency: Total hours spent writing and researching | 3,984 | 4,896 | 4,416 | 4,416 |
| Effect./Outcome: % issued relative to need | 100% | 100% | 100% | 100% |



Objective: Train new and current staff to manage childcare related casework.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Number of staff needing training | 60 | 57 | 57 | 57 |
| Workload: Number of staff given training | 60 | 57 | 57 | 57 |
| Efficiency: Hours spent | 11,280 | 10,716 | 10,716 | 10,716 |
| Effect./Outcome: % of need accommodated | 100% | 100% | 100% | 100% |



Objective: Audit records for all childcare caseloads for quality.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Records required to be audited | 5,050 | 4,515 | 3,890 | 3,890 |
| Workload: Records audited | 5,050 | 4,515 | 3,890 | 3,890 |
| Efficiency: Hours spent | 15,151 | 13,545 | 11,670 | 11,670 |
| Effect./Outcome: % of need met | 100% | 100% | 100% | 100% |



Objective: Periodically document, compile, and report on staff outcomes and status in both ends of the program including caseload size, AT Hudson data, etc.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Number of reports required | 250 | 250 | 250 | 250 |
| Workload: Number of reports delivered | 250 | 250 | 250 | 250 |
| Efficiency: # of hours spent researching, compiling, writing, distributing, and coaching | 1,500 | 1,500 | 1,500 | 1,500 |
| Effect./Outcome: % of need met | 100% | 100% | 100% | 100% |



Objective: Determine initial eligibility within 30 days for all childcare applications.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Applications received | 11,584 | 11,089 | 11,089 | 11,089 |
| Workload: Processed within 30 days | 11,392 | 10,897 | 10,897 | 10,897 |
| Efficiency: Processed per hour | 24 | 26 | 26 | 26 |
| Effect./Outcome: % Determined within 30 days | 98.3% | 98.2% | 98.2% | 98.2% |



Objective: Process reviews of eligibility timely (recertification of eligibility reviews are required every 6 months).

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Reviews of eligibility | 12,897 | 12,612 | 13,494 | 13,494 |
| Workload: Reviews completed timely | 12,874 | 12,596 | 13,471 | 13,471 |
| Efficiency: Reviews per hour | 32 | 50 | 50 | 50 |
| Effect./Outcome: % completed timely | 99.8% | 99.8% | 99.8% | 99.8% |



Objective: Process Consumer case needs including changes in income, employer, address, schedule, vouchers, fraud investigation, etc.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Case maintenance required | 13,086 | 14,002 | 13,602 | 13,602 |
| Workload: Maintenance Provided | 13,086 | 14,002 | 13,602 | 13,602 |
| Efficiency: Cases updates / hour | 64 | 64 | 64 | 64 |
| Effect./Outcome: % of need met | 100% | 100% | 100% | 100% |



Objective: Process Home Provider case needs including changes in location, household member changes, voucher validation and processing issues, etc.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: Case Maintenance Required | 2,154 | 2,488 | 2,816 | 2,816 |
| Workload: Case Maintenance Provided | 2,154 | 2,488 | 2,816 | 2,816 |
| Efficiency: Updates per hour | 3.6 | 3.8 | 3.8 | 3.8 |
| Effect./Outcome: % of need met | 100% | 100% | 100% | 100% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 3,160,385 | 2,436,216 | 2,710,504 | 2,702,627 |
| 4 Other Expenditures | 47,766,205 | 61,196,716 | 62,347,385 | 62,347,385 |
| 5 Capital Outlay | 1,668 | 0 | 0 | 0 |
| Total | 50,928,258 | 63,632,932 | 65,057,889 | 65,050,012 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|---------------|---------------|---------------|---------------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 782 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 32,152 | 18,214 | 20,000 | 20,000 |
| 45 Other Financing Sources | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 32,934 | 18,214 | 20,000 | 20,000 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|----------------------|---------------|--------------|--------------|--------------|
| | Actual | Estimate | Request | Approved |
| Total | 74.00 | 63.00 | 63.00 | 63.00 |
| New Positions | -11.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The expectation is to maintain a reasonable number of providers available to families and to accommodate families in need of childcare during non-traditional hours. Our community partnership is designed to increase support and training to providers via a network of support groups and training opportunities. Improving the quality of and availability of childcare are the primary objectives of the partnership. An Objective of agency eligibility staff is to maintain high standards for timeliness, service, quality and volume/productivity. Objectives 2, 3, 4, and 5 are relatively stable. Our processes are well developed. Objectives 1, 6, 7, & 8 are driven by managing caseloads. Objectives 6 & 7 are timeliness measures, which impacts customer service and is a state mandate. Objective 6 is determining initial eligibility within the mandated period of time and 7 deals with timely reviews or recertification of eligibility reviews each 6 months.

A "Type B home" means a permanent residence of the provider in which childcare is provided for one to six children at one time and in which no more than three children are under the age of two.

Comments below are related to each of the attached objectives

1. The provider program will show an increase in the following year with an increase in the recruitment of providers. The recruitment of new providers was previously placed on hold for several months. Visits will take longer because of state policy changes that will require inspection of outdoor play areas and increased monitoring and oversight.
2. Child Care will issue more policy and procedures because of changes in State rules that have a direct impact on the delivery of service. Child Care will continue to share network files and revise staff policies. The revision of the formal Home Provider Specialist (HPS) process and structure as a result of state rule changes will continue next year. There will be more policy generated from a QC monitor system that will allow Child Care to have a proactive approach to training on case maintenance.
3. This is a stable number. As our new staff volumes ebb and flow, capacity is immediately filled with support staff, redip (retraining for staff in an area they need to be refreshed in to perform better), and QC training.
4. We are expected to have QC absorb 625 audits. We will continue to have compliance audits to address a current HPS vulnerability. The Child Care trainers will continue to conduct case audits on probationary employees.
5. Outcome and process reporting will move in some significant volume to the QC unit. At the same time, our local G drive (group data on the computer system where all can view policy and procedures for child care and performance information) publishing volume will pick up considerably. The addition of Work Load Management System (WLMS) will continue to have an impact.
6. The Child Care applications are expected to increase because of the Head Start Plus program. The applications are estimated to increase by 7%. The Consumer Specialist process at an average of 1.28 applications per hour.
7. This number has grown and will continue to increase with the change in determining eligibility for the Head Start Plus program.
8. This number reflects ongoing CS case management. It reflects 1.5 hours of case contact per year, per case maintained including phone calls, contact letters, case changes, etc.
9. This number reflects ongoing HPS case management. It reflects 4.5 hours of case contact per year currently and 4.75 for 2003. This is ongoing contact not included in twice-annual visits including phone calls, contact letters, case changes, validation, etc.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows no net change in positions.

Job and Family Services

Program: Files - 1237

Mandated By: ORC 5153.17 (Chld Serv) & ORC 149.38

Funding Source: Special Revenue Operating Fund

| | |
|---|---|
| <p>Program Description: Consumer Documentation maintains the active and closed case records of Income Maintenance and Child Support and the closed Children Service files. The unit is responsible for the timely location and provision of files requested in the conduct of Departmental business, and for the inclusion of all relevant correspondence into the case record. The unit also manages offsite storage and record destruction for the department.</p> | <p>Accomplishments: Consumer Documentation accomplished the integration of more than 100,000 additional files at existing locations, despite severe and on-going pressures on space.</p> |
|---|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: Locate and pull all files requested and re-file upon return within 48 hours of request or return | | | | |
| Demand: Total files to be handled | 380,502 | 392,931 | 250,000 | 250,000 |
| Workload: Total files located & processed expeditiously | 372,131 | 385,072 | 247,500 | 247,500 |
| Efficiency: Files pulled & returned by worker per month | 3,101 | 2,917 | 1,875 | 1,875 |
| Effect./Outcome: % of files accessible for conducting departmental business | 98% | 98% | 99% | 99% |
| Objective: Keep files current and with appropriate content by ensuring the expeditious insertion and deletion of correspondence and information | | | | |
| Demand: Pieces of information slated for inclusion in files | 331,021 | 400,000 | 400,000 | 400,000 |
| Workload: Total pieces of information filed within 48 hours | 271,437 | 344,000 | 344,000 | 344,000 |
| Efficiency: Pieces of information handled monthly per worker | 2,759 | 3,440 | 3,440 | 3,440 |
| Effect./Outcome: % of necessary inclusions handled timely | 82% | 86% | 86% | 86% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 125,770 | 0 | 0 | 1,223,574 |
| 4 Other Expenditures | 0 | 0 | 9,700 | 14,840 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 125,770 | 0 | 9,700 | 1,238,414 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 95 | 0 | 0 | 0 |
| Total | 95 | 0 | 0 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 31.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

2005 Challenges: Document Imaging is coming to Children's Services files, along with other initiatives to deal with on-going and critical capacity problems.

Objective 1 reflects a decline in files handling owing to completion of the massive re-distribution of files in 2003 and 2004. While fewer files will be handled, the intensity of contact will increase. During the movement and re-location process, the task of purging files by eliminating duplicate and extraneous materials virtually came to a halt. For 2005, we will begin vigorously purging files again in order to deal with capacity issues. The purging of files requires a time commitment that is on average six to seven times longer than normal file retrieval purposes and processes. Objective 2 shows a rise in correspondence coming to the files area. Plans for Document Imaging in 2005 for Children Services records will help slow this growth, but not eliminate it.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows no net change in positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Fiscal - 1213

Mandated By: Chapters 329, 5101/5113 and 5153.26,5107,5113,5101

Funding Source: Special Revenue Operating Fund, Tax Levies Operating Fund, General Fund

| | |
|--|--|
| <p>Program Description: Enhance and maximize state and federal funding. Monitor allocations, entitlements, cash, and appropriations for the agency. Provide fiscal services to all divisions of the agency so that all program areas are able to maximize funding available. Process vendor payments for recipients of Child Day Care, TANF, and payments to providers of services to Disability Assistance recipients including medical fees to physicians for completion of basic medical forms and payments to attorneys for legal fees for the SSI appeals process.</p> | <p>Accomplishments: The Revenue Enhancement unit continues to review all adoption assistance agreements to limit the County's obligation. It is estimated that the County will earn about \$7 million extra in Federal Food Stamp and Medicaid for SFY 2004 and SFY 2005.</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: Prepare and monitor annual budget within JFS and County schedules. | | | | |
| Demand: Request for annual budget. | 1 | 1 | 1 | 1 |
| Workload: Budget documents completed | 1 | 1 | 1 | 1 |
| Efficiency: Total no. of hours to prepare/ monitor budget | 9,320 | 10,050 | 10,050 | 10,050 |
| Effect./Outcome: Deadlines that were met. | 100% | 100% | 100% | 100% |
| Objective: Audit and process payments of invoices and vouchers on a weekly/daily basis depending on payment type within 10 business days. | | | | |
| Demand: Audit, process to pay invoices, vouchers, etc. | 419,530 | 430,000 | 430,000 | 430,000 |
| Workload: Number of invoices, vouchers paid | 419,530 | 430,000 | 430,000 | 430,000 |
| Efficiency: No. hours to process invoices/ vouchers to pay | 23,000 | 23,000 | 23,000 | 23,000 |
| Effect./Outcome: Percent of invoices, vouchers paid timely. | 100% | 100% | 100% | 100% |
| Objective: All Adoption Assistance (AA) cases will be redetermined annually within 30 days of the review date. | | | | |
| Demand: AA cases to be redetermined | 1,641 | 1,791 | 1,791 | 1,791 |
| Workload: AA cases redetermined | 1,525 | 1,641 | 1,641 | 1,641 |
| Efficiency: AA cases per worker | 234 | 240 | 240 | 240 |
| Effect./Outcome: % of cases redetermined yearly and timely | 92% | 92% | 92% | 92% |
| Objective: Deposit all monies collected from customers by the next business day. | | | | |
| Demand: Collect, post and deposit payments | 23,200 | 24,000 | 24,000 | 24,000 |
| Workload: Number of payments received, posted and deposited timely | 23,200 | 24,000 | 24,000 | 24,000 |
| Efficiency: Number of hours to process payments/payments received | 5,520 | 4,160 | 4,160 | 4,160 |
| Effect./Outcome: Percent of payments processed (received, posted, deposited) timely. | 100% | 100% | 100% | 100% |



Objective: All custody cases will be determined for IV-E eligibility within 30 days of receiving custody and re-determined annually if they remain eligible.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: Forms to be completed | 1,456 | 1,465 | 1,475 | 1,475 |
| Workload: Forms completed | 1,410 | 1,420 | 1,425 | 1,425 |
| Efficiency: Avg percent entered per worker | 14% | 14% | 14% | 14% |
| Effect./Outcome: % of cases redetermined yearly | 97% | 97% | 97% | 97% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|-----------------------|-------------------|-------------------|--------------------|--------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 1,942,016 | 2,126,412 | 2,224,535 | 2,218,852 |
| 4 Other Expenditures | 50,506,557 | 87,692,489 | 87,978,232 | 92,981,928 |
| 5 Capital Outlay | 0 | 30,000 | 0 | 0 |
| 7 Operating Transfers | 9,771,824 | 9,771,824 | 10,532,255 | 10,521,842 |
| Total | 62,220,397 | 99,620,725 | 100,735,022 | 105,722,622 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Estimate | Request | Approved |
| 1 Property Taxes | 31,156,177 | 33,254,940 | 35,809,600 | 36,046,467 |
| 5 Other Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 31,398,344 | 54,625,045 | 46,362,063 | 46,172,085 |
| 30 Investments Interest | 858,000 | 796,790 | 858,000 | 0 |
| 35 Other Intergovernmental | 60,514,372 | 77,201,316 | 78,345,367 | 78,675,594 |
| 40 Miscellaneous | 1,523,597 | 3,287,096 | 4,240,500 | 4,240,500 |
| 50 Transfers - In | 9,771,824 | 9,592,578 | 10,532,255 | 11,478,842 |
| Total | 135,222,314 | 178,757,765 | 176,147,785 | 176,613,488 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 44.00 | 42.00 | 38.00 | 38.00 |
| New Positions | -2.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Objective 1: A supervisor was hired for the budget section causing the total hours to increase.

Objective 3: One half of an FTE was transferred to HR. The remaining two employees absorbed the work. Fiscal is working on tracking the timeliness of this objective. By next year, Fiscal should have good data.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows a net change of minus four positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Fraud / Investigations - 1207

Mandated By: OAC 5101.54

Funding Source: Special Revenue Operating Fund

| | |
|--|---|
| <p>Program Description: This program investigates and calculates overpayment claims against households who received incorrect assistance in TANF, Medicaid, Food Stamps, Disability Assistance and Child Day Care. The EBT Unit is responsible for the creation and issuance of Food stamp Debit Cards. It is also responsible for card replacement and problem resolution relating to card usage. The unit also produces photo identification cards for consumers who have no other proof of identity.</p> | <p>Accomplishments: In 2003 our Investigations/Overpayment Recovery Unit collected over \$2,650,000 (an historic high) on overpayment accounts, reviewed 11,000 referrals for potential overpayment, processed 60,000 Income Eligibility Verification System (IEVS) matches and our EDP (Early Detection and Prevention) Unit investigated 2,215 applicants/recipients prior to establishing eligibility for an Income Maintenance program. For the year, 4,583 new overpayment claims were established with a value of \$3,083,327, which was about \$250,000 more than the previous year. The Direction Card staff, which handles Electronic Benefit Transfers for accessing Food stamp assistance, met another 3% increase in demand, issuing 23,382 EBT cards to consumers. This unit issues new debit cards and replacement cards to Food stamp applicants, and provides photo ids for Public Assistance recipients.</p> |
|--|---|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: Reduce the level of fraud through early detection and investigation

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Fraud prev. and complaint referrals to be investigated | 12,458 | 11,293 | 11,000 | 11,000 |
| Workload: Investigations completed | 6,349 | 6109 | 6,050 | 6,050 |
| Efficiency: Investigations completed per worker per month | 25 | 25 | 25 | 25 |
| Effect./Outcome: % of investigations completed | 51% | 54% | 55% | 55% |



Objective: Research potential overpayments through IEVS matches with other resource databases

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Matches obtained from other databases | 60,149 | 41,250 | 40,000 | 40,000 |
| Workload: Matches worked timely | 54,079 | 6,250 | 32,000 | 32,000 |
| Efficiency: IEVS matches completed per worker per month | 500 | 58 | 296 | 296 |
| Effect./Outcome: % of matches worked timely | 90% | 15% | 80% | 80% |



Objective: To provide on demand creation, replacement, and problem resolution for Food stamp Direction Cards

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Number of customers requiring card service | 23,382 | 26,000 | 27,000 | 27,000 |
| Workload: Customers receiving service without supervisory support | 18,525 | 20,049 | 21,600 | 21,600 |
| Efficiency: Cards issued per worker per month | 356 | 417 | 450 | 450 |
| Effect./Outcome: % of customers receiving same day service without supervisory support | 79% | 77% | 80% | 80% |



Objective: Initiate collection actions on all established claims where overpayment of benefits was confirmed

| | | | | |
|--|--------------|--------------|--------------|--------------|
| Demand: Balance of outstanding debt existing during the year | \$17,080,727 | \$16,313,954 | \$17,000,000 | \$17,000,000 |
| Workload: Dollars collected against debt | \$2,654,058 | \$2,600,000 | \$2,800,000 | \$2,800,000 |
| Efficiency: Dollars collected by worker per month | \$55,293 | \$43,333 | \$46,667 | \$46,667 |
| Effect./Outcome: Percentage of outstanding debt collected this year | 15.5% | 15.9% | 16.5% | 16.5% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 2,046,242 | 2,284,429 | 3,458,508 | 2,083,362 |
| 4 Other Expenditures | 28,166 | 42,043 | 120,025 | 91,925 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 2,074,408 | 2,326,472 | 3,578,533 | 2,175,287 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|------------|----------|----------|----------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 177 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 339 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 516 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|----------------------|--------------|--------------|--------------|--------------|
| | Actual | Estimate | Request | Approved |
| Total | 63.00 | 63.00 | 84.00 | 49.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

2005 Challenges: The Direction Card operation could begin fundamental changes in 2005 where the state may take over administration of the system, so we will endeavor to hold firm on the current budget and deal with continuing expansion in the program in the event that we begin to scale down our involvement. In overpayment recovery, revenues are being reduced by new food stamp rules and changes in other State data match systems, but we hope to replace revenue with newly authorized Medicaid collection incentives. The only budget increases planned here are in response to the necessary expense

of reimbursement for subpoena responses. Objective 1 relates to the completion of investigations that result in either the establishment of a debt or other potential savings rather than on their initiation and conduct. Objective 1 focuses on our ultimate objective, which is the completion and resolution of cases, and the subsequent establishment of debt and or prosecution. And while 95% or more of the cases assigned during the year are in fact completed, Objective 1 counts only those cases that resulted in positive findings. Objective 2, the working of IEVS data matches was established as a new objective in 2001. Nearly 60,000 of these matches were worked and completed in 2002, about 3,000 more than the previous year. The vast majority of these matches do not result in overpayments. Estimates for 2004 show a substantial reduction in the volume of data matches, owing to efforts by the state and federal governments to eliminate redundancy in the matches. The contract between these two entities lapsed for 3 months at the end of 2004, thereby creating a backlog of data matches entering 2004, which resulted in an overwhelming delinquency rate for working these matches timely. We project for 2005 that such a huge anomaly will not repeat itself. Objective 3 shows a continuing trend in Food stamp demand increasing beyond staff capacity. Given expectations for a new on-line system in 2005/06, which will reduce local staff needs, we will simply maintain current levels of staff and meet demand with supervisory assistance. Objective 4 for 2004 and 2005 will include child support overpayments and new Medicaid incentives, but will be adversely affected by lower collections due to Food stamp rule changes.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows a net change of plus twenty-one positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Health Services - 1222

Mandated By: OAC: 5101:1-2-28; 5101:1-26-04; 5101:1-40; ORC 329,

Funding Source: Special Revenue Operating Fund

| | |
|--|--|
| <p>Program Description: Healthchek - Informs and educates Medicaid families of importance of preventative healthcare, follow-up treatment and assists families in establishing contact with medical providers. Covered Families and Children is the Healthy Start/Healthy Families form of Medicaid for low-income families. The Hospital Project processes Medicaid applications generated by inpatient hospital bills with the goal of fully exploring Medicaid and reducing local tax levy expense. This unit also processes 2453's (hospital referrals), which can result in Medicaid reimbursement.</p> <p>Pregnancy Services provides case management and transportation referral services to Medicaid pregnant women to assist them in receiving early and consistent prenatal care so as to reduce incidence of preterm deliver and low birth weight babies.</p> | <p>Accomplishments: Delivers HealthChek Services and Help Me Grow Referrals. Due to the Healthy Start/Healthy Families Medicaid outreach project, 6,000 applications have been processed, 3,700 applications were approved with over 6,000 children, and 3,800 adults being found eligible for Medicaid. Ongoing Healthy Start/Healthy Families caseload continues to remain at 10,000. Two staff members are responding to the 531-9999 line regarding Healthy Start/Healthy Families applications and eligibility information to both consumers and providers. The Hospital Project continues to be so successful in impacting hospital revenue, that the hospital supports the salary of 6 staff and they are requesting a 7th staff by 10/04 once space is acquired. The project processes a minimum of \$3,204,512.00 per month in hospital bills for payment by Medicaid or projected annual reimbursement of \$38,454,144.00 this year.</p> |
|--|--|

| | | | |
|----------------|------------------|-----------------|------------------|
| 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------|------------------|-----------------|------------------|



Objective: Processing of Healthy Start Healthy Families applications in a timely manner.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: Applications requiring timely disposition | 5,000 | 6,000 | 6,000 | 6,000 |
| Workload: Applications with timely dispositions. | 4,500 | 5,700 | 5,700 | 5,700 |
| Efficiency: Hours required for each application | 1 | 1 | 1 | 1 |
| Effect./Outcome: % of applications processed timely | 90% | 95% | 95% | 95% |



Objective: Processing Inpatient Hospital Referrals

| | | | | |
|--|--------|--------|--------|--------|
| Demand: # of referrals to be processed | 15,000 | 12,300 | 12,300 | 12,300 |
| Workload: # of referrals processed | 15,000 | 12,300 | 12,300 | 12,300 |
| Efficiency: Minutes per referral | 20 | 20 | 20 | 20 |
| Effect./Outcome: % of referrals processed | 100% | 100% | 100% | 100% |

**Objective:** Determination of Medicaid Eligibility

| | | | | |
|---|-------|-------|-------|-------|
| Demand: # of Medicaid applications to be processed | 1,500 | 3,300 | 3,300 | 3,300 |
| Workload: # of Medicaid applications processed | 1,500 | 3,300 | 3,300 | 3,300 |
| Efficiency: # of hours per application | 2.0 | 2.0 | 2.0 | 2.0 |
| Effect./Outcome: % of applications processed | 100% | 100% | 100% | 100% |

**Objective:** Provide follow-up information for Healthchek requests.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Number of Healthchek requests for follow-up info | 1,600 | 1,600 | 2,000 | 2,000 |
| Workload: Number of Healthchek requests processed for follow-up. | 240 | 240 | 300 | 300 |
| Efficiency: Time required to process each Healthchek referrals | 10 | 10 | 10 | 10 |
| Effect./Outcome: Families receive follow-up services | 15% | 15% | 15% | 15% |

**Objective:** Ensure timely processing of Healthy Start/Healthy Families Redeterminations and processing applications for additional Public Assistance benefits.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Redeterminations requiring timely processing | 11,000 | 10,300 | 10,300 | 10,300 |
| Workload: Redeterminations with timely eligibility determinations | 10,500 | 9,785 | 9,785 | 9,785 |
| Efficiency: Minutes to process each application | 45 | 45 | 45 | 45 |
| Effect./Outcome: % of cases processed timely | 95% | 95% | 95% | 95% |

**Objective:** Inform Medicaid consumers and caretakers of Healthchek.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Families and caretakers to be informed | 22,750 | 22,750 | 25,000 | 25,000 |
| Workload: Number of families informed of Healthchek | 22,750 | 22,750 | 25,000 | 25,000 |
| Efficiency: Minutes required to inform consumer and caretaker | 5 | 5 | 5 | 5 |
| Effect./Outcome: Families and caretakers informed of healthchek | 100% | 100% | 100% | 100% |

**Objective:** Responding to requests for information/application status via the 531-9999 telephone line.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Answering questions and generating Healthy Start Apps. | 44,000 | 44,000 | 44,000 | 44,000 |
| Workload: Number of calls, faxes coming to the department | 44,000 | 44,000 | 44,000 | 44,000 |
| Efficiency: Minutes to respond to an inquiry | 3 | 3 | 3 | 3 |
| Effect./Outcome: Consumers and providers are informed re application status with respect to eligibility and billing. | 100% | 100% | 100% | 100% |



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.



Objective: Inform pregnant women of the importance of early pre-natal care.

| | | | | |
|---|---------|---------|---------|---------|
| Demand: Referrals from providers on 3535 form & intake calls. | 1,224 | 1,224 | 1,300 | 1,300 |
| Workload: Processing requests | 1,224 | 1,224 | 1,300 | 1,300 |
| Efficiency: Inform those referred (minutes) | 20 - 30 | 20 - 30 | 20 - 30 | 20 - 30 |
| Effect./Outcome: Pregnant women receive information on early care of babies. | 100% | 100% | 100% | 100% |



Objective: Arrange transportation for pregnant mothers and children per request.

| | | | | |
|--|-----|-----|------|------|
| Demand: # of transportations arranged to medical provider per request | 448 | 448 | 500 | 500 |
| Workload: # of those receiving arranged transport. per request | 326 | 326 | 500 | 500 |
| Efficiency: Vans/Pub. transport. to medical provider (minutes). | 30 | 30 | 30 | 30 |
| Effect./Outcome: Clients maintain pre-natal care appointment | 73% | 73% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 1,615,258 | 2,066,244 | 2,306,073 | 2,299,335 |
| 4 Other Expenditures | 6,026 | 18,549 | 122,225 | 122,225 |
| 5 Capital Outlay | 1,830 | 0 | 0 | 0 |
| Total | 1,623,114 | 2,084,793 | 2,428,298 | 2,421,560 |
| Revenues | 2003 | 2004 | 2005 | 2005 |
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 133 | 0 | 0 | 0 |
| 40 Miscellaneous | 70 | 188,331 | 260,000 | 260,000 |
| Total | 203 | 188,331 | 260,000 | 260,000 |
| FTE Count | 2003 | 2004 | 2005 | 2005 |
| | Actual | Estimate | Request | Approved |
| Total | 53.00 | 53.00 | 53.00 | 53.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Health Services Section acquired Pregnancy Services staff late in 2003 with an additional staff member hired to fully service the caseload. Currently a new contract is being put in place to cover the transportation costs of pregnant women. There was almost a complete turnover in ongoing healthy start staff during 2003 with two new supervisors being hired and 10 new program tech twos being hired and trained.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows no net change in positions.

Job and Family Services

Program: Human Resources - 1216

Mandated By: ORC Chapters 124, 119, 4117, AND 4112

Funding Source: Special Revenue Operating Fund

| | |
|--|--|
| <p>Program Description: The Human Resources (HR) unit provides human resources management services for the Department of Job & Family Services (JFS) consisting of 1,642 employees including 478 exempt and 1164 bargaining unit employees at seven (7) sites throughout Hamilton County. The HR unit provides a wide range of services in the area of compensation & benefits, recruitment & staffing, orientation, labor relations, employee relations, management & employee consultation, and professional development training to JFS employees, including development of managerial proficiencies, diversity awareness, Myers-Briggs, Civil Treatment and team building.</p> | <p>Accomplishments: During the fiscal year the following accomplishments are noted. The HR unit negotiated a new contract with AFSCME Local 1768, nearly averting a strike and continues to administer a contract with Teamsters Local 100. The unit continues to lead the organization in the use of technology. Upgrades in the optical imaging system has allowed for ease of storage, retention and access to various HR reports and personnel files by both HR staff and its customers. The HR unit, working closely with the Information Systems is aggressively pursuing a Human Resources Information System (HRIS) to reduce redundancy in data entry and increase in data reporting. The HR website continues to expand for posting & updating the JFS Personnel Policies & Procedures manual, Union contracts, Pay Scales and JFS Job Postings. It is easy to access, point and click system for staff to gain accurate, up-to-date information about the agency and the unit. Merit and bonus distributions were accomplished successfully. HR recruitment and staffing strategies have resulted in a full complement of program staff. The Cultural Initiatives Committee continues to educate staff on diversity issues by sponsoring a number of diversity presentations to DJFS staff. Two HR staff became adjunct trainers for the County's Leadership For Results program and two others were certified as Civil Treatment trainers through Employment Learning Innovations.</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: Process posting jobs within five (5) working days from receipt of job requisition. | | | | |
| Demand: Postings requested | 350 | 300 | 300 | 300 |
| Workload: Postings completed | 350 | 300 | 300 | 300 |
| Efficiency: # of hours spent on postings | 1 | 1 | 1 | 1 |
| Effect./Outcome: % of jobs posted within five (5) working days | 100% | 100% | 100% | 100% |



Objective: Provide professional development and skill set training to DJFS bargaining unit and managerial staff, including all new hires.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: gb# of workers to be trained | 1,486 | 1,587 | 1,642 | 1,642 |
| Workload: # of workers trained | 1,486 | 1,587 | 1,642 | 1,642 |
| Efficiency: # of hours per training | 8 | 8 | 8 | 8 |
| Effect./Outcome: % of workers trained | 100% | 100% | 100% | 100% |

Objective: Initiate responses to charges filed against JFS (arbitrations, civil actions, grievances, EEOC, and OCRC charges, etc.), within 24 hours of receipt.

| | | | | |
|--|------|------|------|------|
| Demand: Actions filed | 63 | 65 | 70 | 70 |
| Workload: Actions processed | 63 | 65 | 70 | 70 |
| Efficiency: # of hours spent per action | 5.0 | 5.0 | 5.0 | 5.0 |
| Effect./Outcome: % of information submitted within 24 hours of due date | 100% | 100% | 100% | 100% |

Objective: Respond to employee's questions re: hours of work, terms and conditions of employment, comp & benefits within one (1) working day.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Consultations requested | 21,840 | 24,000 | 24,960 | 24,960 |
| Workload: Consultations held | 21,840 | 24,000 | 24,960 | 24,960 |
| Efficiency: # of hours spent per consultation | .3 | .3 | .3 | .3 |
| Effect./Outcome: % of employee/applicant questions responded to within one working day | 100% | 100% | 100% | 100% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 1,492,415 | 1,294,936 | 1,483,937 | 1,479,559 |
| 4 Other Expenditures | 263,256 | 356,214 | 896,018 | 896,018 |
| 5 Capital Outlay | 377 | 0 | 0 | 0 |
| Total | 1,756,048 | 1,651,150 | 2,379,955 | 2,375,577 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | -224 | 0 | 0 | 0 |
| 40 Miscellaneous | 2,666 | 0 | 0 | 0 |
| Total | 2,442 | 0 | 0 | 0 |

FTE Count

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---------------|----------------|------------------|-----------------|------------------|
| Total | 23.00 | 25.00 | 25.00 | 25.00 |
| New Positions | 2.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The Human Resources Department strives to meet the needs of the JFS in the above referenced categories. A three-year comprehensive training initiative aimed at JFS front line managers (Leadership For Results) has resulted in participation by 56% of targeted staff in the first year. Negotiated contracts with AFSCME and the Teamsters continue to be administered. A strike contingency plan was created and nearly implemented. Payroll continues to administer dual payroll systems. Merit and bonus distributions were error free. Pursuit and implementation of an HRIS will result in increased access and utilization of HR/Payroll data.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows no net change in positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Information Systems - 1215

Mandated By: See items listed in Program description

Funding Source: Special Revenue Operating Fund

| | |
|--|--|
| <p>Program Description: Develop hardware and software solutions, provide telecommunication services, training services and other IS support services for all divisions of HCJFS. Provide agency staff the means to insure that quality service is available to the community they serve. Solutions are developed through a process of needs assessment, prioritization to the agency, software & hardware evaluation, design, development and maintenance of computer and telecommunication systems. Provide the procurement and installation of any such hardware and software solutions.</p> <p>Assist HCJFS in responding to the specific responsibilities included in the following ORC cites. Chapters 329, 5101, 5103, 5104, 5107, 5111, 5113, and 5153.26</p> | <p>Accomplishments: During this past year, approximately 1,400 HCJFS staff has been supported on one mainframe system, the County's wide area network, our internal local area network, the State network and several database systems. There are two main locations we provide services to including the A&D bldg and Taft. In addition, there are several other locations requiring our support and these include 800 Broadway, University Hospital, Children's Hospital, ACT, Mt Airy Shelter and Community Link. We are also providing support to provider sites using the Managed Care Network. Following are a few major items that IS has accomplished in 2003. We transitioned several applications off of our mainframe with the implementation of FACTS; Children's Services new case management system, including Children & Family Services, 241-KIDS and Foster Parent Payroll. The mainframe system currently houses our Child Day Care application and HR system. This year we also transitioned and assumed responsibility for our Managed Care Network, with the transitioning of Magellan services back into the agency. We started the upgrade of our Local Area Network and completed the upgrade of Network Operating System. Other accomplishments include several daycare rule changes and the foster home visit project.</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To provide solutions to all IS Requests in the time frame (2 weeks to 6+ months) specified by the evaluation category | | | | |
| Demand: New/Enhancement requests received | 2,350 | 1,641 | 1,700 | 1,700 |
| Workload: System new/enhancement requests completed | 2,096 | 1,515 | 1,600 | 1,600 |
| Efficiency: Number of Hours required to accomplish tasks | 40,788 | 31,521 | 35,000 | 35,000 |
| Effect./Outcome: % of solutions provided | 89% | 92% | 94% | 94% |
| Objective: To verbally respond to the user within 4 hours after a hardware issue has been identified. Seek technical resolution of the problem within 72 hours. | | | | |
| Demand: Hardware problem resolution requests received. | 3,932 | 3,384 | 3,400 | 3,400 |
| Workload: Hardware problem resolution requests completed | 3,932 | 3,384 | 3,400 | 3,400 |
| Efficiency: Hrs/yr to complete hardware resolution requests | 1,747 | 1,498 | 1,500 | 1,500 |
| Effect./Outcome: % of hardware resolution requests completed within time frames | 100% | 100% | 100% | 100% |

Objective: To verbally respond to the user within 1 hour after a software issue has been identified. Seek technical resolution of the problem within 24 hours.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Software problem resolution requests received | 14,555 | 15,783 | 15,000 | 15,000 |
| Workload: Software problem resolution requests completed | 14,555 | 15,783 | 15,000 | 15,000 |
| Efficiency: hrs/yr to complete software resolution requests | 8,112 | 8,361 | 8,300 | 8,300 |
| Effect./Outcome: % of software resolution requests completed within 24 hours | 100% | 100% | 100% | 100% |

Objective: To provide level I computer help desk Support resolving 75% calls and the remaining 25% at level 2.

| | | | | |
|---|--------|--------|--------|--------|
| Demand: CSC (I Help Desk) support requests | 22,731 | 23,718 | 23,500 | 23,500 |
| Workload: CSC (Help Desk) support requests resolved lev 1 | 20,251 | 21,219 | 21,000 | 21,000 |
| Efficiency: Hrs/yr to complete CSC (Help Desk) support request | 12,480 | 12,480 | 12,480 | 12,480 |
| Effect./Outcome: % of CSC (Help Desk) support requests completed by level 1. | 89% | 89% | 89% | 89% |



Objective: To ensure that network and telecom systems and the 241-KIDS system are avail for use during scheduled hrs requested by departments 98% of the time.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: On-line Support and access required (hrs/week) | 168 | 168 | 168 | 168 |
| Workload: On-line support & access provided (hrs/wk) | 165 | 167 | 165 | 165 |
| Efficiency: hrs/yr to provide on-line support/access | 31,200 | 31,200 | 31,200 | 31,200 |
| Effect./Outcome: % of on-line support and access provided | 98% | 99% | 98% | 98% |

Objective: To schedule mainframe computer output to ensure that it is available to the user departments on or before the scheduled deadline.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: Monthly jobs requiring execution | 1,906 | 1,185 | 1,185 | 1,185 |
| Workload: Monthly jobs executed | 1,903 | 1,183 | 1,185 | 1,185 |
| Efficiency: Hrs/yr to execute monthly jobs | 6,240 | 4,160 | 4,160 | 4,160 |
| Effect./Outcome: % of mainframe/network performing at acceptable levels | 99.8% | 99.8% | 100% | 100% |

Objective: To ensure that mainframe is available for use during scheduled hours requested by departments 98% of the time.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: On-line support & access required (hrs/wk) | 113 | 113 | 113 | 113 |
| Workload: On-line support & access provided (hrs/wk) | 111 | 112 | 112 | 112 |
| Efficiency: Hrs/yr to provide on-line support/access | 12,480 | 12,480 | 12,480 | 12,480 |
| Effect./Outcome: % of on-line support and access provided | 98% | 99% | 99% | 99% |

Objective: (New Objective) To provide solutions to all approved IS Requests submitted to Application Development unit.

| | | | | |
|--|----|------|--------|--------|
| Demand: Number of Requests Received | NA | 170 | 170 | 170 |
| Workload: Number of Requests Completed | NA | 120 | 160 | 160 |
| Efficiency: Number of Hours Required to Accomplish Requests | NA | 9742 | 12,958 | 12,958 |
| Effect./Outcome: % of Solutions Provided | NA | 71% | 94% | 94% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 3,295,365 | 3,566,158 | 4,319,432 | 4,306,550 |
| 4 Other Expenditures | 1,219,556 | 3,386,161 | 2,647,178 | 2,695,238 |
| 5 Capital Outlay | 746,025 | 1,175,700 | 1,131,500 | 1,069,500 |
| Total | 5,260,946 | 8,128,019 | 8,098,110 | 8,071,288 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|----------------|----------|----------|----------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 197 | 0 | 0 | 0 |
| 40 Miscellaneous | 443,017 | 0 | 0 | 0 |
| Total | 443,214 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|----------------------|--------------|--------------|--------------|--------------|
| | Actual | Estimate | Request | Approved |
| Total | 61.00 | 66.00 | 67.00 | 67.00 |
| New Positions | 6.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Program Objectives for Information Systems remain unchanged to those of previous years. Our objectives are to provide solutions to business needs/problems by implementing Information Technology, where applicable, feasible and justified. These solutions are implemented by programmers/developers, network/telecommunication technicians, pc technicians, computer operators and other computer support personnel. There remains a significant growth and demand for IT services throughout our agency, along with the support and maintenance needed for existing systems and applications. There is growth in systems and applications being supported, new and quite diversified technologies being utilized in solving business problems and additional projects being planned and implemented throughout the agency. The agency requests are becoming more and more complex, requiring new technology advancement. No longer are we getting requests to add a field to a mainframe report, we are getting more requests to develop entire applications to solve a business need. For this, our demand for application development projects is steadily increasing. During this year, 2 application analyst positions were taken from Information Systems and put under Teresa Young to re-establish a Decision Support Unit. The application development and support these two positions were responsible for will not transfer with the positions. We are requesting 2 Application Analyst II positions to bring our staffing level back up in order to meet the application development needs of our agency. We are also requesting 1 Resource Manager position to more equitably spread staff management and address increased development workloads. A new objective has been developed to represent resources not being able to meet application development demands. We are also getting ready to implement a county wide HRIS application that will require additional resources.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows a net change of plus one position.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Multi-County System Agencies - 1235

Mandated By: OAC 5101:2-42-05

Funding Source: Special Revenue Operating Fund

| | |
|--|--|
| <p>Program Description: Hamilton County agencies (Multi County System Agencies, MCSA) including JFS, Juvenile Court, MRDD, MHB, and ADAS have pooled resources to improve the quality and scope of social services to multi-system youth and their families. A contract with Choices, Inc. became effective November 1, 2002. Indications are that Choices has been effective at meeting contract objectives and additional time is needed to accurately measure performance.</p> | <p>Accomplishments: More than half of the children enrolled showed improvement in functional assessment scores when comparing the 3 and 6-month score. Of the children in residential treatment at enrollment, almost 50% have moved to a less restrictive setting.</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
|--|----------------|------------------|-----------------|------------------|



Objective: Improved Child Functioning as measured by Child and Adolescent Functional Assessment Scale (CAFAS) total score, Exhibit B of contract.

| | | | | |
|--|-----|-----|-----|-----|
| Demand: Children enrolled in Choices for care management >9 mo. | 187 | 148 | 150 | 150 |
| Workload: Assessable children enrolled >9 mo. with improved CAFAS score | 114 | 98 | 100 | 100 |
| Efficiency: Quarterly CAFAS completed timely | 374 | 296 | 300 | 300 |
| Effect./Outcome: % of children enrolled with an improved CAFAS score at 9 months. | 61% | 66% | 67% | 67% |



Objective: Providers and MCSA members are satisfied with care coordination

| | | | | |
|--|-----|-----|-----|-----|
| Demand: Providers and MCSA members | 51 | 49 | 80 | 80 |
| Workload: Providers and MCSA members who are satisfied | 38 | 38 | 64 | 64 |
| Efficiency: Annual survey completed and reported timely | 1 | 1 | 1 | 1 |
| Effect./Outcome: % satisfied as measured by survey | 75% | 80% | 80% | 80% |



Objective: Decrease in use of residential treatment

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Total enrolled days (children x days) | 90,895 | 90,711 | 90,711 | 90,711 |
| Workload: Enrolled days in residential treatment | 19,300 | 19,518 | 19,518 | 19,518 |
| Efficiency: # of days in residential treatment | 19,300 | 18,500 | 18,500 | 18,500 |
| Effect./Outcome: % of enrolled days in residential treatment | 21% | 22% | 22% | 22% |



Objective: Children in out of home care served within Hamilton County.

| | | | | |
|---|-----|-----|-----|-----|
| Demand: Children enrolled in Choices in out of home care | 157 | 138 | 140 | 140 |
| Workload: Children in out of home care within Hamilton County | 108 | 100 | 105 | 105 |
| Efficiency: Children receive services timely | 157 | 138 | 140 | 140 |
| Effect./Outcome: % of local children in out of home care served within Hamilton County | 69% | 72% | 75% | 75% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|-------------------|-------------------|-------------------|
| 3 Personnel | 0 | 163,512 | 247,795 | 247,026 |
| 4 Other Expenditures | 0 | 11,188,661 | 13,078,150 | 13,078,150 |
| Total | 0 | 11,352,173 | 13,325,945 | 13,325,176 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|------------------|------------------|
| 40 Miscellaneous | 0 | 5,216,673 | 5,794,517 | 5,794,517 |
| Total | 0 | 5,216,673 | 5,794,517 | 5,794,517 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 3.00 | 3.00 | 3.00 |
| New Positions | 3.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The Commissioners approved the MCSA memorandum of understanding and the Choices agreement on September 11, 2002. The first objective measured progress at 6 months in 2003; in 2004 the measure was changed to progress at 9 months, therefore the number of completed assessments decreased.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows no net change in positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Program Quality Assurance - 1233

Mandated By: OAC 5101, 5104, 5107, and 5111

Funding Source: Special Revenue Operating Fund

| | |
|--|---|
| <p>Program Description: The sections' mission is to actively partner with operational staff to provide data collection methods, objective third-party reviews and data research/analysis that improves casework quality and customer services, increases the agency's probability of earning financial incentives and minimizes agency risk and liability.</p> <p>The data and services the section provides assists agency management by identifying staff deficiencies and providing performance trends, noting areas of vulnerability and improvement.</p> <p>To actively support operations, in April 2004 PQA officially installed the workload management system in the three largest QA work units. WLMS will allow PQA to readily identify reviewer capacity for temporary programmatic support or new QA initiatives.</p> | <p>Accomplishments: PQA continued the pursuit of continuous performance improvement with the following mission focused efforts: The WA monitors assisted in the design of two new databases to automate the IM/WA Sanction Review and Work Activity Review. Automation significantly reduced duplication of effort and increased efficiency allowing the reassignment of a WA monitor to meet another unmet agency need.</p> <p>The Hearing Unit officially re-launched an enhanced hearing database in January 2004 to capture information on state hearings. The database includes section level monitoring and reporting, automated notices and improved accountability/ tracking for agency staff and ODJFS. Database modifications continue, but should be complete by 6/30/04.</p> <p>The Child Support Quality Assurance Unit developed review processes for the Cashiers and Audit/Distribution departments for implementation 7/1/04. In July 2004, the six CSE QAU reviewers will be completing, supporting and maintaining an unprecedented number (ten) of review types for the Child Support division. CSE QAU will also incorporate a mentoring program for staff.</p> <p>In January 2004 the TEER Unit officially launched a new review aimed at improving Expedited Food Stamps timeliness. The results provide performance data for the clerical staff that clears food stamp applications.</p> |
|--|---|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: Food Stamp Quality Assurance /TEER (Top Error Element review): Review Food Stamps case records for accuracy/ conformity with requirements.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: # of reviews to be completed | 8,106 | 8,227 | 9,008 | 9,008 |
| Workload: # of reviews completed | 8,106 | 8,227 | 9,008 | 9,008 |
| Efficiency: # of hours per review | .84 | .85 | .93 | .93 |
| Effect./Outcome: % of reviews completed | 100% | 100% | 100% | 100% |



Objective: Food Stamp Quality Assurance /TEER: Conduct mentoring sessions with workers who have unsatisfactory payment accuracy rates.

| | | | | |
|---|------|------|------|------|
| Demand: # of mentoring session to be conducted | 190 | 192 | 204 | 204 |
| Workload: # of mentoring sessions conducted | 190 | 192 | 204 | 204 |
| Efficiency: # of mentoring sessions conducted per hour | .024 | .024 | .026 | .026 |
| Effect./Outcome: % of mentoring session completed | 100% | 100% | 100% | 100% |



Objective: Project Callback: Review FS authorizations for discrepancies between initial client report (CRISE) and follow up phone interview.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: # of reviews to be completed | 25,910 | 22,260 | 22,260 | 22,260 |
| Workload: # of reviews completed | 10,084 | 9,873 | 11,145 | 11,145 |
| Efficiency: # of hours per review | 1.5 | 1.7 | 1.7 | 1.7 |
| Effect./Outcome: % of reviews completed | 39% | 44% | 50% | 50% |



Objective: Work Activities Quality Assurance: Review Work Activities records for conformity with requirements.

| | | | | |
|--|--------|--------|--------|--------|
| Demand: # of reviews to be completed | 24,443 | 21,858 | 21,858 | 21,858 |
| Workload: # of reviews completed | 24,443 | 21,858 | 21,858 | 21,858 |
| Efficiency: # of hours per review | 4.85 | 6.5 | 6.5 | 6.5 |
| Effect./Outcome: % of reviews completed | 100% | 100% | 100% | 100% |



Objective: Income Maint. QA: Review IM records, for conformity with requirements (specifically New Hire reports, Application and Reapplication Timeliness).

| | | | | |
|--|--------|--------|--------|--------|
| Demand: # of reviews to be completed | 91,170 | 80,340 | 80,340 | 80,340 |
| Workload: # of reviews completed | 91,170 | 80,340 | 80,340 | 80,340 |
| Efficiency: # of hours per review | 18.09 | 15.94 | 15.94 | 15.94 |
| Effect./Outcome: % of reviews completed | 100% | 100% | 100% | 100% |



Objective: Child Care Quality Assurance: Review Home Provider visits for conformity with requirements. Review consumer eligibility determinations for accuracy.

| | | | | |
|--|------|-------|-------|-------|
| Demand: # of reviews to be completed | 871 | 1,811 | 2,436 | 2,436 |
| Workload: # of reviews completed | 871 | 1,811 | 2,436 | 2,436 |
| Efficiency: # of hours per review | .52 | .54 | .58 | .58 |
| Effect./Outcome: % of reviews completed | 100% | 100% | 100% | 100% |



Objective: Child Support Quality Assurance: Review Enforcement, Order Modification, Interstate & Audit/Distribution cases for conformity with requirements.

| | | | | |
|--|-------|--------|--------|--------|
| Demand: # of reviews to be completed | 4,201 | 10,242 | 10,812 | 10,812 |
| Workload: # of reviews completed | 4,201 | 10,242 | 10,812 | 10,812 |
| Efficiency: # of hours per review | .63 | 1.52 | 1.60 | 1.60 |
| Effect./Outcome: % of reviews completed | 100% | 100% | 100% | 100% |



Objective: Child Support Quality Assurance: Review Intake Paternity, Case Establishment and Cashiers cases for conformity with requirements.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: # of reviews to be completed | 5,913 | 4,026 | 5,064 | 5,064 |
| Workload: # of reviews completed | 5,913 | 4,026 | 5,064 | 5,064 |
| Efficiency: # of hours per review | 1.75 | 1.19 | 1.5 | 1.5 |
| Effect./Outcome: % of reviews completed | 100% | 100% | 100% | 100% |



Objective: Negative Medicaid Quality Assurance: Review IM records (Healthy Start/ Healthy Families) for conformity with requirements.

| | | | | |
|--|------|------|-------|-------|
| Demand: # of reviews to be completed | 516 | 945 | 1,260 | 1,260 |
| Workload: # of reviews to be completed | 516 | 945 | 1,260 | 1,260 |
| Efficiency: # of hours per review | .41 | .75 | .75 | .75 |
| Effect./Outcome: % of reviews to be completed | 100% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 1,519,952 | 1,874,414 | 2,232,676 | 2,225,919 |
| 4 Other Expenditures | 7,400 | 24,423 | 25,629 | 25,629 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 1,527,352 | 1,898,837 | 2,258,305 | 2,251,548 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|------------|----------|----------|----------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 473 | 0 | 0 | 0 |
| Total | 473 | 0 | 0 | 0 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|----------------------|--------------|--------------|--------------|--------------|
| | Actual | Estimate | Request | Approved |
| Total | 42.00 | 38.00 | 38.00 | 38.00 |
| New Positions | -4.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The Program Quality Assurance (PQA) section includes the Food Stamp/TEER (Top Error Element review) QA, Project Callback, Income Maintenance/Work Activities QA, Child Support QA, Child Care QA, and Negative Medicaid QA. Each QA unit supplies individual performance data on tasks directly tied to programmatic outcomes in Income Maintenance, Child Support and Child Care.

Objectives #1, 2 and 3 involve food stamp reviews and mentoring related to Food Stamp accuracy. Worker accuracy directly impacts the Agency's federal/state Quality Control payment accuracy.

Objective #1 and #2: The 2004-budgeted volume was based on budgeted FTEs (IM staff). The decrease in the 2004 estimate reflects vacant positions in the IM division. The 2004 estimates and the 2005-budgeted volume consider an ongoing vacancy rate of 10.5%. One TEER unit member is working part-time in 2005 from full-time in 2004. The same employee was loaned out PT to another department for 2004 until she left for a medical leave.

Objective #3: Significant staffing fluctuations in 2003 and 2004 adversely impacted the workload. One managerial resource was loaned out in 8/03 and then permanently reassigned in 2004. One caller left in 4/03 and the vacancy remains with a potential fill date of 7/04.

Objective #4 involves work activities and sanction reviews for Work Participation. Worker timeliness/accuracy directly impacts the Agency's Work Participation rate. Objective #5 involves new hire reports, application and reapplication timeliness reviews. QA's review in objectives 1-5 indirectly improves individual work quality /timeliness and the agency's performance as a whole.

Objectives #4 and 5: Actual 2003 and estimated 2004 info in Efficiency/Productivity is based on 3 FTEs specifically assigned to complete the IM projects and 2 FTEs assigned to complete the WA projects. Demand and workload fluctuates based on IM caseload sizes and staffing (ex. Health Services suspension of reapplications).

Objective #6 involves Home Provider certification and Consumer eligibility accuracy reviews. Worker timeliness/accuracy directly impacts the Agency's accuracy. QA's review indirectly improves individual work quality and the agency's accuracy rate as a whole. Certification compliance is a major outcome for Child Care.

Objective #6: The reduced workload in 2003 reflects an operational decision to suspend new certifications. The increased demand and workload in 2004 and 2005 reflects the addition of the Consumer Specialist review for eligibility determinations for accuracy and the associated resource transfer effective 7/04.

Objective #7 involves enforcement, modification, audit/distribution and interstate case reviews related to Medical orders and Collections on current Child Support and arrears. Worker accuracy directly impacts the Agency's ability to make/distribute Child Support collections and establish Medical orders. Objective #8 involves intake paternity, case establishment and Cashier reviews related to the establishment of Support orders and Paternity and the accurate distribution of collections. Worker accuracy directly impacts the Agency's ability to establish Paternity and Support orders and distributed collections. QA's review in objectives #7 and #8 indirectly improves individual work quality and the agency's performance on the Child Support incentive (outcome) measures.

Objective #7: The demand budgeted for in 2005 includes Audit/Distribution review process effective 7/04.

Object #8: The decline in the 2004 estimate reflects change in review sampling and a new Cashiers review process effective 7/04.

Objective #9: The Negative Medicaid review ended in 8/03 and resume in 4/04.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows no net change in positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.


Job and Family Services

Program: Shared Administration - 1218

Mandated By: ORC Chapter 4112; Sec 329, 5101, 5103 thru 5113.

Funding Source: Special Revenue Operating Fund

| | |
|--|--|
| <p>Program Description: Administration and leadership of the entire HCDJFS department encompassing five (5) Divisions. Administration of the Shared Division encompassing eight (8) Sections. Includes the Decision Support Unit that develops analysis tools and provides monthly reports for the agency.</p> <p>Assist HCDJFS in responding to the specific responsibilities included in the following ORC cites, Chapters 329,5101,5103,5104,5107,5111,5113 and 5153.26.</p> | <p>Accomplishments: Successful administration of Job and Family Services programs and funding for such programs. The Executive Team continued to meet on a weekly basis and developed 27 shared major work objectives. Two staff members were added to the Executive Team in 2004. Each Executive Team member has shadowed Day Care Program Workers and Children's Services Workers. As part of this shadowing, the Executive Team Members went into the community with the caseworkers and visited our customers. The Executive Team conducted telephone surveys with our Income Maintenance Prevention Retention and Contingency (Emergency Assistance) customers. A public forum is being planned for Foster Parents. This is scheduled to take place in late September, early October 2004.</p> |
|--|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| <hr/> | | | | |
| Objective: Implement/promote organizational change throughout agency. | | | | |
| Demand: Consultations with HCDJFS employees scheduled | 69 | 107 | 75 | 75 |
| Workload: Consultations with HCDJFS employees held. | 69 | 83 | 75 | 75 |
| Efficiency: Hours spent per consulting session with HCDJFS empl | 0.5 | 0.5 | .25 | .25 |
| Effect./Outcome: % of consulting session completed | 100% | 77.5% | 100% | 100% |
| <hr/> | | | | |
| Objective: Provide employee Town Meetings on a regular basis to keep staff informed of agency goals | | | | |
| Demand: Number of meetings scheduled per year | 8 | 8 | 6 | 6 |
| Workload: Number of meetings conducted | 8 | 1 | 6 | 6 |
| Efficiency: Number of hours spent in town meetings | 16 | 4 | 12 | 12 |
| Effect./Outcome: Percent of meetings conducted | 100% | 12.5% | 100% | 100% |
| <hr/> | | | | |
|  Objective: The Executive Team shall visit 3 customers per quarter | | | | |
| Demand: Customer visits scheduled | 84 | 84 | 112 | 112 |
| Workload: Customer visits completed | 77 | 84 | 112 | 112 |
| Efficiency: Number of hours to complete each visit | 2 | 2 | 2.5 | 2.5 |
| Effect./Outcome: Percent of visits completed | 92% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 1,454,671 | 1,824,600 | 2,104,408 | 1,996,783 |
| 4 Other Expenditures | 1,958,010 | 2,833,156 | 3,401,950 | 4,882,135 |
| 5 Capital Outlay | 46,780 | 0 | 0 | 0 |
| Total | 3,459,461 | 4,657,756 | 5,506,358 | 6,878,918 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|-------------------|--------------------|--------------------|--------------------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 8,461,116 | 12,749,544 | 16,200,000 | 16,200,000 |
| 35 Other Intergovernmental | 88,394,023 | 116,451,343 | 117,261,886 | 118,749,071 |
| 40 Miscellaneous | 56,455 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 96,911,594 | 129,200,887 | 133,461,886 | 134,949,071 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 38.00 | 27.00 | 30.00 | 25.00 |
| New Positions | -11.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Objectives 1 and 2 will not be realized, at 100% for 2004, as our agency director was on an FMLA Leave.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows a net change of plus three positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: State Training - 1231

Mandated By: 5101:2-33-55, 5101:2-33-56, 5101:2-33-60, HB 448

Funding Source: Special Revenue Operating Fund

| | |
|--|---|
| <p>Program Description: Provide job related Core training to new caseworkers and supervisors in the Southwest Region through the Ohio Child Welfare Training Program (OCWTP). Provide job related, specialized and related training opportunities for child welfare professionals for ongoing professional development. Provides individual training needs assessments to assist in the development of individual training plans. Provide job relevant training to human service professionals for ongoing professional development through the Ohio Human Services Training System (OHSTS). The Southwest Ohio Regional Training Centers (SWOTC) are funded through contracts with the Ohio Department of Job and Family Services. Effective January 1, 2004, as directed by ODJFS, the SWORTC/OCWTP will be the sole provider of foster caregiver training for foster caregivers in eight southwestern Public Children's Services Agencies (PCSAs) to which it serves.</p> | <p>Accomplishments: Provided the right training to the right person at the right time to nearly 4700 participants in 2003. Offered 340 workshops in 2003 covering Core Training as well as various specialized and related workshops. Implemented individual training needs assessments with every county in the OCWTP/SWORTC region, including supervisors and managers. Provided training opportunities for adoptive parents in each of the eight Southwestern counties in the Ohio Child Welfare Training Program.</p> |
|--|---|

| | | | |
|----------------|------------------|-----------------|------------------|
| 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------|------------------|-----------------|------------------|



Objective: SWORTC/OCWTP provides learning activities for all foster caregivers licensed by the eight PCSAs in which it serves.

| | | | | |
|--|---|------|------|------|
| Demand: # of developmental activities to be offered | 0 | 470 | 470 | 470 |
| Workload: # of developmental activities offered | 0 | 470 | 470 | 470 |
| Efficiency: # of developmental activities offered per staff | 0 | 118 | 118 | 118 |
| Effect./Outcome: % of developmental activities offered | 0 | 100% | 100% | 100% |



Objective: SWORTC/OHSTS provides professional development activities to the 13 county JFS staff served by the SWORTC.

| | | | | |
|--|------|------|------|------|
| Demand: # of developmental activities to be offered | 88 | 120 | 120 | 120 |
| Workload: # of developmental activities offered | 88 | 120 | 120 | 120 |
| Efficiency: # of developmental activities offered per staff | 44 | 60 | 60 | 60 |
| Effect./Outcome: % of developmental activities offered | 100% | 100% | 100% | 100% |



Objective: SWORTC/OCWTP provides professional development activities for the nearly 1,200 child welfare staff of the eight counties served by the SWORTC.

| | | | | |
|--|------|------|------|------|
| Demand: # of developmental activities to be offered | 340 | 345 | 350 | 350 |
| Workload: # of developmental activities offered | 340 | 345 | 350 | 350 |
| Efficiency: # of developmental activities offered per staff | 114 | 115 | 116 | 116 |
| Effect./Outcome: % of developmental activities offered | 100% | 100% | 100% | 100% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 324,461 | 333,519 | 383,312 | 382,154 |
| 4 Other Expenditures | 125,036 | 247,054 | 376,548 | 379,245 |
| 5 Capital Outlay | 0 | 0 | 32,693 | 32,693 |
| Total | 449,497 | 580,573 | 792,553 | 794,092 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|----------------|------------------|-----------------|------------------|
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 235,521 | 541,430 | 607,833 | 610,530 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| Total | 235,521 | 541,430 | 607,833 | 610,530 |

FTE Count

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---------------|----------------|------------------|-----------------|------------------|
| Total | 7.00 | 7.00 | 7.00 | 7.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The Southwest Ohio Regional Training Centers (SWORTC) operate within two larger statewide programs, the Ohio Child Welfare Training Program (OCWTP) and the Ohio Human Services Training System (OHSTS). Both are funded through the Ohio Dept. of Job and Family Services. The SWORTC/OCWTP has been in existence since 1986 and has modeled by over 30 states and provinces in North America. It continues to lead the nation in competency-based training and is looked to for innovation in the field. The SWORTC/OHSTS has been in existence since the early 1990's but was named the Ohio Adult Services Training Program. The SWORTC/OHSTS has developed and offered Core courses for all human services professionals excluding Children Services.

IMPORTANT NOTE: Effective January 1, 2004, the OCWTP will become the sole provider of foster parent training for publicly licensed foster caregivers.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows no net change in positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: T.B. Control - 1219

Mandated By: ORC 339

Funding Source: Tax Levies Operating Fund, General Fund

| | |
|---|---|
| <p>Program Description: Provide overall direction, medical supervision, management and fiscal control for TB Control activities. Coordinate program activities with City of Cincinnati and six other contractual health districts. To screen, treat, and educate individuals in order to prevent the onset and spread of TB. Provides diagnosis and treatment of tuberculosis through in-house clinic services, field nursing, and treatment consultation for local physicians. Maintain a registry mandated by ORC339.42 or treatment record on all cases of tuberculosis reported in Hamilton County incl. screen, pharmacy, lab, x-ray, and treatment. Microfilm storage on all patient charts & xrays of all patients seen by Clinic physician. Coordination of countywide Hepatitis B vaccination program offered to all county employees at risk of contracting the disease due to the nature of their job.</p> | <p>Accomplishments: During this budget period TB Control has had to change their approach to patient care. The state laws for TB skin testing have changed requiring an increase in staff time to perform skin testing. There has also been a large increase in the number of foreign-born clients being treated. This change has increased staff workload due the need for interpreter services on a daily basis. We have had to revise all written communication to reflect the changes in our population. We continue to work closely with MIS to develop a complete TB software application. The social service needs of our patients continue to increase due to the number of indigent patients we are treating.</p> |
|---|---|

| | | | |
|----------------|------------------|-----------------|------------------|
| 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------|------------------|-----------------|------------------|



Objective: Identify TB infection and disease through Mantoux Skin test.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Skin tests requested and skin test readings | 6,500 | 6,800 | 6,800 | 6,800 |
| Workload: Number of skin tests administered and read. | 6,000 | 6,200 | 6,200 | 6,200 |
| Efficiency: Administration and evaluation of skin test (minutes) | 16 | 25 | 25 | 25 |
| Effect./Outcome: % of at-risk individuals receiving Mantoux skin test and have results read. | 92% | 91% | 91% | 91% |



Objective: Provide TB medication through in-house pharmacy for all TB cases in Hamilton County

| | | | | |
|---|------|-----|-----|-----|
| Demand: Cases requiring pharmacy services | 130 | 130 | 130 | 130 |
| Workload: # of cases receiving pharmacy services | 130 | 130 | 130 | 130 |
| Efficiency: Medication service delivery (hours) | 310 | 310 | 310 | 310 |
| Effect./Outcome: % of cases receiving pharmacy services. | 100% | 100 | 100 | 100 |



Objective: Maintain monthly treatment records of all TB cases in Hamilton County

| | | | | |
|--|------|------|------|------|
| Demand: # of TB cases in Hamilton County | 30 | 25 | 25 | 25 |
| Workload: # of TB cases in Hamilton County treated by Dept. | 30 | 25 | 25 | 25 |
| Efficiency: TB cases treated by Dept. (hours). | 60 | 60 | 60 | 60 |
| Effect./Outcome: % of TB cases treatment records maintained | 100% | 100% | 100% | 100% |



Objective: Perform diagnostic services and have physician appointment within 2 weeks after pos. skin test.

| | | | | |
|--|-------------|-------------|-------------|-------------|
| Demand: Physician appointments and diagnostic services req | 3,750/7,850 | 4,000/9,000 | 4,000/9,000 | 4,000/9,000 |
| Workload: # of physician apptmts sched & diagnostic svc delivered w/in 2 weeks | 3,563/7,458 | 3,800/8,550 | 3,800/8,550 | 3,800/8,550 |
| Efficiency: Physician appointment & performance of diagnosis (min) | 20/44 | 25/50 | 25/50 | 25/50 |
| Effect./Outcome: % of clients receiving diagnostic services and seeing physician within 2 weeks of positive skin test | 95% | 95% | 95% | 95% |



Objective: Maintain monthly records on all treatment services offered and provide storage of charts and x-rays

| | | | | |
|---|-------------|-------------|-------------|-------------|
| Demand: Charts required and X-rays transferred to microfilm | 2,550/2,350 | 2,550/2,000 | 2,550/2,000 | 2,550/2,000 |
| Workload: # of charts compiled and X-rays transferred to microfilm | 2,550/2,350 | 2,550/2,000 | 2,550/2,000 | 2,550/2,000 |
| Efficiency: X-Ray transferred and chart compiled (minutes) | 9/19 | 9/19 | 9/19 | 9/19 |
| Effect./Outcome: % of charts and X-rays stored | 100% | 100% | 100% | 100% |



Objective: Medication delivery by nursing staff to patients who cannot/will not comply with treatment (daily or three times a week).

| | | | | |
|---|-------|---------|---------|---------|
| Demand: Nurse visits required to return patient to treatment. | 3,100 | 2,600 | 2,600 | 2,600 |
| Workload: # of nurse visits made to patient. | 3,100 | 2,600 | 2,600 | 2,600 |
| Efficiency: Time spent per visit (minutes). | 19 | 25 - 30 | 25 - 30 | 25 - 30 |
| Effect./Outcome: % of non-compliant patients contacted daily or twice weekly | 100% | 100% | 100% | 100% |



Objective: Identify and assess all contacts of active tuberculosis cases.

| | | | | |
|---|----|-------|-------|-------|
| Demand: # of cases to identify and assess for active TB. | NA | 1,000 | 1,000 | 1,000 |
| Workload: # of contacts identified, tested and or assessed. | NA | 900 | 900 | 900 |
| Efficiency: # of total clinic staff hours to provide services. | NA | 2,250 | 2,250 | 2,250 |
| Effect./Outcome: % of contacts identified that were assessed. | NA | 90% | 90% | 90% |



Objective: To have 65% of infected clients complete preventative therapy (Nat'l average).

| | | | | |
|--|-------|-------|-------|-------|
| Demand: Nurse follow up of infected clients. | 7,744 | 6,000 | 6,000 | 6,000 |
| Workload: # of nurse/client impacts | 6,582 | 5,000 | 5,000 | 5,000 |
| Efficiency: Nurse/client follow-up (hours per year) | 2,175 | 2,500 | 2,500 | 2,500 |
| Effect./Outcome: % of infected clients completing preventative therapy. | 85% | 85% | 85% | 85% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|------------------|------------------|------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 469,941 | 608,878 | 689,771 | 644,206 |
| 4 Other Expenditures | 566,766 | 751,115 | 1,018,221 | 768,243 |
| 5 Capital Outlay | 0 | 0 | 0 | 0 |
| Total | 1,036,707 | 1,359,993 | 1,707,992 | 1,412,449 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|---------------|---------------|---------------|---------------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 31,966 | 34,783 | 18,900 | 18,900 |
| Total | 31,966 | 34,783 | 18,900 | 18,900 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|----------------------|--------------|--------------|--------------|--------------|
| | Actual | Estimate | Request | Approved |
| Total | 11.00 | 11.00 | 11.00 | 11.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

For the budget period 2004, the emphasis of this program will be on continued and refined monitoring of patients with active disease, broader screening for prevention and education of community stakeholders with specific focus on nursing homes. We will also be targeting high-risk groups for targeted testing and education.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows no net change in positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Job and Family Services

Program: Workforce / WIA - 1211

Mandated By: OAC 5101-30-01

Funding Source: Special Revenue Operating Fund, Special Revenue State Grants, and Agency

| Program Description: | Accomplishments: |
|--|--|
| <p>(1) Administration of city and county contracts funded by the Workforce Investment Act (WIA) to provide employment and training services for universal customers, disadvantaged adults, dislocated workers, and at risk youth and to offer business services for employers seeking job-ready employees. Provision of technical assistance; contract and expenditure monitoring, data entry and maintenance of state and local Management Information Systems. Administrative support to the Workforce Policy Board (WPB) for transition to Conventional Workforce Area as well as development and implementation of a Memorandum of Understanding for One Stop Required Partner Agencies. Provision of a staff member to represent HCJFS as one of the required partners at the One Stop. Administration of the Family Self-Sufficiency Program (FSS) funded by Letter of Agreement with Hamilton County Section 8. (3) Oversight of the Community Link contract to assess and assign Ohio Works First (OWF) recipients to appropriate services and work activities. Provision of operational support to the Community Link project. (4) Provision of employability appraisals and assignment of required Food Stamp recipients to appropriate work activities by the Food Stamp Employment & Training (FSET) unit. Includes development of work sites, monitoring attendance information and reporting compliance to Income Maintenance. (5) Distribution of tokens to FSET participants and a limited number of Community Link customers.</p> | <p>Completed Transition activities (WIA Closeout Plan, new Local 5-Year Plan, and Memorandum of Understanding) necessary for Hamilton County and the City of Cincinnati to become a conventional workforce investment area. Along with the City of Cincinnati's Workforce Development Division, WFD negotiated amendments to WIA adult and youth contracts. Affiliated Computer Services, the One Stop Operator, has profit and some costs tied to achievement of state performance outcomes. The WIA Youth Provider, Work Resource Center, has increased concentration on developing services in the county and timely reporting of goal achievement. Performance and operations of both the youth and adult systems have improved as a result of streamlined procedures and technical assistance provided by WFD Staff. Certification of SCOTI cases converted from Quiklink was accomplished on time and earned the agency a bonus payment. Assistance was provided to the WPB in the selection of the new president. The WPB hired full-time the former TANF recipient assigned for work experience. The WPB incorporated in 4/04. FSS had 10 families complete their 5-yr contract for self-sufficiency, two (2) families purchased homes via the Homeownership Program and 311 or 87% were employed. FSETs' collaboration on the Mt Airy project resulted in several hires and additional workforce service being provided to residents. CL support unit registrations increased to 54 wkly per staff and they update work activity screens.</p> |

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
|--|----------------|------------------|-----------------|------------------|



Objective: Assess and assign required food stamp recipients and monitor compliance

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Clients needing service monthly | 243 | 240 | 240 | 240 |
| Workload: Clients served monthly | 219 | 219 | 219 | 219 |
| Efficiency: Staff hrs needed per yr to assess, place and monitor clients | 12,480 | 12,480 | 12,480 | 12,480 |
| Effect./Outcome: Percent of clients served | 90% | 91% | 91% | 91% |



Objective: Manage workforce development contracts and operate Hamilton Co. Family Self Sufficiency

program

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Contracts to manage and programs to operate. | 4 | 14 | 13 | 13 |
| Workload: Contracts managed and programs operated. | 3 | 14 | 13 | 13 |
| Efficiency: Staff hrs needed to manage contracts and operate programs per yr. | 27,040 | 26,000 | 26,000 | 26,000 |
| Effect./Outcome: Percent of contracts managed and programs operated. | 75% | 100% | 100% | 100% |



Objective: Increase employment outcomes for low-income adults and dislocated workers served by WIA in the balance of Hamilton Co.

| | | | | |
|--|----|-------|-------|-------|
| Demand: Adult/dislocated wkr seeking assist. w/ employment | NA | 621 | 667 | 667 |
| Workload: Adult and dislocated workers helped to become employed | NA | 466 | 500 | 500 |
| Efficiency: Staff hours needed to achieve employment per year | NA | 6,760 | 6,760 | 6,760 |
| Effect./Outcome: Percent of adult and dislocated workers employed | NA | 75% | 75% | 75% |



Objective: Improve occupational skill levels of dislocated workers & low-income adults and the employability of youth served by WIA in the balance of Hamilton Co

| | | | | |
|---|----|-------|-------|-------|
| Demand: Consumers seeking to increase skill levels | NA | 500 | 500 | 500 |
| Workload: Dislocated workers, low income adults & youth receiving assistance | NA | 400 | 425 | 425 |
| Efficiency: Staff hrs needed to facilitate achievement of improved skill levels/yr | NA | 6,760 | 6,760 | 6,760 |
| Effect./Outcome: Percent of customers receiving training to raise skill levels | NA | 80% | 85% | 85% |



Objective: Provide operational support to Community Link

| | | | | |
|--|--------|--------|--------|--------|
| Demand: Customers req. registration, monthly update/yr | 11,735 | 12,755 | 12,755 | 12,755 |
| Workload: Customers receiving registration and monthly updates/year | 11,500 | 12,500 | 12,500 | 12,500 |
| Efficiency: Staff hours needed per year | 14,560 | 14,560 | 14,560 | 14,560 |
| Effect./Outcome: Percent of clients registered and updated monthly | 98% | 98% | 98% | 98% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|-----------------------|------------------|-------------------|-------------------|-------------------|
| | Actual | Estimate | Request | Approved |
| 3 Personnel | 1,626,251 | 1,413,115 | 1,605,297 | 1,600,558 |
| 4 Other Expenditures | 6,593,910 | 9,310,130 | 14,473,444 | 14,134,965 |
| 5 Capital Outlay | 683 | 828 | 7,000 | 0 |
| 7 Operating Transfers | 0 | 0 | 0 | 0 |
| Total | 8,220,844 | 10,724,073 | 16,085,741 | 15,735,523 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|-----------------------------|------------------|------------------|-------------------|------------------|
| | Actual | Estimate | Request | Approved |
| 20 Charges for Service Fees | -45,647 | 0 | 2,710,532 | 2,710,532 |
| 35 Other Intergovernmental | 1,466,525 | 6,871,357 | 6,970,272 | 6,704,904 |
| 40 Miscellaneous | 298,988 | 633,191 | 796,269 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 1,719,866 | 7,504,548 | 10,477,073 | 9,415,436 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 27.00 | 33.00 | 33.00 | 33.00 |
| New Positions | 6.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

At the request of ODJFS, WFD helped the City complete certification of City WIA cases converted to SCOTI. ODJFS paid for staff overtime. City contract for technical assistance, contract monitoring, and WIA data management. This is done in concert with the same services to County funded WIA contracts. This resulted in a reduction in paperwork, streamlined processes and increased provider understanding of state performance standards. Because of drastic cuts in City staff, WFD has carried the bulk of responsibility for administration of the WIA program throughout Hamilton County this past year. A manager level position was moved from Program Quality Assurance to WFD in April 04. He serves as the TANF agency Required Partner at the One Stop and facilitates workshops for customers, staff and partners. The City WIA Administrative contract added 5.5 positions of which 2.5 were transferred internally and 7 WIA contracts. WFD now manages 13 WIA contracts and maintain 10 MOU contracts with Required Partners. WFD underestimated the number of people using the One Stop, but overestimated the percentage of them that would become employed in a slow economy. The State U.I. Wage data is not available until 3-9 months after employment occurs. This does not allow the vendor to verify all placements timely. However the State Annual Performance report shows this area achieved 8 out of 10 measures for PY 02, which ended 6/30/03. The Youth contract reduced caseloads by 50 to provide more intense services. They will increase again in 2005 as more services are developed in the outlying county areas. There is a waiting list for youth seeking services. FSET is seeing more referrals since ABAWDS are required to participate in a work activity.

Budget Office Analysis:

JFS has undergone a great deal of re-organization, leading to a number of employees being re-coded among programs. The 2005 JFS budget in total includes no new positions requested; this program shows no net change in positions.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.


JFS Entitlements

Program: Entitlements - 8901

Mandated By: OAC 5101:1, OAC 5101:3, OAC 5101:4, and OAC 5107.2

Funding Source: Special Revenue Operating Fund

| | |
|--|---|
| <p>Program Description: This program includes all financial payment made to clients or medical providers. These would include Food Stamps, Temporary Assistance to Needy Families, Medicaid, Disability Assistance, and Disability Medicals. It also includes the payments made for child support.</p> | <p>Accomplishments: The increase is due to increases in Medicaid and Food Stamps.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
|  | | | | |
| Objective: To process timely entitlement request. | | | | |
| Demand: Amount to be processed | 1,045,792,127 | 1,123,674,208 | 1,145,510,624 | 1,145,510,624 |
| Workload: Amount processed to recipients | 1,045,792,127 | 1,123,674,208 | 1,145,510,624 | 1,145,510,624 |
| Efficiency: N/A | N/A | N/A | N/A | N/A |
| Effect./Outcome: Percent of entitlements processed timely. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 4 Other Expenditures | 0 | 0 | 160,139,573 | 0 |
| Total | 0 | 0 | 160,139,573 | 0 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------------|----------------|------------------|-----------------|------------------|
| 35 Other Intergovernmental | 0 | 0 | 160,139,573 | 0 |
| Total | 0 | 0 | 160,139,573 | 0 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

2003 Actual

| | |
|---------------------------------|---------------|
| Cash Assistance | \$ 31,590,762 |
| Food Stamps | 62,474,063 |
| Disability Assistance / Medical | 5,151,932 |
| Medicaid | 799,483,524 |
| CSEA Collection | 153,841,765 |
| Total | 1,052,542,046 |

2004 Estimate

| | |
|---------------------------------|---------------|
| Cash Assistance | \$ 31,612,628 |
| Food Stamps | 69,408,932 |
| Disability Assistance / Medical | 3,712,341 |
| Medicaid | 859,425,640 |
| CSEA Collection | 159,514,667 |
| Total | 1,123,674,208 |

2005 Request

| | |
|--------------------------------|-------------------------|
| Cash Assistance | \$ 31,612,628 (flat) |
| Food Stamps | 76,349,825 (10% growth) |
| Disability Assistance/ Medical | 3,712,341 (flat) |
| Medicaid | 919,585,434 (7% growth) |
| CSEA Collection | 160,139,573 |
| Total | 1,191,399,802 |

Budget Office Analysis:

The payments specified herein are made by the State of Ohio directly to program clients.



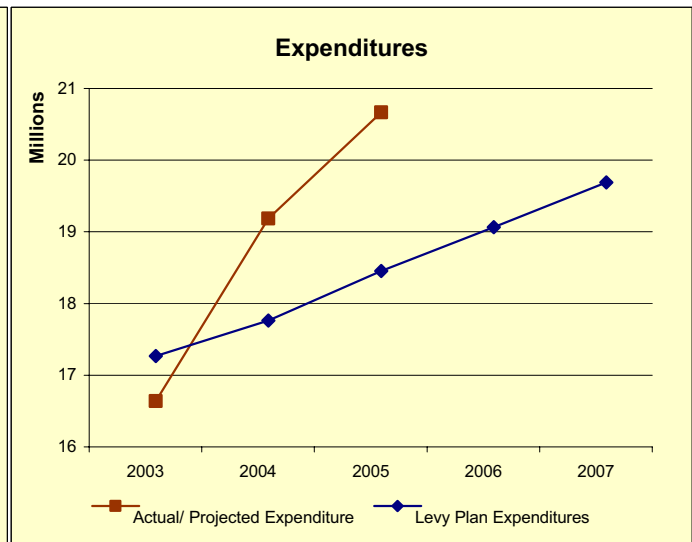
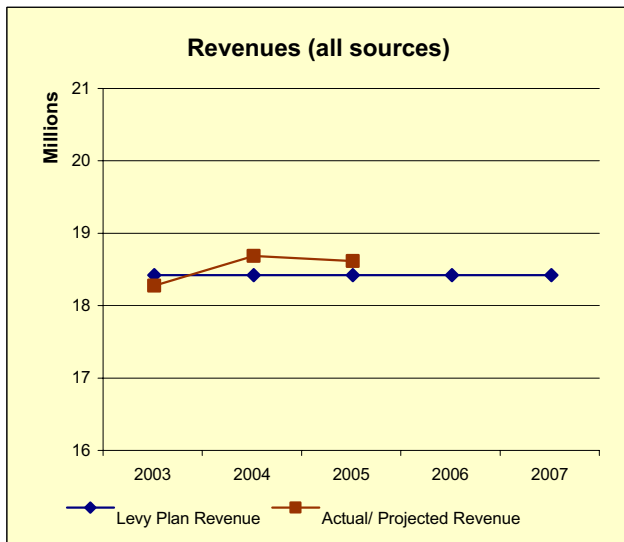
A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Senior Services

Tax Levy: 1.16 Mills

Fund 003-006

| LEVY PLAN | Year 1 2003 | Year 2 2004 | Year 3 2005 | Year 4 2006 | Year 5 2007 |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Beginning carryover | 2,579,234 | 3,734,436 | 4,395,236 | 4,365,580 | 3,724,206 |
| REVENUES (Total) | 18,280,000 | 18,280,000 | 18,280,000 | 18,280,000 | 18,280,000 |
| Tax Levy | 18,280,000 | 18,280,000 | 18,280,000 | 18,280,000 | 18,280,000 |
| Other | 0 | 0 | 0 | 0 | 0 |
| EXPENDITURES (Total) | 17,124,798 | 17,619,200 | 18,309,656 | 18,921,374 | 19,545,472 |
| Council on Aging | 16,292,998 | 16,787,400 | 17,477,856 | 18,089,574 | 18,713,672 |
| Human Services | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 |
| Veteran's Services | 105,000 | 105,000 | 105,000 | 105,000 | 105,000 |
| SORTA | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| State Extension | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Administrative Services | 51,800 | 51,800 | 51,800 | 51,800 | 51,800 |
| Ending Carryover | 3,734,436 | 4,395,236 | 4,365,580 | 3,724,206 | 2,458,734 |



| ACTUAL/PROJECTED | Year 1 2003 Actual | Year 2 2004 Actual | Year 3 2005 Budget | Year 4 2006 | Year 5 2007 |
|----------------------------------|-----------------------|-----------------------|-----------------------|----------------|----------------|
| Beginning carryover | 5,552,661 | 7,190,601 | 6,691,958 | | |
| REVENUES (Total) | 18,134,823 | 18,544,481 | 18,472,183 | | |
| Tax Levy | 18,134,823 | 18,544,481 | 18,472,183 | | |
| Other | 0 | | | | |
| EXPENDITURES (Total) | 16,496,883 | 19,043,124 | 20,524,315 | | |
| Council on Aging (670018) | 15,827,309 | 17,887,684 | 19,435,574 | | |
| Human Services (670001) | 550,000 | 550,000 | 550,000 | | |
| Veteran's Services (670004) | 66,597 | 210,000 | 105,000 | | |
| SORTA (670002) | 0 | 105,000 | 105,000 | | |
| Administrative Services (190011) | 31,377 | 262,300 | 303,741 | | |
| State Extension (670003) | 21,600 | 28,140 | 25,000 | | |
| Ending Carryover | 7,190,601 | 6,691,958 | 4,639,826 | | |

2004 Encumbrances as of 3/14/05

3,254,881

Senior Services

Program: Administration - 6701

Mandated By: ORC 6705

Funding Source: Tax Levies Operating Fund

| | |
|---|--|
| <p>Program Description: The Elderly Services Program (ESP) is a system of home care providing services that enables people age 65 and older in Hamilton County to live independently in their homes. The program recognizes the importance of family and informal support systems in achieving this goal and relies on the continuation of this support to be effective. Through such services as home delivered meals, personal care, homemaker, medical transportation and electronic monitoring systems, elderly individuals can maintain their dignity and improve their quality of life. The program includes a co-payment feature for those recipients who are able to contribute to the cost of services based on established income and asset guidelines. Individuals whose income is below 150% of federal poverty guidelines may receive services at no cost.</p> | <p>Accomplishments: In 2003 a total of 8,574 people received services through the Elderly Services Program, including 3,169 who received home delivered meals as their only service. The total clients dropped 1.2% from the 2002 level; however, the home delivered meals only clients increased by 6.3%. In the first five months of 2004, 6,923 unduplicated individuals received assistance from the Hamilton County Elderly Services Program.</p> |
|---|--|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: To provide a single point of entry for county residents offering information and referral to community resources and/or assessment for in-home service

| | | | | |
|---|--------|--------|--------|--------|
| Demand: Phone calls received | 37,056 | 38,696 | 38,925 | 38,925 |
| Workload: Phone calls processed for referral | 20,455 | 20,664 | 21,608 | 21,608 |
| Efficiency: Intake phone calls per worker/month | 213 | 287 | 289 | 289 |
| Effect./Outcome: Percent of cases receiving information & referral and/or assessment | 100% | 100% | 100% | 100% |



Objective: To provide in-home services to county residents age 65 and older based on need and self determination.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: Assessments required yearly | 4,971 | 5,077 | 5,623 | 5,623 |
| Workload: Assessments completed yearly | 4,971 | 5,077 | 5,623 | 5,623 |
| Efficiency: Assessments completed per worker/month | 37 | 45 | 50 | 50 |
| Effect./Outcome: Percent of client care plans that are based on need and self determination | 100% | 100% | 100% | 100% |



Objective: To provide case management services to all clients.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: Clients requiring Care Management. | 5,405 | 5,993 | 6,035 | 6,035 |
| Workload: Cases where all services were provided | 5,405 | 5,243 | 6,035 | 6,035 |
| Efficiency: Average caseload size per worker | 120 | 115 | 118 | 118 |
| Effect./Outcome: Percent of cases where all case managed services were provided within time frames | 100% | 100% | 100% | 100% |

| Expenditures | 2003 | 2004 | 2005 | 2005 |
|----------------------|-----------|------------|------------|------------|
| | Actual | Estimate | Request | Approved |
| 4 Other Expenditures | 4,916,598 | 17,920,705 | 19,435,574 | 19,435,574 |
| Total | 4,916,598 | 17,920,705 | 19,435,574 | 19,435,574 |

| Revenues | 2003 | 2004 | 2005 | 2005 |
|----------------------------|-----------|------------|------------|------------|
| | Actual | Estimate | Request | Approved |
| 1 Property Taxes | 7,281,026 | 16,168,000 | 16,210,975 | 16,210,975 |
| 35 Other Intergovernmental | 282,849 | 2,326,421 | 2,261,208 | 2,261,208 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 7,563,875 | 18,494,421 | 18,472,183 | 18,472,183 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

Four hundred additional clients were admitted into the program during the first quarter of 2004. It was necessary to close enrollment after March 31, 2004 in order to bring the program within budgetary limits. Since that time, the waiting list has grown rapidly. With the waiting list, the Elderly Service Program census is not increasing; nevertheless, it is decreasing at a much slower rate than is expected. The rate of disenrollment has slowed over time due to increased client retention, i.e., once a client becomes an active participant of ESP, that person is staying active longer on average. For example, in past years disenrollment from ESP due to "Client deceased" was in the top three reasons for disenrollment; current trends show it as tied with "moved out of area" as the fifth most common reason for disenrollment. The lowered disenrollment rates index the increased level of independence among clients; they are healthier and less likely to need to move into facilities or family members' homes due to the need for more intensive assistance with daily living. The lowered disenrollment rate can also be used to demonstrate the effectiveness of timely assistance intervention as a contribution to the overall health and independence of older adults in Hamilton County.

Budget Office Analysis:

The 2005 Council on Aging funding request is consistent with the August 2004 information submitted to the Board of County Commissioners. Four new staff members are being added in 2005 to handle the increased caseload.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.

Senior Services

Program: Other Senior Services - 6705

Mandated By: Not mandated.

Funding Source: Tax Levies Operating Fund

| | |
|--|---|
| <p>Program Description: Job and Family Services administer this program. It also contains contracts with Veterans Services, SORTA, and State Extension. There are a variety of services that are provided by the above mentioned.</p> <p>Job and Family Services provides abuse investigation and homemaker services to adults at risk of abuse and neglect with the funding from this levy. Veterans Service provides cash relief for seniors who are 65 or older and a veteran. State Extension trains seniors on food safety and nutrition. SORTA provides transportation to seniors 65 or older.</p> | <p>Accomplishments: Continued to fund the above-mentioned programs.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: Provide Homemaker Service monthly to adults at risk of abuse, neglect or exploitation | | | | |
| Demand: # of consumers requiring homemaker service per mo. | 99 | 100 | 100 | 100 |
| Workload: Homemaker services delivered per month | 99 | 100 | 100 | 100 |
| Efficiency: # of consumers served per homemaker per month | 39 | 40 | 40 | 40 |
| Effect./Outcome: % of approved consumers receiving homemaker service monthly | 100% | 100% | 100% | 100% |
| | | | | |
| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
| 4 Other Expenditures | 111,240 | 890,000 | 863,300 | 785,000 |
| Total | 111,240 | 890,000 | 863,300 | 785,000 |
| | | | | |
| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
| Total | 0 | 0 | 0 | 0 |
| | | | | |
| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

None

Budget Office Analysis:

Programs funded in 2004 are continued in 2005.

Veterans Service Commission

Program: Administration - 7001

Mandated By: O.R.C. Title 59, ORC 307.66, and ORC 5901.01

Funding Source: General Fund

| | |
|---|--|
| <p>Program Description: The Veterans Service Commission (VSC) administers assistance to eligible veterans and dependents by securing financial assistance and/or by securing rights or benefits under any law of the United States or the State of Ohio. VSC also provides funding for burial of eligible indigent veterans, the parent(s), spouse, or surviving spouse of any such veteran up to \$1,000.00. Additionally, VSC gives funding for Memorial Day observation to local community and veterans' groups.</p> | <p>Accomplishments: Additional services provided to eligible veterans are Vet Center, Ohio Bureau of Employment Services (OBES) and the Department of Veterans Affairs (DVA) Homeless Program out-stationed at our office. Monthly outreach at senior and community centers and veteran organizations. There have been no requests for indigent burials in the last few years.</p> |
|---|--|

| | | | |
|--------|----------|---------|----------|
| 2003 | 2004 | 2005 | 2005 |
| Actual | Estimate | Request | Approved |



Objective: To provide employment counseling and assistance.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: # of employment assistance requests | 1,100 | 1,100 | 1,100 | 1,100 |
| Workload: # of employment assistance requests referred. | 1,100 | 1,100 | 1,100 | 1,100 |
| Efficiency: Employment assistance referrals (hrs.) | 185 | 185 | 185 | 185 |
| Effect./Outcome: % of employment assistance requests referred. | 100% | 100% | 100% | 100% |

Objective: To investigate all requests for burial funding and to provide up to \$1,000 for those found eligible.

| | | | | |
|---|---------|---------|---------|---------|
| Demand: Requests for funding anticipated | 0 | 11 | 11 | 11 |
| Workload: Requested for burial assistance made | 0 | 11 | 11 | 11 |
| Efficiency: Amount of assistance per request available | \$1,000 | \$1,000 | \$1,000 | \$1,000 |
| Effect./Outcome: Funding requests investigated | 100% | 100% | 100% | 100% |

Objective: To provide funding for eligible veterans organizations requesting funds for Memorial Day observation.

| | | | | |
|---|------|------|------|------|
| Demand: # of requests for funding received | 43 | 31 | 60 | 60 |
| Workload: # of requests for funding reviewed. | 43 | 31 | 60 | 60 |
| Efficiency: # of hours to review | 1 | 1 | 1 | 1 |
| Effect./Outcome: % of eligible requests funded | 100% | 100% | 100% | 100% |

Objective: To process 100% of financial assistance applications and make determination on same within (14) days.

| | | | | |
|---|-------|-------|-------|-------|
| Demand: # of financial assistance applications received. | 2,500 | 2,600 | 2,625 | 2,625 |
| Workload: # of financial assistance applications processed. | 2,500 | 2,600 | 2,625 | 2,625 |
| Efficiency: # of days to process financial assist applications | 14 | 14 | 14 | 14 |
| Effect./Outcome: % of financial assistance applications processed within fourteen (14) days. | 100% | 100% | 100% | 100% |

Objective: To keep average financial assistance award at \$400.00 or less.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: # of financial assistance awards. | 1,550 | 1,650 | 1,675 | 1,675 |
| Workload: # of financial assistance awards processed. | 1,550 | 1,650 | 1,675 | 1,675 |
| Efficiency: Average financial assistance award. | \$360 | \$370 | \$400 | \$400 |
| Effect./Outcome: % of financial assistance awards averaging at or below \$400.00 per case | 100% | 100% | 100% | 100% |

Objective: To file 100% of DVA applications, requests for military records, and other rights/benefits applications within five (5) days.

| | | | | |
|--|-------|-------|-------|-------|
| Demand: # of applications and requests received. | 1,900 | 1,950 | 2,000 | 2,000 |
| Workload: # of applications and requests filed. | 1,900 | 1,950 | 2,000 | 2,000 |
| Efficiency: # of days to file applications and requests. | 5 | 5 | 5 | 5 |
| Effect./Outcome: % of applications and requests filed within (five) days of application or request. | 100% | 100% | 100% | 100% |

Expenditures

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|-----------------|------------------|
| 3 Personnel | 370,036 | 427,979 | 448,882 | 402,206 |
| 4 Other Expenditures | 344,606 | 571,221 | 759,829 | 719,722 |
| 5 Capital Outlay | 450 | 1,800 | 14,036 | 6,724 |
| Total | 715,092 | 1,001,000 | 1,222,747 | 1,128,652 |

Revenues

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| 40 Miscellaneous | 105,000 | 210,000 | 105,000 | 105,000 |
| Total | 105,000 | 210,000 | 105,000 | 105,000 |

FTE Count

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---------------|----------------|------------------|-----------------|------------------|
| Total | 9.00 | 9.00 | 9.00 | 9.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

BENCHMARKS (2003 DATA)

Total Operating Cost Per Veteran

State of Ohio\$18.73 Hamilton County ...\$ 6.87

Staffing Levels:

Butler County11 Montgomery County13
 Franklin County15 Hamilton County8

Veterans per County:

Butler County30,648 Montlery County56,863
 Franklin County90,707 Hamilton County70,952

Budget Office Analysis:

VSC continues to see substantial increases in requests for veterans' relief.

The 2005 budget includes a non-recurring decrease in personnel expenditures as Executive Director William Boettcher serves as the national commander for AMVETS through most of the calendar year.



A summary of the county long-term goal icons appears in the Budget Summaries section under Long Range Plans.



Hamilton County First

1952: Children's Hospital Medical Center develops the first heart-lung machine, making open-heart surgery possible.

Grants

Grant funds are set up to track grant income and expenditures, which often occur according to a schedule outside the regular county budget year. Rather than appropriate the portion of the grant that falls within the calendar year budget, the grant is appropriated when it becomes effective and is not limited to a calendar year.

The county budget system contains three grant funds that are effective over three different grant periods:

1. The county fiscal year (January through December) is Fund 300
2. The state fiscal year (July through June) is Fund 500
3. The federal fiscal year (October through September) is Fund 700

Each of these funds contains multiple subfunds that may link to specific grants or to county departments (for example, subfund 300-009 contains all of the calendar year grants awarded to the Emergency Management Agency).

Only those grants appropriated with the rest of the calendar year budget are included in the budget summaries section of this book. However, all grants appropriated in the three consolidated pieces of grant legislation are listed below. (Other grants may be appropriated supplementally within these three funds during the course of the year.)

January 1, 2004 – December 31, 2004 – County Fiscal Year

Emergency Shelter Grant

Community Development \$125,000

Funds a program designed to help improve the quality of emergency shelters and transitional housing for the homeless, to make available additional shelters, to meet the costs of operating shelters, to provide essential social services to homeless individuals, and to help prevent homelessness.

Community Development Block Grant Projects and Administration

Community Development \$24,478,874

Funding is provided for various community development and housing projects to benefit low and moderate-income individuals and families

HOME Projects and Administration

Community Development \$1,945,000

Funding to provide housing projects and rental assistance for low-income families; Emergency Shelter - Funding to provide emergency shelter for the homeless population; Section 8 Vouchers and Certificates - Funding to provide rental assistance to low-income families.

Ohio Department of Natural Resources (ODNR)

Environmental Services \$141,500

This is a "Recycle, Ohio!" grant that is given every year by ODNR. The County received funding for this grant for the past nine years. This grant provides funding to assist local communities with their recycling programs.

Local Law Enforcement Phase 2

Municipal Court \$239,545

Funding to provide seamless screening, assessment and classification services at key points throughout the criminal justice system, and to implement a process that matches offenders with appropriate sanctions and treatment services on a routine and uniformed basis.

Marine Grant

Sheriff \$63,083

The Marine Grant is a matching grant between the Hamilton County Sheriff's Office and the Ohio Department of Natural Resources. It was approved for the purpose of establishing, maintaining, and operating a marine patrol program, to enforce the watercraft laws of Ohio as set forth in Chapter 1547 of the Ohio Revised Code, as well as promoting boating safety through inspections, public displays and education efforts.

School Age Children Grant

Community Mental Health Board \$299,008

The School Age Children grant funds services for children of school age identified as needing intervention and mental health remedial services.

Total County Fiscal Year

\$27,292,010

July 1, 2004 – June 30, 2005 – State Fiscal Year

Alcohol and Drug Abuse Services

ADAS \$12,572,915

Funding for the delivery of comprehensive alcohol and drug addiction services and programs is provided. Thirteen grants are funded.

Community-Based Correctional Facility - River City \$5,763,531

Funding is provided for the operation of a two hundred plus bed facility to house third and fourth degree felons.

Community Mental Health Board \$46,768,724

Twelve grants fund agencies providing counseling, medical/somatic services, partial hospitalization, residential services and other related services are included.

Consolidated Monitoring

Emergency Management Agency \$15,000

Funding for emergency preparedness activities to mitigate events at US Department of Energy facilities.

State Emergency Response Commission (SERC)

Emergency Management Agency \$118,833

Funding for the development and implementation of the chemical emergency response and preparedness plans. Also, funding for the implementation and administration of the Emergency Planning and Community Right-To-Know.

Homeland Security Grant Program Part II – Critical Infrastructure

Emergency Management Agency \$1,078,014

This grant addresses equipment, training, planning, exercise, and administrative needs of emergency preparedness and response personnel.

Children Family Health Services

Family and Children First Council \$744,571

This grant helps moms and babies with health care and nutrition.

Governor's Grant

Family and Children First Council \$20,000

Funding is provided for administrative costs and miscellaneous expenses for families and parents.

Help Me Grow

Family and Children First Council \$3,672,549

The Help Me Grow initiative is mandated by the Ohio Department of Health for services for children age 0-3 who are at risk for developmental delays.

OIMRI (Ohio Infant Mortality Reduction Initiative) Community Care Coordination

Family and Children First Council \$150,000

Provides prenatal information and education to high-risk mothers in an effort to reduce the infant mortality rate.

Children's Trust Fund

Job and Family Services \$275,226

This grant is a mechanism by which the County can receive funding for the implementation of locally based child abuse prevention programs

Reclaim Ohio

Juvenile Court \$3,882,252

The Ohio Department of Youth Services Felony Delinquent Care and Custody program provides funds for commitment of youth to a State facility or an alternative program. Alternative program funds aid in prevention, early intervention, diversion, treatment and rehabilitation programs that are provided for alleged or adjudicated unruly children or for children who are at a risk of becoming unruly or delinquent.

Youth Services Grant

Juvenile Court \$1,500,000

Funding to aid counties through their Juvenile Courts, to improve coordination and cooperation, to facilitate the provision of services and programs for youth and to ensure

that youth will be placed in the least restrictive setting commensurate with their individual treatment needs is provided by this grant.

Intensive Supervision

Probation \$1,451,654

Funding is provided for an alternative to State penal confinement through a program of close behavior supervision and structured delivery of therapy for defendants as directed by the Court.

Misdemeanant Day Reporting

Probation \$410,897

Funding is granted for a non-residential jail diversion project.

Protective Order Monitoring Program

Probation \$155,615

This grant provides the Court with equipment and protocols aimed at giving a judge the specific ability to determine a defendant's compliance with a protective or restraining order.

DARE (Drug and Alcohol Resistance Enforcement)

Sheriff \$40,000

Funding to educate school age children about the dangers of drug use.

Community Justice ABLE Centers

Sheriff \$135,000

These funds help to facilitate the re-integration of released offenders into the community through employment, life and social skills, academic and support services.

2005 Title 1

Sheriff \$43,000

Funds will be used to provide supplemental educational services to delinquent and neglected students under the age of 21 who are in local and state institutions.

Treatment Accountability for Safer Communities (TASC)

\$764,048

Provides chemical dependency assessment, referral, and case management services to non-violent adults with substance abuse problems and who are involved in the criminal justice system. TASC identifies, assesses, and refers alcohol and drug involved offenders to community treatment services as an alternative or supplement to existing criminal justice sanctions.

Total State Fiscal Year

\$79,561,829

October 1, 2004 – September 30, 2005 – Federal Fiscal Year

Hazardous Material Emergency Preparedness (HMEP)

Emergency Management Agency \$11,000

This grant assists in dealing with hazardous materials issues and emergencies.

Performance Grant

Emergency Management Agency \$103,727

This grant supports comprehensive emergency management, including terrorism consequence management, at the State and County Level and encourages improvement of mitigation, preparedness, response, and recovery capabilities for all hazards.

Air Quality Management

Environmental Services \$3,232,877

Funding is provided for the enforcement of the rules and regulation of the Ohio Environmental Protection Agency.

Penalty Settlement

Environmental Services \$41,684

Funding from settlements that have been resolved between Ohio EPA and facilities within our four-county area are included in this grant. Funding is one-fourth of the settlement and is used for improvements to the air program.

Family Treatment Drug Court

Juvenile Court \$258,900

This grant allows parents whose children are out of their care to receive speedy, intensive drug treatment, and comprehensive case management service with close supervision of their progress by the Court

Victims of Crime

Prosecutor \$143,634

This grant provides advocacy/assistance for victims and witnesses of crimes by assisting victims through legal proceedings.

Total Federal Fiscal Year \$3,791,822

Total All Grants: \$110,645,661



Hometown Hero

Benjamin Harrison (1833-1901), grandson of William Henry, became President following the 1888 election.

Capital Information and the Capital Improvement Programs

This section includes information regarding the County's capital expenditures and the Capital Improvement Plans for the County and for the Metropolitan Sewer District (MSD).

Included in the operating budget are capital outlays defined as expenditures that result in the acquisition or addition of fixed assets. Generally, two criteria are used as the basis of classifying expenditures as fixed assets: the cost of the item and the asset life. Capital outlays should generally last at least one year and cost \$5,000 or more. This definition is primarily for capitalizing fixed assets. For budget purposes, the capital outlays included can be less than \$5,000 in cost but must have a useful life of at least one year. Items in the latter category are presented in this section.

Also included in this section are projects being undertaken by the County Engineer. These projects are funded within the Engineer's operating budget.

This section also includes information regarding projects being undertaken by County Facilities. These projects are not included in the CIP, as they are major maintenance items and are funded in the operating budget. Typically, these projects are under \$250,000 and/or are handled by a single contractor. County Facilities receives an amount annually for specific projects that may be crucial for County operations. For 2005, \$20.1 million in projects were submitted for consideration. \$2.26 million were approved. Prior to

approval, each project is reviewed by the County Administrator and the Department of County Facilities. At that meeting, the nature of the project and possible funding sources outside the general fund are investigated and operating impacts are discussed. Projects are evaluated based on the following criteria:

- Building code related
- Life safety/ADA
- Business continuation
- Energy savings
- Service enhancement
- Improved work environment

Finally, this section contains the capital improvement plan for the County, including the Metropolitan Sewer District. Budget staff and administration review the plan prior to adoption.

Each portion of the plan is prepared independently. The county portion is prepared by the Public Works and Administrative Services departments, and the MSD portion is prepared by the staff of MSD.

The plan is adopted in tandem with the annual operating budgets. Projects are presented for formal appropriation at the time the work is to begin.

Projects may be funded by cash (generally a transfer from the General Fund), debt financed or funded through grants.

2005 Capital Information

including Capital Expenditures not included
in the Capital Improvement Plan (CIP)

Capital Outlays within the 2005 Operating Budget

| | |
|---|---------------------|
| Construction & Improvements - Bridges | 3,400,000 |
| Construction & Improvements - Buildings | 2,344,600 |
| Construction & Improvements - Roads | 11,500,000 |
| Data Processing Equipment | 4,556,917 |
| Fire and Safety Equipment | 3,000 |
| Office Furniture & Equipment | 2,232,902 |
| Other Equipment | 1,393,454 |
| Vehicles & Equipment | 1,914,172 |
| Metropolitan Sewer District | 3,225,920 |
| 2005 Total Capital Outlays | \$30,570,965 |

County Facilities Operating Maintenance Projects

| | |
|---|--------------------|
| <i>General Fund supported projects (below \$250,000 and/or single contractor)</i> | |
| Electric panel verification projects at various County buildings | 708,836 |
| Replace existing chiller in County Administration Building | 395,253 |
| Fire Monitoring System at Hillcrest Training School | 374,474 |
| Repair balcony roofs at 800 Broadway | 246,214 |
| Tuck point cap stones on the tower portions of 800 Broadway | 87,142 |
| West side window replacement at Memorial Hall | 76,726 |
| Replace drywall and fiberglass insulation at Taft Law Center | 45,421 |
| Repair leaking at entrance to Coroner's Office | 22,333 |
| ADA Projects at County Administration Building | 11,640 |
| <i>Subtotal</i> | <i>1,968,039</i> |
| <i>Projects that will be reimbursed by other funds (and funding source)</i> | |
| B&B parking lot improvements (City of Cincinnati) | 291,000 |
| <i>Subtotal</i> | <i>291,000</i> |
| 2005 Total County Facilities Projects | \$2,259,039 |

Capital Improvement Plan Recommended & Approved Projects

Costs have not yet been finalized for the recommended projects described in the Capital Improvement Plan. Once cost estimates are complete and the projects are ready to proceed, the County will determine whether to fund the projects with cash or debt. The approved projects included in the Capital Improvement Plan are already underway and funding is already provided for them in capital project accounts (which are not a part of this budget presentation.)



Hamilton County

County Administrator

County Administration Building
138 East Court Street, Room 603
Cincinnati, Ohio 45202

Board of Commissioners
Pat DeWine
Phil Heimlich
Todd Portune

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March 23, 2005

Honorable Board of Commissioners:

I am submitting a five-year Capital Improvement Plan (CIP) for Hamilton County. The section dealing with the Metropolitan Sewer District (MSD) is presented separately due to its large size and unique priority-setting methodology. Following this letter, there is also a section that outlines the criteria for inclusion in the CIP.

This presentation is for planning purposes only. As such, no funding is provided and no appropriations are requested. Each project will be brought to the Commissioners for appropriation before proceeding.

The general county CIP is presented in three project categories: approved, recommended, and potential. Approved projects are those previously approved by the Board, and recommended projects are those which I am recommending for your consideration. Potential projects have been submitted by various county agencies for consideration, but little work or planning has been done. Typically, a feasibility study would have to be completed before a decision is made to proceed or not.

This document includes five projects new to the CIP: one approved project, two recommended projects, and two potential projects.

Board-Approved Capital Projects. The total cost of the Board-approved projects is \$509.5 million. Approved projects are active projects approved by the Board and for which a funding source has been identified. Six projects are included. There is one new approved project for 2005 and one project that has moved from recommended in 2004:

- *Air Handler Replacement* – Approved by the Board during 2004, the project first appears in the CIP in 2005. The project replaces the existing air handlers in the Job and Family Services building at 237 William Howard Taft. (\$2,245,106)

This category also includes the regional emergency management agency (EMA), which was recommended in the 2004 CIP. During 2004, the Board directed county staff to move forward with the relocation of EMA from trailers to a permanent office at 2000 Radcliff Drive. Cost estimates were unknown in the 2004 CIP; current estimates are

\$851,920, an increase of \$103,520 from the November 2004 administrator's recommended CIP.

Presented again in 2005 are \$479.9 million in stadium and related riverfront projects, such as Great American Ball Park, riverfront parking and infrastructure construction as identified in the financial planning model and to be paid for by the dedicated one-half percent sales tax, the State of Ohio, team and private contributions and investment earnings. The projects contained herein are budgeted in accordance with the financial model. The costs reflect the forecasted cost to complete the project. Prior CIPs have used the control budget for the riverfront projects instead of the forecasted cost to complete. The change is appropriate as the projects are near completion and costs are ascertained. The projects are consistent with last year's plan.

The Schroer Avenue drainage improvement project will address flooding in residential areas. The cost of the project has not changed from the 2004 estimate of \$4,582,995 and will be funded by MSD, the County Engineer, Delhi Township, a FEMA grant and the state capital improvement program.

The county Communication Center has completed most stages of a project to replace and update the county's public safety communication system. The remaining portion of the \$20.5 million project, an upgrade of the computer aided dispatch (CAD) system, will be completed by early 2005. An addition and renovation to the Communication Center is also under way. The renovation will update the mechanical components of the facility and provide for power redundancy. The project costs were originally included in the EMA's building project. That project changed to relocate EMA to Radcliff Drive, leaving the Communication Center improvements. The cost estimate for the center is \$1.65 million. See below for additional Center improvements.

Recommended Projects. The total cost of all recommended projects is \$37.3 million. Both recommended projects are new for 2005.

- *Water Street Water Line* – Construction of an 8" water main on Water and Columbia streets. This project will be paid for via assessments to the property owners benefited. (\$128,608)
- *The Banks Parking Construction* – Construction of two riverfront parking garages within the area bordered by Second Street, Ted Berry Way, Main Street, and Walnut Street. This project is also part of the riverfront development infrastructure projects to be paid for by the dedicated one-half percent sales tax, the State of Ohio, private and grant contributions and investment earnings. (\$37,144,000)

Potential Projects. Total cost is \$43.8 million for nine projects. Two new projects, with a cost of \$1.46 million, are included in this category.

- *Communication Center HVAC Upgrade* – Replacement of chillers, air handlers, pumps and temporary control system to gain better cost efficiency. (\$940,107)

- *Communication Center Locker Room and Office Addition* – Provides hard-wall office for employees currently housed in a storage area, a cubicle area for a secretary and expands female locker room to accommodate current staff. (\$517,275)

Not included with these projects are proposed projects to remodel the County Engineer's Galbraith Road facility to address life safety and ADA compliance issues and to upgrade the outdoor warning siren system to cover the entire county and operate during power outages. Also not included are five phases of renovations to the courthouse, which will complete renovation of the building.

Projects Completed and Debt Financed. Presented for your information is the outstanding un-voted general obligation debt, for which the general fund will pay \$13.2 million in 2005.

Staff have identified potential funding sources for each project. Approved projects have been funded except for the Communication Center upgrade and the regional Emergency Management Agency. It is planned that funds will be advanced from the general fund to begin the Communication Center and Emergency Management Agency projects and the county will then decide whether it is prudent to issue debt.

Permanent funding is not in place for either the recommended or potential category projects. Recommendations for permanent funding will be presented as the Board formally considers the projects.

At the beginning of each project category is a summary of the projects contained therein, summarized by project cost. The individual project sheets outline the need for a project, the costs and funding sources. Known increases in operating costs are identified on individual project sheets. Salary costs for Public Works employees assigned to the capital improvements division are included as part of the project costs. Issuance costs, roughly \$25,000 per issue, are included for projects that will be debt financed. At the end of each category is a cash flow schedule that details the funding necessary to pay for the project, including the debt service. It identifies all future debt commitments and also indicates sources of funding, specifically identifying general fund monies required to retire debt.

Metropolitan Sewer District CIP

MSD presents their projects in categories determined by the type of project: combined sewer overflows (CSOs), sanitary sewer overflows (SSOs), water-in-basements (WIBs), treatment, sewers, long-range planning/Quest, and assessments. All projects are rated or prioritized within their given category. Since the projects are rated within their given categories, the point totals cannot be compared with another project outside of a given category. At the same time, there is often considerable interaction between categories (i.e., a treatment project may assist in solving an SSO problem, etc.). To reflect that interaction, one of the criteria used in ranking each project is whether the project is incorporated within another category.

It is anticipated that the projects shown in 2005 will be studied, designed or constructed in 2005. Projects shown in the years 2006-2009 are for planning purposes only and are likely to change with next year's CIP submittal.

The 2005 CIP entails a total budget of \$62.5 million. The following are the categories for the MSD projects:


- *Combined sewer overflows* (CSOs) are permitted and are not illegal. MSD has made commitments to provide high water/dry weather (HWDW) protection to overflows in its operations plan and long-term plan. These overflows bypass raw sewage directly to rivers when river stages are above a designated level. Other projects were identified as part of the Global Consent Decree. MSD also proposes design for constructing movable dams and/or gates to utilize the existing capacity within the outfall pipes of CSO #487 for storage during rain-induced overflow events. Future projects will be included when the long-term control plan (LTCP) is finalized. 2005 plan costs are \$15.8 million.
- *Sanitary sewer overflows* (SSOs) are a high priority, but they are to be identified and addressed by priority and cost under the capacity assurance program plan (CAPP). Expenditures of approximately \$1.4 million are anticipated to complete the CAPP and eliminate an SSO previously identified and studied.
- *Water-in-basement projects* (WIBs) will be addressed by the WIB prevention program (WIBPP). Included are such projects as sewer enlargements, sewer separations, holding basins, etc. that are generally in the sewer project category. Expenditures of approximately \$7.9 million are anticipated in 2005.
- *Treatment projects* are enhancements to treatment plants. The final phase of the Polk Run Wastewater Treatment Plant (WWTP) expansion is planned for construction and the final phase of the Sycamore WWTP expansion is planned for design. In addition, the continued upgrade and replacement of processes at the Mill Creek WWTP is proposed and a study to evaluate the future needs at the Little Miami WWTP to address outdated and deteriorated processes and capacity issues is included. Expenditures of approximately \$13.1 million are anticipated for treatment projects.
- *Sewers*. This category is used, in part, for ongoing maintenance issues. Emergency sewer repairs and a commitment to shotcrete repairs and trenchless technology repairs to the system account for \$12.5 million. These projects attempt to bring a balance between maintenance of the system and correction of problems such as SSOs. As the system ages, maintenance activities must increase to prevent additional SSOs. Through MSD's intensive television inspection of sewers, it has identified 20 severely deteriorated sewers requiring immediate attention. MSD plans to eliminate or upgrade nine pump stations that are cost effective solutions to address maintenance, odor, safety and overflow

concerns. In addition, MSD is planning the construction of the first of three diversion chambers between the Mill Creek interceptor and the Mill Creek auxiliary interceptor to allow them to inspect, clean, and potentially repair or rehabilitate the Mill Creek interceptor under its comprehensive preventive maintenance program. Expenditures of approximately \$17.4 million are anticipated for sewer projects.

- *Long-term planning/Quest projects* will allow growth and redevelopment throughout Hamilton County, and fulfill a Board commitment, as well as those projects which generally do not fit the other categories. These include supplemental environmental projects (SEP) along the Mill Creek, as described and required within the Global Consent Decree. Expenditures of approximately \$4.4 million are anticipated for these projects.
- *Assessments.* These projects are done at the request of individuals with failing on-site systems. MSD continues to anticipate solving environmental problems associated with these systems. Approximately \$2.5 million is programmed for these assessment projects. Projects will be added during the year as interest in this area develops.

The hard work of the Public Works, Metropolitan Sewer District and Administrative Services departments is recognized and appreciated. They continually work to update this plan and to manage our many projects. Their good work allows me to present this CIP to you for consideration.

Respectfully submitted,



Suzanne Burke
Interim County Administrator

Criteria for Inclusion in the Capital Improvement Plan (CIP)

The criteria for inclusion in both the county general and the MSD CIP are:

1. Construction of a new or expanded facility requiring a significant expenditure of funds;
2. Large scale rehabilitation or replacement of existing facilities;
3. Acquisition of land for a community facility, such as a street or building;
4. The cost of engineering or architectural studies and services related to public improvement;
5. Purchase of equipment in excess of \$500,000 for public improvements when they are first erected or acquired;
6. Major pieces of equipment, which are expensive and have a relatively long period of usefulness (more than five years);
7. Capital items that should normally be on a replacement schedule but require a large one-time outlay to establish a schedule or to bring a schedule up-to-date.

Further, each MSD project is rated under five criteria detailing the following:

1. Whether the project is incorporated within another category
2. Whether outside funding is provided
3. The effect to downstream infrastructure
4. Development and timing issues regarding other utilities
5. Whether the project is included within the Global Consent Decree.

Each MSD project is then rated by criteria adhering to the specific category the project is placed into. These criteria differ from each category, but the following list of criteria generally addresses all the categories:

1. Health and safety issues
2. Positive impact of the project to the area
3. Existing condition of the facility
4. Cost and benefit of the project including future decreased maintenance costs
5. Regulatory compliance requirements
6. Prior commitments to past agreements and or decrees

Impacts of Recommended Capital Projects

| Project | Qualitative Impact | Quantitative Impact | Cost (Savings) |
|---|---|--|----------------|
| Public Works | | | |
| Water Street Waterline | Provides water and fire protection for county residents | Quantitative impact is on property owners. | - |
| Parking Construction (The Banks) | Provides parking facilities for future Riverfront/Banks development, lifts future development out of river flood plain. Total Banks development is anticipated to attract \$292-361 million in private investment, create 1,500-2,300 new jobs and 1,400 new downtown residences. | Potential parking revenue and operating costs are unknown at this time; agreements with Bengals, Reds, and developers are pending. | - |
| Metropolitan Sewer District | | | |
| Eastern/Delta Sewer Separation Ph. 1 | 1st Phase of 4 phase project to eliminate 3 CSOs and the Delta Ave. Pump Station, and relocate 2 CSOs to provide them HW/DW protection. | Decrease maintenance costs on CSOs and Pump Station an average \$38,500/year. Required by Global Consent Decree. Failure to complete project by 12/31/07 will result in \$5,000/day fine. | (38,500) |
| Eastern/Delta Sewer Separation Ph. 3 Design | Third Phase of four phase project to eliminate three CSOs and the Delta Ave. Pump Station, and relocate two CSOs to provide them HW/DW protection. | Decrease maintenance costs on CSOs and Pump Station an average \$38,500/year. Required by Global Consent Decree. Failure to complete project by 12/31/07 will result in \$5,000/day fine. | (38,500) |
| Krohn Conservatory Sewer Relocation | Project will redirect sewer service currently discharging into storm sewer to a combined sewer. | Unknown | - |
| CSO 426A & 426B Relocation Design | Relocate 2 CSOs from River Rd. to less heavily traveled areas to provide partial sewer separation in area. | Unknown | - |
| CSO 86 Relocation-HW/DW Protection | Relocate CSO 86 to provide HW/DW protection. | Failure to complete project by 12/31/06 will result in \$5,000/day fine. | - |
| CSO 487 Twin Outfall Design | Movable dams or gates to provide storage in CSO 487 during rain-induced overflows. | Required by Global Consent Decree. | - |
| Capacity Assurance Plan | Develop a plan to address all capacity-related SSO and CSO issues in MSD service area. | Required by SSO and Global Consent Decrees. | - |
| LaBoiteaux Ave. Sewer Replacement | Eliminate SSO 597. | Eliminate annual maintenance cost of \$3,500. | (3,500) |
| SSO 574 Elimination Design | Eliminate SSO 574. | Eliminate annual maintenance cost of \$3,500. | (3,500) |
| Jamar Ave. Sewer Separation Easement Legislation | Remediate 6 Water-In-Basement properties and provide partial sewer separation in area. | City of N. College Hill to fund up to 80% of construction cost. | - |
| WIB Prevention Program | Eliminate Water-In-Basement problems. | Required by Global Consent Decree. Will eliminate WIBs of approximately 200 homes at an average cost of \$37,500 per home compared to hundreds of thousands to millions of dollars of sewer replacements and repairs per year. Conservative savings estimate is \$2.5 million, based on avoidance of \$50,000 in repairs per home. | (2,500,000) |
| Canyon Dr. Sewer Replacement | Address area WIB problems. | Unknown | - |
| Sycamore WWTP Plant Improvements Ph. 4 | Upgrade WWTP damaged in 2001 flood. | Unknown | - |
| Polk Run WWTP Plant Improvements Ph. 3 | Eliminate Polk Run Pump Station & SSO 565 | Eliminate annual maintenance cost of \$3,500. | (3,500) |

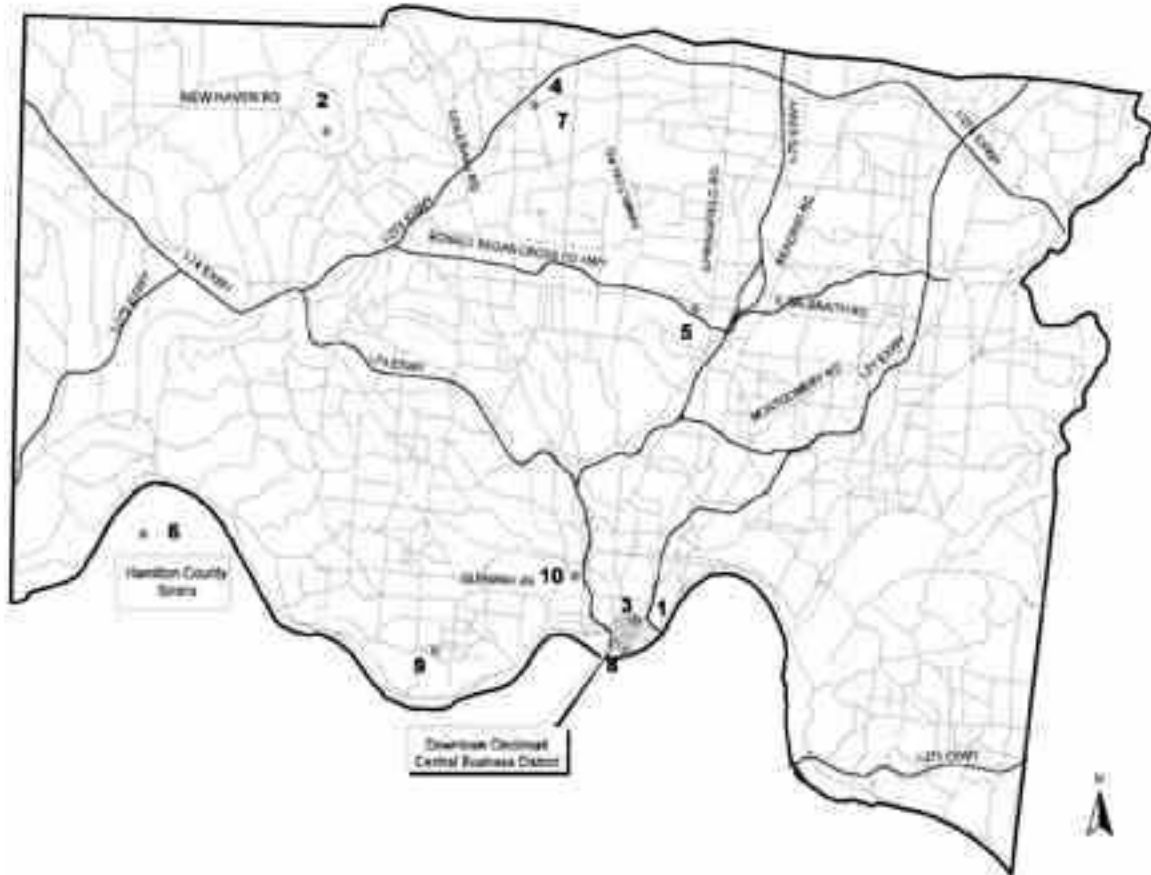
Impacts of Recommended Capital Projects

| Project | Qualitative Impact | Quantitative Impact | Cost (Savings) |
|---|--|---|-----------------------|
| Polk Run WWTP Plant Improvements Ph. 4 | Complete program of plant improvements to bring capacity to 8 million gallons per day. | Failure to expand & upgrade capacity will result in violation of plant's OEPA operating permit. | - |
| WWC Maintenance Shop Upgrade Design | Improve efficiency & allow increase in tasks performed at Wastewater Collections Division Maintenance Shop. | Unknown | - |
| Mill Creek WWTP Coarse Screen Replacement Ph. 2 | Replacement of existing bar screens & removal of existing fine screens. | Reduce O&M costs related to bar screen failure approximately \$125,000/year. | (125,000) |
| Little Miami Liquid/Solid Rehabilitation and Upgrade Study | Evaluate treatment processes at Little Miami WWTP that are reaching the limit of their useful lives. | Unknown | - |
| Mill Creek WWTP Preliminary & Primary Process Improvement Design | Rehabilitation of grit removal & primary sludge grit removal processes. | Unknown | - |
| Emergency Sewer Repairs | Respond to emergency sewer repair situations. | Unknown | - |
| Trenchless Technology Sewer Rehabilitation | Use internal lining to rehabilitate deteriorated sewers. | Required by Global Consent Decree. Reduces costs to less than half that of open-cut construction. | - |
| Trenchless Technology Manhole Repair | Use internal lining to rehabilitate 150 deteriorated manholes/year. | Required by Global Consent Decree. Reduces costs to less than half that of manhole replacement. | - |
| Shotcrete | Rehabilitation of large diameter sewers. | Reduces cost to less than 1/4 that of open cut construction. | - |
| Greenridge 5th Pump Station Upgrade | Eliminate Greenridge 5th PS & PSO 761 | Required by Global Consent Decree. | - |
| Berkley Woods Pump Station Elimination Design | Eliminate Berkley Woods PS & PSO 851 | Reduce maint. costs \$25,000/year. Replacement sewer adds maint. cost of \$1,300/year. Required by Global Consent Decree. | (23,700) |
| Millbrook #1 Pump Station Upgrade Design | Replace & upgrade deteriorated PS. Eliminate PSO 799. | Required by Global Consent Decree. | - |
| Palisades Park Pump Stations 1&2 Elimination. | Eliminate Palisades Park PS 1&2 and PSOs 745 & 746. | Reduce maintenance costs \$50,000/year. Replacement sewer adds maintenance cost of \$2,500/year. | (47,500) |
| National Distilleries Sewer Replacement Design | Replace & relocate sections of collapsed sewer to more stable location. | Eliminate annual maintenance cost of \$330. | (330) |
| Sewer #161 Replacement-Daly Rd. to Compton Rd. Design | Replace severely deteriorated sewer. | Eliminate annual maintenance cost of \$4875. | (4,875) |
| Glenwood Ave. Sewer Repair Design | Replace severely deteriorated sewer. | Eliminate annual maintenance cost of \$158. | (158) |
| Sunnybrook Dr. Sewer Lining & Replacement Design | Replace severely deteriorated sewer. | Eliminate annual maintenance cost of \$829. | (829) |
| Losantiville & Schubert Ave. Sewer Replacement Design | Replace severely deteriorated sewer. | Eliminate annual maintenance cost of \$400. | (400) |
| Diamond Oaks, Regency Ridge, and Windmere 3rd Pump Stations Eliminations Design | Eliminate Diamond Oaks, Regency Ridge, and Windmere 3rd Pump Stations. | Reduce maintenance costs \$75,000/year. Replacement sewer adds maintenance cost of \$2,400/year. | (72,600) |
| Aster Pl. Sewer Replacement Design | Replace severely deteriorated sewer. | Eliminate annual maintenance cost of \$150. | (150) |
| Mill Creek Interceptor Diversion Chamber Ph. 1- Anthony Wayne Ave. | Install diversion chamber to allow dry weather diversion of Auxillary Mill Creek Interceptor for maintenance & inspection. | Unknown | - |

Impacts of Recommended Capital Projects

| Project | Qualitative Impact | Quantitative Impact | Cost (Savings) |
|---|---|--|--------------------|
| Rhode Island Ave. at Dale Rd. Sewer Replacement Design | Replace severely deteriorated sewer. | Eliminate annual maintenance cost of \$265. | (265) |
| Harwinton Ln. Sewer Replacement Design | Replace severely deteriorated sewer. | Eliminate annual maintenance cost of \$1,500. | (1,500) |
| Rutledge Area Sewer Replacement Design | Replace severely deteriorated sewer. | Eliminate annual maintenance cost of \$448. | (448) |
| 1852 Columbia Parkway Sewer Replacement Study | Replace severely deteriorated sewer. | Eliminate annual maintenance cost of \$1650. | (1,650) |
| Mt. St. Joseph Sewer Replacement Design | Replace severely deteriorated sewer. | Eliminate annual maintenance cost of \$900. | (900) |
| Montgomery & Lester Sewer Replacement Design | Replace severely deteriorated sewer. | Eliminate annual maintenance cost of \$2,425. | (2,425) |
| Mockingbird Ln. Sewer Replacement | Replace severely deteriorated sewer. | Eliminate annual maintenance cost of \$150. | (150) |
| Fleming Rd. at Springfield Pike Sewer Replacement Design | Replace severely deteriorated sewer. | Eliminate annual maintenance cost of \$430. | (430) |
| Cornelia Ave. Sewer Replacement Design | Replace severely deteriorated sewer. | Eliminate annual maintenance cost of \$530. | (530) |
| Kemper Ln. Sewer Repair Design | Replace severely deteriorated sewer. | Unknown | - |
| N. Edgewood Ave. & Hand Ave. Sewer Replacement Design | Replace severely deteriorated sewer. | Eliminate annual maintenance cost of \$340. | (340) |
| Harvey Ave. Sewer Replacement Design | Replace severely deteriorated sewer. | Eliminate annual maintenance cost of \$200. | (200) |
| Burnet Ave. & Northern Ave. Sewer Replacement Design | Replace severely deteriorated sewer located under a building. | Eliminate annual maintenance cost of \$135. | (135) |
| Centurion Estates Pump Station Elimination Design | Eliminate Centurion Estates PS | Eliminates \$25,000/year maintenance cost. Replacement sewer adds \$1,175/year maintenance cost. | (23,825) |
| Dry Run Pump Station Access Road Drainage | Reduce frequency Dry Run Creek overtops its banks during rainfall. Addresses complaints made by resident of 2751 Eight Mile Rd. | Unknown | - |
| Wesselman Rd. Interceptor Ph. 2 Design | Provide sewer service along Wesselman Rd. and eliminate Hampton Pte. and Glenview Pump Stations. | Eliminates \$50,000/year maintenance cost. New sewer adds \$8,300/year maintenance cost. | (41,700) |
| Village of Elmwood Place Waste Facility Remediation | Stabilize Mill Creek streambank and provide collection leachate facility. | Required by Global Consent Decree. | - |
| Arrow St. WWTP and North Bend Crossing Pump Station Eliminations | Eliminate Arrow St. Wastewater Treatment Plant and North Bend Crossing Pump Station | Eliminate \$155,000/year maintenance cost. New sewer adds \$2,760/year maintenance cost. | (152,240) |
| Hopple Street and Gest Street Instream Habitat Restoration | Hopple St. project redirects flow of Mill Creek back to center of channel. Gest St. project removes barrier to fish migration and recreational use on Mill Creek. | Special Environmental Project required by Global Consent Decree. | - |
| Caldwell-Seymour Mill Creek Streambank Stabilization Reaches 1 & 2A, and Greenway Trail Ph. 1 | Provide streambank stabilization and a greenway trail | Special Environmental Project required by Global Consent Decree. | - |
| New Baltimore Sewer Study | Provide sewer service to homes in New Baltimore currently using private treatment systems, and for future development. | Unknown | - |
| Total Annual Impact | | | (3,089,780) |

**Hamilton County
Capital Improvement Plan
2005 - 2009**



1. Air Handler Replacement, 237 W. H. Taft Rd.
2. Water Street Waterline, Crosby Township
3. Court House Renovations, Phases 4-8
4. Communication Center Upgrade (Electrical, HVAC, Office/Locker Room)
5. Galbraith Road Facility Remodel
6. Outdoor Warning Siren System Upgrade, located throughout Hamilton County
7. Public Safety (800 MHz Radio System)
8. Riverfront Development: Great American Ballpark, Parking Construction; Public Improvements
9. Schroer Avenue Drainage Improvement, Delhi Township
10. Regional Emergency Management Agency

CIP Project Costs Summary

The project cost summary contains the summary of project costs from the Recommended and Approved categories of projects. These costs are then summarized in the Total Impact category at the bottom of the page. The Total Impact reflects the costs to the County if all projects were to occur at the cost indicated on the individual project sheet.

| | <u>Prior</u> | <u>2005</u> | <u>2006</u> | <u>2007</u> | <u>2008</u> | <u>2009</u> | <u>Unspecified</u> | <u>Total</u> |
|--------------------------------------|-------------------------|--------------------|----------------|-------------|-------------|-------------|--------------------|--------------------|
| Total Impact - Approved | | | | | | | | |
| 2 | General Fund Cash/Debt | 1,652,000 | 851,920 | - | - | - | - | 2,503,920 |
| | General Fund Cash | 4,853,678 | (100,000) | - | - | - | - | 4,753,678 |
| | General Fund Debt | 15,132,219 | - | - | - | - | - | 15,132,219 |
| | Other Sources | - | - | - | - | - | - | - |
| | Sales Tax | 92,122,754 | - | - | - | - | - | 92,122,754 |
| | Sales Tax Bonds | 226,648,759 | - | - | - | - | - | 226,648,759 |
| | State of Ohio | 50,513,500 | - | - | - | - | - | 50,513,500 |
| | Parking Revenue Bonds | 24,298,750 | - | - | - | - | - | 24,298,750 |
| | Cincinnati Reds | 42,207,973 | - | - | - | - | - | 42,207,973 |
| | Freedom Center | 1,952,828 | - | - | - | - | - | 1,952,828 |
| | City of Cincinnati | 25,806,639 | - | - | - | - | - | 25,806,639 |
| | Investment Earnings | 13,098,452 | - | - | - | - | - | 13,098,452 |
| | Delhi Township | 131,900 | - | - | - | - | - | 131,900 |
| | State Cap. Imp. Program | 2,482,650 | - | - | - | - | - | 2,482,650 |
| | Grants | - | - | - | - | - | - | - |
| | Dept. of Justice | 800,000 | - | - | - | - | - | 800,000 |
| | FEMA | 650,000 | - | - | - | - | - | 650,000 |
| | Other County Agencies | - | - | - | - | - | - | - |
| | County Engineer | 3,515,760 | - | - | - | - | - | 3,515,760 |
| | Job & Family Services | 2,245,106 | - | - | - | - | - | 2,245,106 |
| | MSD | 662,000 | - | - | - | - | - | 662,000 |
| | Total | 508,774,968 | 751,920 | - | - | - | - | 509,526,888 |
| Total Impact - Recommended | | | | | | | | |
| | General Fund Advance | 100,608 | (100,608) | - | - | - | - | - |
| | Cincinnati Water Works | 28,000 | - | - | - | - | - | 28,000 |
| | Special Assessments | - | 100,608 | - | - | - | - | 100,608 |
| 1 | To Be Determined | - | - | - | - | - | 37,144,000 | 37,144,000 |
| | Total | 128,608 | - | - | - | - | 37,144,000 | 37,272,608 |
| Total Impact - All Categories | | | | | | | | |
| 2 | General Fund Cash/Debt | 1,652,000 | 851,920 | - | - | - | - | 2,503,920 |
| | General Fund Cash | 4,954,286 | (200,608) | - | - | - | - | 4,753,678 |
| | General Fund Debt | 15,132,219 | - | - | - | - | - | 15,132,219 |
| | Other Sources | - | - | - | - | - | - | - |
| | Sales Tax | 92,122,754 | - | - | - | - | - | 92,122,754 |
| | Sales Tax Bonds | 226,648,759 | - | - | - | - | - | 226,648,759 |
| | State of Ohio | 50,513,500 | - | - | - | - | - | 50,513,500 |
| | Parking Revenue Bonds | 24,298,750 | - | - | - | - | - | 24,298,750 |
| | Cincinnati Reds | 42,207,973 | - | - | - | - | - | 42,207,973 |
| | Freedom Center | 1,952,828 | - | - | - | - | - | 1,952,828 |
| | City of Cincinnati | 25,806,639 | - | - | - | - | - | 25,806,639 |
| | Investment Earnings | 13,098,452 | - | - | - | - | - | 13,098,452 |
| | Delhi Township | 131,900 | - | - | - | - | - | 131,900 |
| | State Cap. Imp. Program | 2,482,650 | - | - | - | - | - | 2,482,650 |
| | Cincinnati Water Works | 28,000 | - | - | - | - | - | 28,000 |
| | Special Assessments | - | 100,608 | - | - | - | - | 100,608 |
| | Grants | - | - | - | - | - | - | - |
| | Dept. of Justice | 800,000 | - | - | - | - | - | 800,000 |
| | FEMA | 650,000 | - | - | - | - | - | 650,000 |
| | Other County Agencies | - | - | - | - | - | - | - |
| | County Engineer | 3,515,760 | - | - | - | - | - | 3,515,760 |
| | Job & Family Services | 2,245,106 | - | - | - | - | - | 2,245,106 |
| | MSD | 662,000 | - | - | - | - | - | 662,000 |
| 1 | To Be Determined | - | - | - | - | - | 37,144,000 | 37,144,000 |
| | Total | 508,903,576 | 751,920 | - | - | - | 37,144,000 | 546,799,496 |

1 The County has not yet determined the details for funding this project, but primary sources will likely be earmarked sales tax revenues, parking revenue bonds and grants.

2 It has not been determined if the county will fund these projects with cash or debt. The county general fund will be the source of payment, whether in cash or in the form of debt service payments.

CIP Cash Flow Schedule

Summary

The Cash Flow Summary contains the summary of cash flows from the Recommended, Approved and Completed categories of projects. These cash flows are then summarized in the Total Impact category at the bottom of the page. For some projects the decision whether to pay for the project in cash or issue debt has not been made. For those projects the impact is shown as though the County will pay cash for the project. The Total Impact reflects the cash flows to the County if all projects were to occur at the cost indicated on the individual project sheet.

| | <u>Prior</u> | <u>2005</u> | <u>2006</u> | <u>2007</u> | <u>2008</u> | <u>2009</u> | <u>Unspecified/ Beyond</u> |
|---|-------------------------|-------------|-------------|-------------|-------------|-------------|--------------------------------|
| Total Impact - Approved | | | | | | | |
| 2 | General Fund Cash/Debt | 1,652,000 | 851,920 | - | - | - | - |
| | General Fund Cash | 4,853,678 | (100,000) | - | - | - | - |
| | General Fund Debt | 2,728,465 | 925,775 | 20,415,775 | - | - | - |
| | Other Sources | | | | | | |
| 3 | Sales Tax Cash | 92,122,754 | - | - | - | - | - |
| 3 | Sales Tax Bonds | 51,298,504 | 13,263,328 | 13,895,239 | 14,687,133 | 15,425,472 | 15,657,470 |
| | State of Ohio | 50,513,500 | - | - | - | - | - |
| | Parking Revenue Bonds | 24,298,750 | - | - | - | - | - |
| | Cincinnati Reds | 42,207,973 | - | - | - | - | - |
| | Freedom Center | 1,952,828 | - | - | - | - | - |
| | City of Cincinnati | 25,806,639 | - | - | - | - | - |
| | Investment Earnings | 13,098,452 | - | - | - | - | - |
| | Delhi Township | 131,900 | - | - | - | - | - |
| | State Cap. Imp. Program | 2,482,650 | - | - | - | - | - |
| | Grants | | | | | | |
| | Dept. of Justice | 800,000 | - | - | - | - | - |
| | FEMA | 650,000 | - | - | - | - | - |
| | Other County Agencies | | | | | | |
| | County Engineer | 3,515,760 | - | - | - | - | - |
| | Job & Family Services | 2,245,106 | - | - | - | - | - |
| | MSD | 662,000 | - | - | - | - | - |
| Total Impact - Recommended | | | | | | | |
| | General Fund Advance | 100,608 | (100,608) | - | - | - | - |
| | Cincinnati Water Works | 28,000 | - | - | - | - | - |
| | Special Assessments | - | 100,608 | - | - | - | - |
| 1 | To Be Determined | - | - | - | - | - | 37,144,000 |
| Total Impact - Completed & Debt Financed | | | | | | | |
| 4 | General Fund Debt | | 13,208,930 | 11,818,758 | 11,639,047 | 10,888,005 | 10,746,831 |
| | Other Sources | | | | | | |
| | Sales Tax | | 20,016,154 | 20,329,244 | 20,721,600 | 21,087,421 | 21,202,368 |
| | Water Rotary | | 760,261 | 761,769 | 755,544 | 758,954 | 764,972 |
| | A&D Parkhaus | | 692,125 | 695,438 | 693,113 | 695,363 | 696,975 |
| Total Impact - All Categories | | | | | | | |
| 2 | General Fund Cash/Debt | 1,652,000 | 851,920 | - | - | - | - |
| | General Fund Cash | 4,954,286 | (200,608) | - | - | - | - |
| 4 | General Fund Debt | 2,728,465 | 14,134,705 | 32,234,533 | 11,639,047 | 10,888,005 | 10,746,831 |
| 1 | To Be Determined | - | - | - | - | - | 37,144,000 |
| | Other Sources | | | | | | |
| 3 | Sales Tax Cash | 92,122,754 | - | - | - | - | - |
| 3 | Sales Tax Bonds | 51,298,504 | 33,279,483 | 34,224,482 | 35,408,733 | 36,512,893 | 36,859,838 |
| | State of Ohio | 50,513,500 | - | - | - | - | - |
| | Parking Revenue Bonds | 24,298,750 | - | - | - | - | - |
| | Cincinnati Reds | 42,207,973 | - | - | - | - | - |
| | Freedom Center | 1,952,828 | - | - | - | - | - |
| | City of Cincinnati | 25,806,639 | - | - | - | - | - |
| | Investment Earnings | 13,098,452 | - | - | - | - | - |
| | Delhi Township | 131,900 | - | - | - | - | - |
| | State Cap. Imp. Program | 2,482,650 | - | - | - | - | - |
| | Special Assessments | - | 100,608 | - | - | - | - |
| | Cincinnati Water Works | 28,000 | - | - | - | - | - |
| | Water Rotary | - | 760,261 | 761,769 | 755,544 | 758,954 | 764,972 |
| | A&D Parkhaus | - | 692,125 | 695,438 | 693,113 | 695,363 | 696,975 |
| | Grants | | | | | | |
| | Dept. of Justice | 800,000 | - | - | - | - | - |
| | FEMA | 650,000 | - | - | - | - | - |
| | Other County Agencies | | | | | | |
| | County Engineer | 3,515,760 | - | - | - | - | - |
| | Job & Family Services | 2,245,106 | - | - | - | - | - |
| | MSD | 662,000 | - | - | - | - | - |

1 The County has not yet determined these funding details, but primary sources will likely be earmarked sales tax revenues, parking revenue bonds and grants.

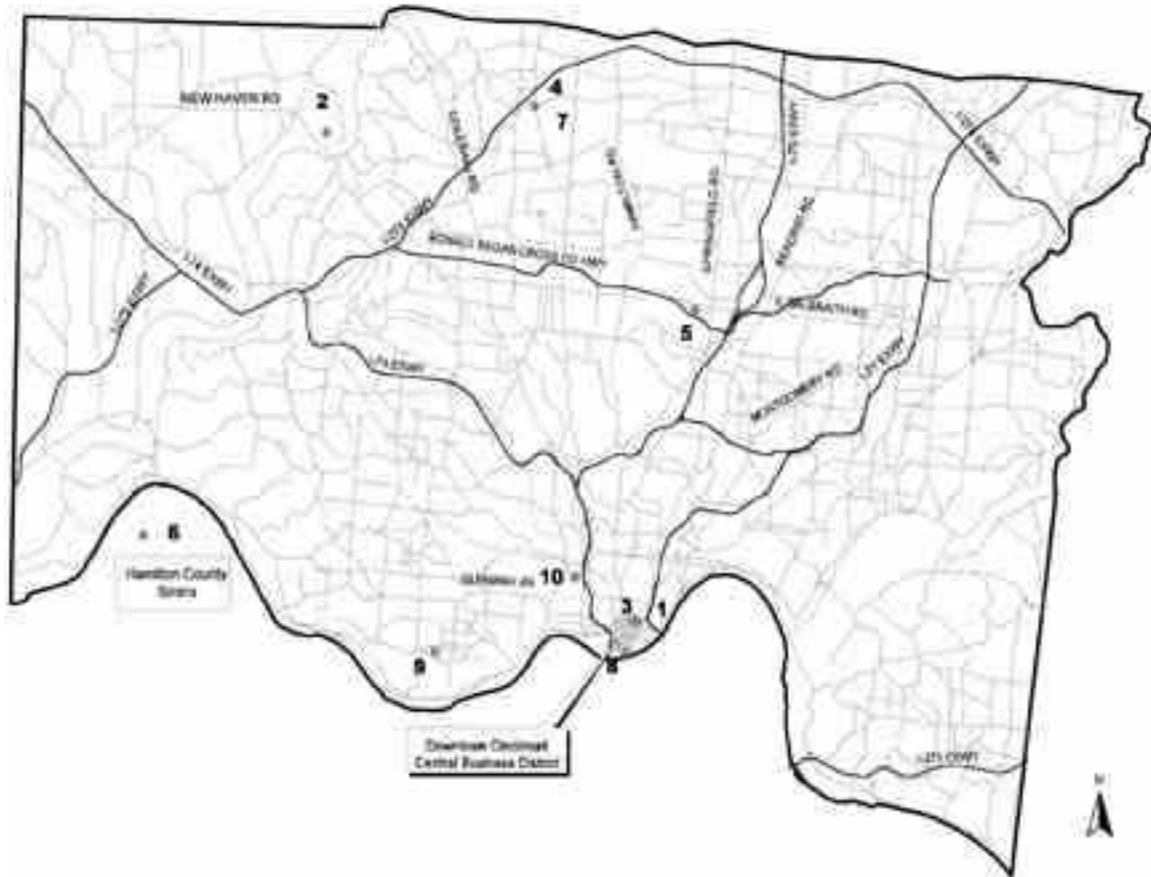
2 It has not been determined if the county will fund these projects with cash or debt. The county general fund will be the source of payment, whether in cash or in the form of debt service payments.

3 Source is the dedicated sales tax.

4 The debt service appropriation in the operating budget includes payments for bank service fees.

Hamilton County Capital Improvement Plan 2005 - 2009

Approved Capital Projects



1. Air Handler Replacement, 237 W. H. Taft Rd.
4. Communication Center Upgrade (Electrical)
7. Public Safety (800 MHz Radio System)
8. Riverfront Development: Great American Ballpark, Parking Construction; Public Improvements
9. Schroer Avenue Drainage Improvement, Delhi Township
10. Regional Emergency Management Agency

CIP Project Costs

Approved Capital Projects

| | <u>Prior</u> | <u>2005</u> | <u>2006</u> | <u>2007</u> | <u>2008</u> | <u>2009</u> | <u>Unspecified</u> | <u>Total</u> |
|---|--------------------|------------------|-------------|-------------|-------------|-------------|--------------------|--------------------|
| Great American Ball Park, Riverfront Parking & Infrastructure Construction | | | | | | | | |
| Sales Tax | 92,122,754 | - | - | - | - | - | - | 92,122,754 |
| Sales Tax Bonds | 226,648,759 | - | - | - | - | - | - | 226,648,759 |
| State of Ohio | 50,513,500 | - | - | - | - | - | - | 50,513,500 |
| Parking Revenue Bonds | 24,298,750 | - | - | - | - | - | - | 24,298,750 |
| Cincinnati Reds | 42,207,973 | - | - | - | - | - | - | 42,207,973 |
| Freedom Center | 1,952,828 | - | - | - | - | - | - | 1,952,828 |
| County Engineer | 3,000,000 | - | - | - | - | - | - | 3,000,000 |
| City of Cincinnati | 25,806,639 | - | - | - | - | - | - | 25,806,639 |
| Investment Earnings | 13,098,452 | - | - | - | - | - | - | 13,098,452 |
| Schroer Avenue Drainage Improvement | | | | | | | | |
| General Fund Cash | 140,685 | - | - | - | - | - | - | 140,685 |
| Other Sources | | | | | | | | |
| MSD | 662,000 | - | - | - | - | - | - | 662,000 |
| County Engineer | 515,760 | - | - | - | - | - | - | 515,760 |
| Delhi Township | 131,900 | - | - | - | - | - | - | 131,900 |
| FEMA Grant | 650,000 | - | - | - | - | - | - | 650,000 |
| State Cap. Imp. Program | 2,482,650 | - | - | - | - | - | - | 2,482,650 |
| Communication Center Upgrade | | | | | | | | |
| ¹ General Fund Cash/Debt | 1,652,000 | - | - | - | - | - | - | 1,652,000 |
| Air Handler Replacement | | | | | | | | |
| General Fund Advance | 2,245,106 | - | - | - | - | - | - | 2,245,106 |
| General Fund Repayment | (2,245,106) | - | - | - | - | - | - | (2,245,106) |
| Job & Family Services | 2,245,106 | - | - | - | - | - | - | 2,245,106 |
| Regional Emergency Management Agency | | | | | | | | |
| ¹ General Fund Cash/Debt | - | 851,920 | - | - | - | - | - | 851,920 |
| 800 MHz Voice Radio System - Public Safety | | | | | | | | |
| General Fund Cash | 4,712,993 | - | - | - | - | - | - | 4,712,993 |
| General Fund Debt | 15,132,219 | - | - | - | - | - | - | 15,132,219 |
| General Fund Repayment | - | (100,000) | - | - | - | - | - | (100,000) |
| Other Sources | | | | | | | | |
| Dept. of Justice Grant | 800,000 | - | - | - | - | - | - | 800,000 |
| Total Impact - Approved | | | | | | | | |
| ¹ General Fund Cash/Debt | 1,652,000 | 851,920 | - | - | - | - | - | 2,503,920 |
| General Fund Cash | 4,853,678 | (100,000) | - | - | - | - | - | 4,753,678 |
| General Fund Debt | 15,132,219 | - | - | - | - | - | - | 15,132,219 |
| Other Sources | | | | | | | | |
| Sales Tax | 92,122,754 | - | - | - | - | - | - | 92,122,754 |
| Sales Tax Bonds | 226,648,759 | - | - | - | - | - | - | 226,648,759 |
| State of Ohio | 50,513,500 | - | - | - | - | - | - | 50,513,500 |
| Parking Revenue Bonds | 24,298,750 | - | - | - | - | - | - | 24,298,750 |
| Cincinnati Reds | 42,207,973 | - | - | - | - | - | - | 42,207,973 |
| Freedom Center | 1,952,828 | - | - | - | - | - | - | 1,952,828 |
| City of Cincinnati | 25,806,639 | - | - | - | - | - | - | 25,806,639 |
| Investment Earnings | 13,098,452 | - | - | - | - | - | - | 13,098,452 |
| Delhi Township | 131,900 | - | - | - | - | - | - | 131,900 |
| State Cap. Imp. Program | 2,482,650 | - | - | - | - | - | - | 2,482,650 |
| Grants | | | | | | | | |
| Dept. of Justice | 800,000 | - | - | - | - | - | - | 800,000 |
| FEMA | 650,000 | - | - | - | - | - | - | 650,000 |
| Other County Agencies | | | | | | | | |
| County Engineer | 3,515,760 | - | - | - | - | - | - | 3,515,760 |
| Job & Family Services | 2,245,106 | - | - | - | - | - | - | 2,245,106 |
| MSD | 662,000 | - | - | - | - | - | - | 662,000 |

¹ It has not been determined if the county will fund these projects with cash or debt. The county general fund will be the source of payment, whether in cash or in the form of debt service payments.

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

As of October 29, 2004

| | |
|-----------------------------|--|
| DEPARTMENT | BOARD OF COUNTY COMMISSIONERS |
| PERMANENT FUNDING | Sales Tax, State of Ohio, Private Sources |
| PROGRAM | Stadia |
| PROJECT TITLE | GREAT AMERICAN BALLPARK; RIVERFRONT PARKING & INFRASTRUCTURE CONSTRUCTION |
| PROJECT NUMBER | 689805/689815/689820 |
| SCHEDULED START | 1999 |
| SCHEDULED COMPLETION | ONGOING |

DESCRIPTION AND LOCATION
 New Major League baseball stadium for Cincinnati Reds
 Riverfront Parking & Infrastructure
 Central Riverfront
 Cincinnati, Ohio

PURPOSE AND JUSTIFICATION
 To provide a new 45,000 seat, open air baseball park for Cincinnati Reds; Modifications to Cinergy Field during construction of the new ballpark; Plaza & South Concourse construction; Site Improvements; Demolition of Cinergy Field; Parking Facilities for sport events; Ft. Washington Way; Floodwall; Elm Street, Pete Rose Way and Mehring Way Relocation; Stage 1 & Stage 2 Street Grids, Block 3 Garage; Utilities Relocation; Ramp LL Design

SUMMARY OF IMPLICATIONS

This is a recap for the Riverfront Development (excluding Paul Brown Stadium). For further breakdown of project costs, see the individual Capital Budget Sheets. Project funding dates and amounts may change when costs are finalized.

This reflects the forecasted costs as of 6/30/2004 that is located on Parsons Brinckerhoff Table 4 and PFM Model dated 07/14/2004

PROJECT COSTS

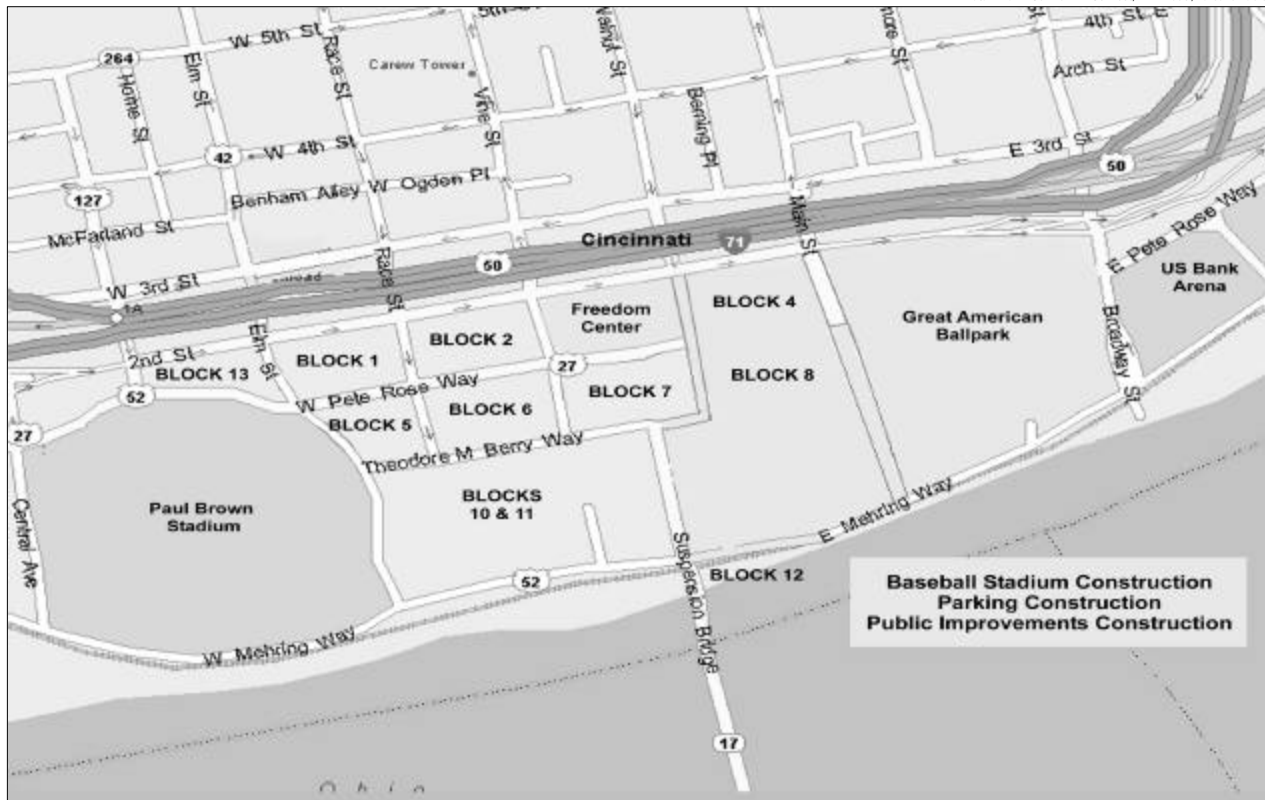
| | |
|--------------------------------------|----------------------|
| Great American Ballpark Construction | \$292,207,973 |
| Ballpark Site Work & Infrastructure | \$43,116,375 |
| Riverfront Parking Construction | \$71,023,060 |
| Public Improvements Construction | \$66,215,430 |
| Owner's Riverfront Projects Reserve | \$0 |
| Additional Reserve Fund | \$7,086,817 |
| ===== | |
| TOTAL COST | \$479,649,655 |

| PROJECT FUNDING | PRIOR YEARS | 2005 | 2006 | 2007 | 2008 | 2009 | UNSPECIFIED | TOTAL |
|--------------------------|----------------------|------------|------------|------------|------------|------------|-------------|----------------------|
| Sales Tax Bonds | \$226,648,759 | | | | | | | \$226,648,759 |
| State of Ohio | \$50,513,500 | | | | | | | \$50,513,500 |
| Cincinnati Reds, Inc. | \$42,207,973 | | | | | | | \$42,207,973 |
| Parking Revenue Bonds | \$24,298,750 | | | | | | | \$24,298,750 |
| Freedom Ctr Contribution | \$1,952,828 | | | | | | | \$1,952,828 |
| Sales Tax Revenues | \$92,122,754 | | | | | | | \$92,122,754 |
| Pymts from Co. Engineer | \$3,000,000 | | | | | | | \$3,000,000 |
| Pymts from City of Cinti | \$25,806,639 | | | | | | | \$25,806,639 |
| Investment Earnings | \$13,098,452 | | | | | | | \$13,098,452 |
| TOTAL | \$479,649,655 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$479,649,655 |

LEGISLATIVE ACTION TAKEN
 Selected Architect, Construction Manager & Project Manager 1999
 Appropriate funding 1999, 2000, 2001, 2002, 2003, 2004
 Award contract: Architect, Construction Manager, Project Manager 2000
 Award Trade Contracts 1999, 2000, 2001, 2002, 2003, 2004

FUTURE LEGISLATIVE ACTION
 Advertise for bids, award contracts Ongoing
 Appropriate Funding Ongoing

Data: Ham. Co. Admin. Services/PFMModel/Parsons Table 4



CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

As of November 12, 2004

| | |
|-----------------------------|---|
| DEPARTMENT | BOARD OF COUNTY COMMISSIONERS |
| PERMANENT FUNDING | Sales Tax, State of Ohio, Private Sources |
| PROGRAM | Stadia |
| PROJECT TITLE | GREAT AMERICAN BALLPARK CONSTRUCTION |
| PROJECT NUMBER | 689820 |
| SCHEDULED START | 1999 |
| SCHEDULED COMPLETION | 2004 |

DESCRIPTION AND LOCATION

New Major League baseball stadium for Cincinnati Reds
Central Riverfront
Cincinnati, Ohio

PURPOSE AND JUSTIFICATION

To provide a new 43,000 seat, open air baseball park for Cincinnati Reds

SUMMARY OF IMPLICATIONS

No impact on general fund operating costs anticipated. Operating costs will be shared by the team and County sales tax.

Hamilton County's cap of \$280,000,000.00 has been maintained, which includes the County's contribution of \$250,000,000. Additional components to the project are being purchased by the Cincinnati Reds.

This reflects the forecasted costs as of 6/30/2004 that is located on Parsons Brinckerhoff Table 4 and PFM Model dated 7/14/2004.

PROJECT COSTS

| | |
|--|----------------------|
| Land/Building Acquisition | \$0 |
| Design/Engineering | \$21,638,302 |
| Project Manager & Other Consultants | \$16,963,693 |
| Construction Manager Fee | \$19,707,891 |
| Construction: incl furniture/equipment | \$233,898,087 |
| Contingency: Owner | |
| | ===== |
| TOTAL COST | \$292,207,973 |

| PROJECT FUNDING | PRIOR YEARS | 2005 | 2006 |
|-----------------------|----------------------|------------|------------|
| Sales Tax Bonds | \$185,544,577 | | |
| State of Ohio | \$50,032,350 | | |
| Cincinnati Reds, Inc. | \$30,000,000 | | |
| Add'l Reds Contrib | \$12,207,973 | | |
| Sales Tax Revenues | \$1,900,424 | | |
| Investment Earnings | \$12,522,649 | | |
| TOTAL | \$292,207,973 | \$0 | \$0 |

| 2007 | 2008 | 2009 | UNSPECIFIED | TOTAL |
|------------|------------|------------|-------------|----------------------|
| | | | | \$185,544,577 |
| | | | | \$50,032,350 |
| | | | | \$30,000,000 |
| | | | | \$12,207,973 |
| | | | | \$1,900,424 |
| | | | | \$12,522,649 |
| \$0 | \$0 | \$0 | \$0 | \$292,207,973 |

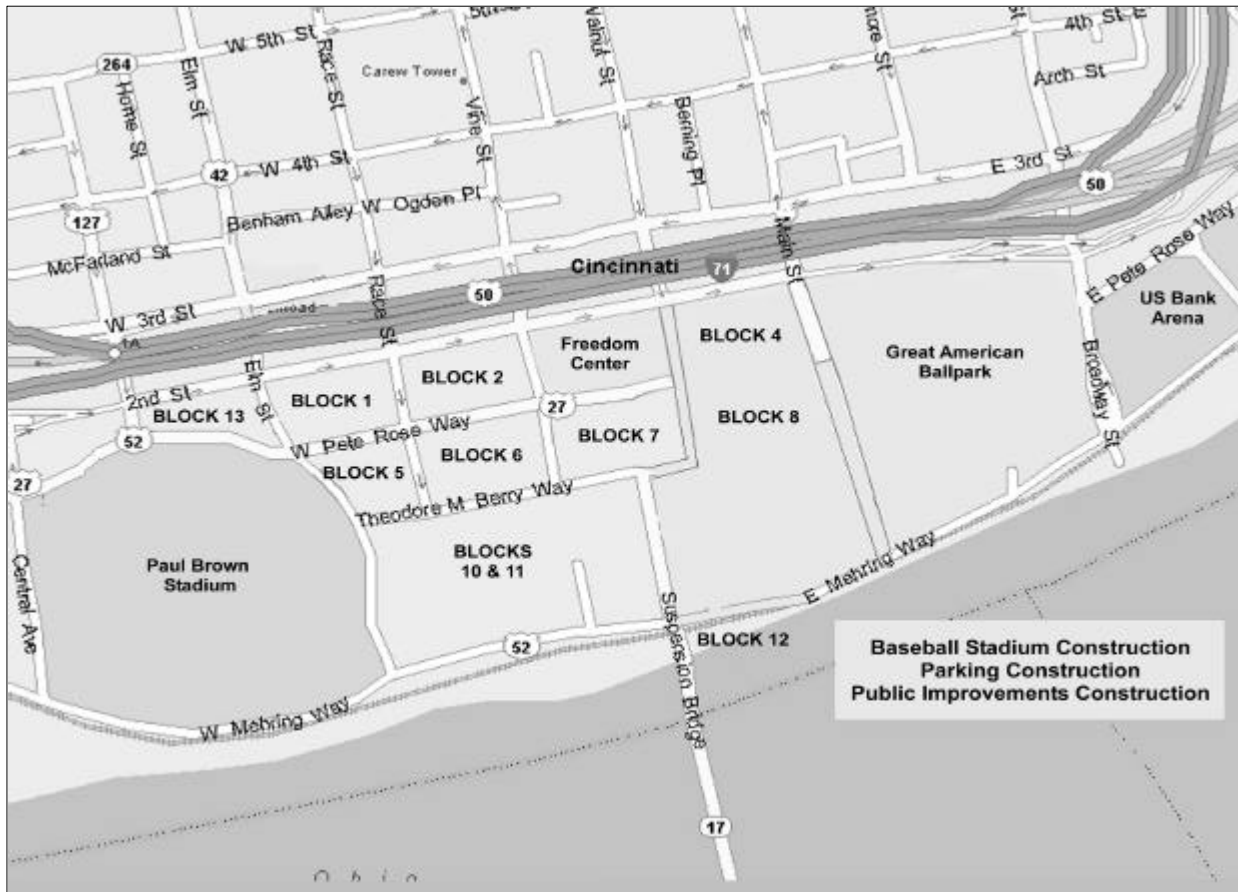
LEGISLATIVE ACTION TAKEN

Selected Architect, Construction Manager & Project Manager 1999
Appropriate funding 1999, 2000, 2001, 2002, 2003, 2004
Award contract: Architect, Construction Manager, Project Manager 2000
Award Trade Contracts 1999, 2000, 2001, 2002, 2003, 2004

FUTURE LEGISLATIVE ACTION

Advertise for bids, award contracts Ongoing
Appropriate Funding 2004

Data: Ham. Co. Admin Services/PPM/Parsons Table 4



CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

As of October 29, 2004

| | |
|-----------------------------|---|
| DEPARTMENT | BOARD OF COUNTY COMMISSIONERS |
| PERMANENT FUNDING | Sales Tax, State of Ohio, Private Sources |
| PROGRAM | Stadia |
| PROJECT TITLE | BALLPARK SITEWORK & INFRASTRUCTURE |
| PROJECT NUMBER | 689820 |
| SCHEDULED START | 1999 |
| SCHEDULED COMPLETION | 2004 |

| |
|--|
| DESCRIPTION AND LOCATION |
| Ballpark Sitework & Infrastructure Central Riverfront Cincinnati, Ohio |

| |
|--|
| PURPOSE AND JUSTIFICATION |
| Modifications to Cinergy Field during construction of the new ballpark; Plaza, South Concourse & Site Improvements Work; Demolition of Cinergy Field |

| |
|--|
| SUMMARY OF IMPLICATIONS |
| No impact on general fund operating costs anticipated as sales tax receipts are earmarked for construction |
| This reflects the forecasted costs as of 6/30/2004 that is located on Parsons Brinckerhoff Table 4 and PFM Model dated 07/14/2004. |

| | |
|--|---------------------|
| PROJECT COSTS | |
| Land/Building Acquisition | \$0 |
| Design/Engineering | \$3,135,771 |
| Project Manager & Other Consultants | \$3,012,032 |
| Construction Manager Fee | \$3,077,861 |
| Construction: incl furniture/equipment | \$25,763,089 |
| Contingency: Owner | \$100,032 |
| Owner Costs (Issuance) | |
| Demolition | \$7,350,930 |
| Utilities Relocation | \$676,660 |
| | ===== |
| TOTAL COST | \$43,116,375 |

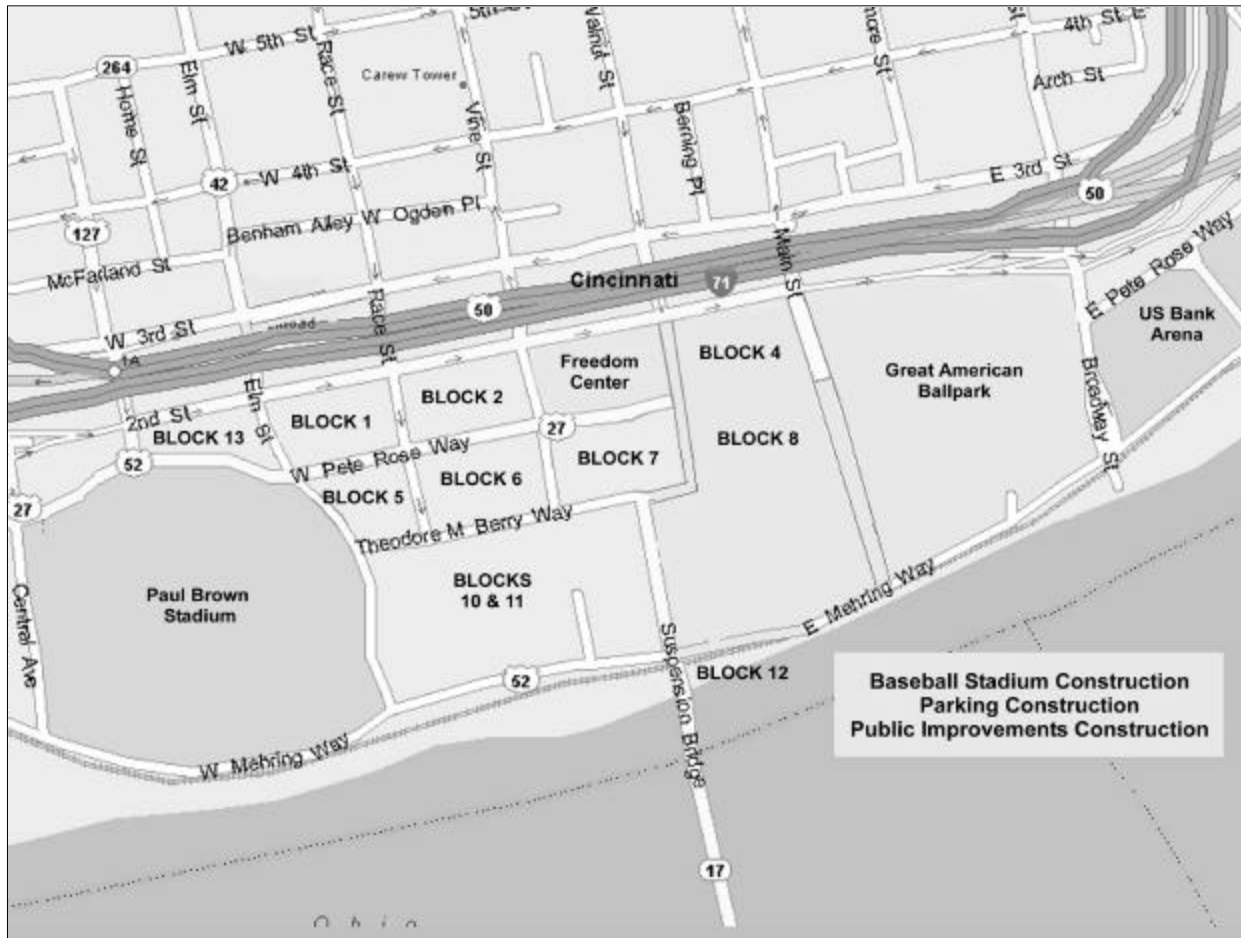
| PROJECT FUNDING | PRIOR YEARS | 2005 | 2006 |
|---------------------|---------------------|------------|------------|
| Sales Tax Bonds | \$41,104,182 | | |
| State of Ohio | \$481,150 | | |
| Sales Tax Revenues | \$955,240 | | |
| Investment Earnings | \$575,803 | | |
| TOTAL | \$43,116,375 | \$0 | \$0 |

| 2007 | 2008 | 2009 | UNSPECIFIED | TOTAL |
|------------|------------|------------|-------------|---------------------|
| | | | | \$41,104,182 |
| | | | | \$481,150 |
| | | | | \$955,240 |
| | | | | \$575,803 |
| \$0 | \$0 | \$0 | \$0 | \$43,116,375 |

| | |
|--|------------------------------|
| LEGISLATIVE ACTION TAKEN | |
| Selected Architect, Construction Manager & Project Manager | 1999 |
| Appropriate funding | 1999, 2000, 2001, 2002, 2003 |
| Award contract: Architect, Construction Manager, Project Manager | 2000 |
| Award Trade Contracts | 1999, 2000, 2001, 2002, 2003 |

| | |
|-------------------------------------|---------|
| FUTURE LEGISLATIVE ACTION | |
| Advertise for bids, award contracts | Ongoing |

Data: Ham. Co. Admin Services/PFM/Parsons Table 4



CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

As of October 29, 2004

| | |
|-----------------------------|---|
| DEPARTMENT | BOARD OF COUNTY COMMISSIONERS |
| PERMANENT FUNDING | Sales Tax, County Engineers, City of Cincinnati |
| PROGRAM | Riverfront Development |
| PROJECT TITLE | PUBLIC IMPROVEMENTS CONSTRUCTION |
| PROJECT NUMBER | 689805 |
| SCHEDULED START | 1998 |
| SCHEDULED COMPLETION | 2004 |

DESCRIPTION AND LOCATION

Central Riverfront Area
Cincinnati, Ohio

PURPOSE AND JUSTIFICATION

To provide funding for construction of Ft. Washington Way (\$10M), Floodwall (\$7M) and Elm Street, Pete Rose Way and Mehring Way Relocation (\$21.4M), Stage 1 Street Grid, Stage 2 Street Grid Engineering, Utilities Relocations, Ramp LL Design

SUMMARY OF IMPLICATIONS

No impact on general fund operating costs anticipated as sales tax receipts are earmarked to provide funding.

Increase in Elm Street, etc. relocation from \$5M to \$21.4M due to design, city requirements, etc.

This reflects the forecasted costs as of 6/30/2004 that is located on Parsons Brinckerhoff Table 4 and PFM Model dated 07/14/2004.

PROJECT COSTS

| | |
|--|---------------------|
| Land/Building Acquisition | |
| Design/Engineering/Construction Manager | \$3,467,833 |
| Project Manager/Other Consultants | \$3,305,915 |
| Construction | \$33,514,445 |
| Payments to City of Cincinnati (Ft. Washington Way) | \$10,000,000 |
| Payments to City of Cincinnati (Floodwall) | \$8,784,600 |
| Payments to City of Cincinnati/Others (Additional Land, Utility Relocation Contribution, Street Grid design, Ramp LL, FWW Platform Pilings, Transit Center/ Garage CMU Wall, National Underground Railroad Freedom Center) | \$7,142,637 |
| | ===== |
| TOTAL COST | \$66,215,430 |

| PROJECT FUNDING | PRIOR YEARS | 2005 | 2006 |
|----------------------------------|---------------------|------------|------------|
| Sales Tax Revenues | \$37,408,791 | | |
| Payments from Co Engineer | \$3,000,000 | | |
| Payments from City of Cincinnati | \$25,806,639 | | |
| TOTAL | \$66,215,430 | \$0 | \$0 |

| 2007 | 2008 | 2009 | UNSPECIFIED | TOTAL |
|------------|------------|------------|-------------|---------------------|
| | | | | \$37,408,791 |
| | | | | \$3,000,000 |
| | | | | \$25,806,639 |
| | | | | ===== |
| \$0 | \$0 | \$0 | \$0 | \$66,215,430 |

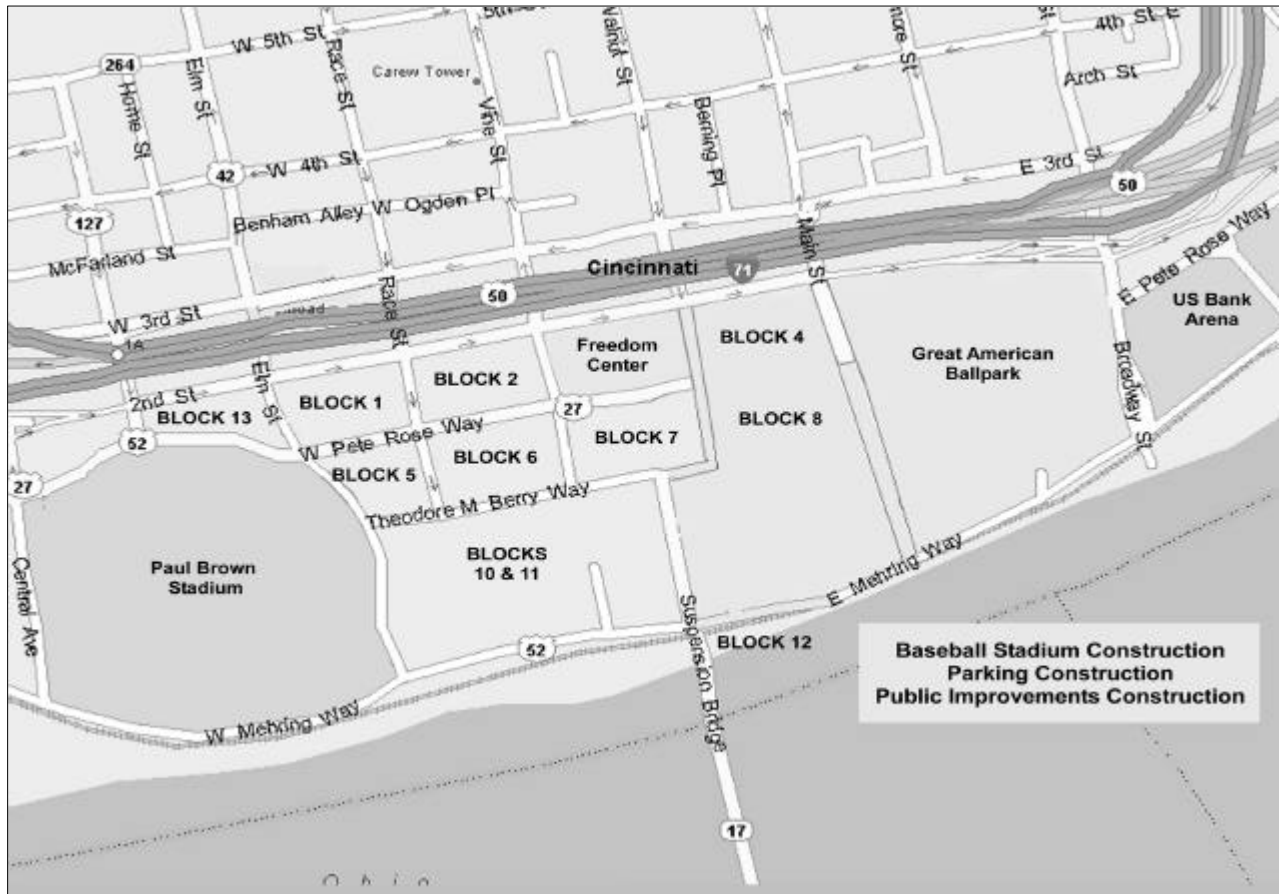
LEGISLATIVE ACTION TAKEN

County Engineer (contribution of \$3M) 1998
Award contracts (Architect, Construction Manager, Project Manager) 1998, 2000
Award Trade contracts 1999, 2000, 2001, 2002, 2003
Issue Notes 2001

FUTURE LEGISLATIVE ACTION

Award Trade Contracts 2004

Data: Ham. Co. Admin. Services/PFMModel/Parsons Table 4



CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

As of October 29, 2004

| | |
|-----------------------------|--------------------------------------|
| DEPARTMENT | BOARD OF COUNTY COMMISSIONERS |
| PERMANENT FUNDING | Sales Tax, Parking Fees |
| PROGRAM | Riverfront Development |
| PROJECT TITLE | PARKING CONSTRUCTION (BASE) |
| PROJECT NUMBER | 689815 |
| SCHEDULED START | 1999 |
| SCHEDULED COMPLETION | Ongoing |

DESCRIPTION AND LOCATION

Riverfront Parking Garages
Cinti Reds & Cinti Bengals Parking areas
Approximately 8,500 + parking spaces

PURPOSE AND JUSTIFICATION

To provide parking facilities for baseball & football events.

SUMMARY OF IMPLICATIONS

No impact on general fund operating costs anticipated as revenues are earmarked for construction. Operating costs are included in the 2003 budget.

This covers construction of East Garage, Block 3 Garage, Baseball Park Parking and surface parking (Blocks 1, 2, 5 & 6).

The costs shown include design for future stages of Riverfront planning.

This reflects the forecasted costs as of 6/30/2004 that is located on Parsons Brinckerhoff Table 4 and PFM Model dated 07/14/2004.

Project is ongoing, adjustments to be made as costs are finalized.

PROJECT COSTS

| | |
|--|---------------------|
| Land/Building Acquisition | |
| Design/Engineering | \$6,432,283 |
| Project Manager & Other Consultants | \$6,865,755 |
| Construction Manager Fees | \$4,358,850 |
| Construction: incl. furniture/equipmen | \$52,763,669 |
| Owner Costs: Project Exp/Permits | \$602,503 |
| | ===== |
| TOTAL COST | \$71,023,060 |

| PROJECT FUNDING | PRIOR YEARS | 2005 | 2006 |
|--------------------------|---------------------|------------|------------|
| Sales Tax Revenues | \$44,771,482 | | |
| Parking Revenue Bonds | \$24,298,750 | | |
| Freedom Ctr Contribution | \$1,952,828 | | |
| TOTAL | \$71,023,060 | \$0 | \$0 |

| 2007 | 2008 | 2009 | UNSPECIFIED | TOTAL |
|------|------|------|-------------|---------------------|
| | | | | \$44,771,482 |
| | | | | \$24,298,750 |
| | | | | \$1,952,828 |
| \$0 | \$0 | \$0 | \$0 | \$71,023,060 |

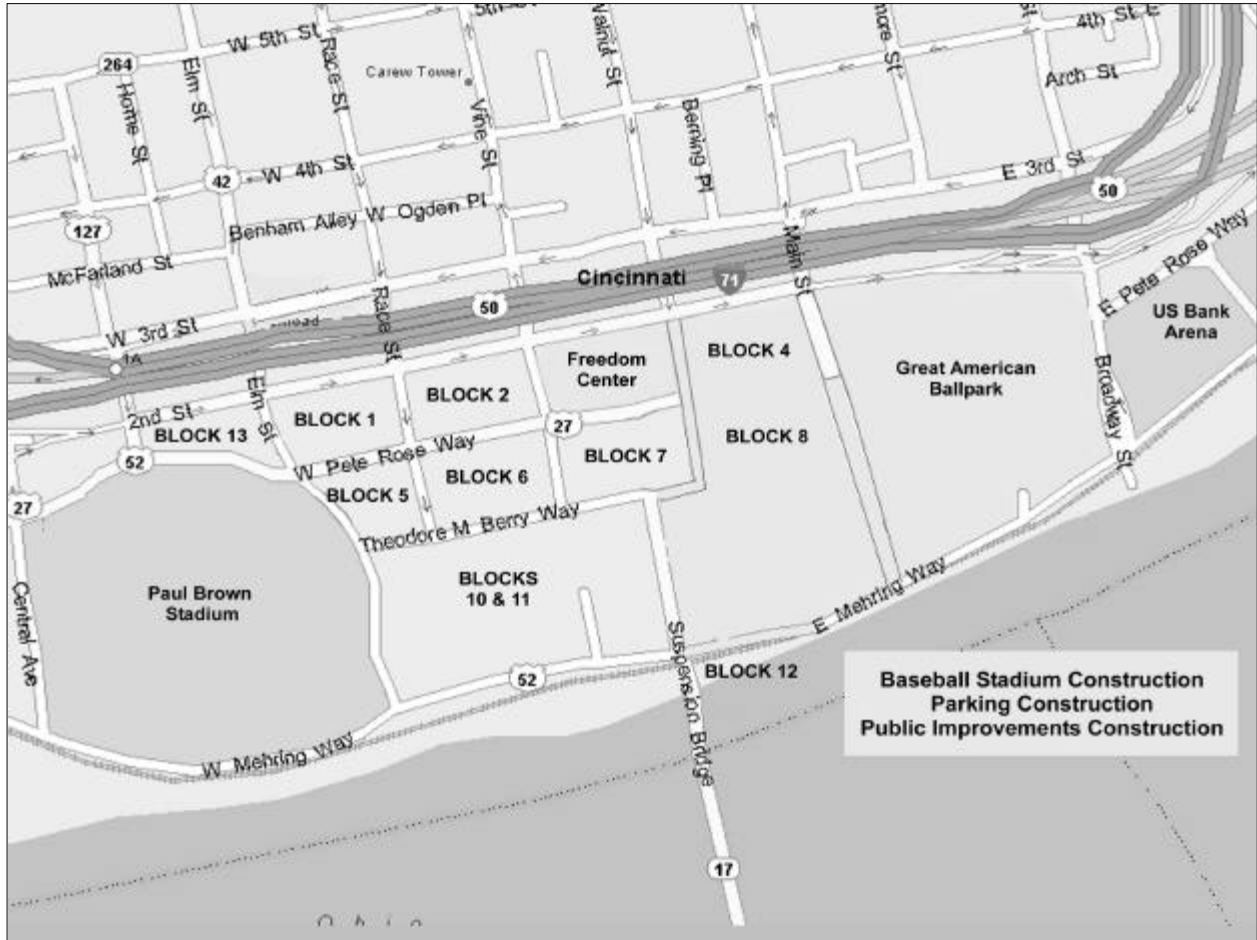
LEGISLATIVE ACTION TAKEN

First Design Contract 1999
Award Final Design, CM & PM contracts 2000, 2001
Award Trade Contracts 1999, 2000, 2001, 2002, 2003, 2004
Appropriate Funding 1999, 2000, 2001, 2002, 2003, 2004

FUTURE LEGISLATIVE ACTION

Appropriate Funding
Award trade contracts

Data: Ham. Co. Admin. Services/PFM/Parsons Table 4



CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

As of November 5, 2004

| | |
|-----------------------------|--|
| DEPARTMENT | COUNTY ENGINEER/PUBLIC WORKS |
| PERMANENT FUNDING | General Fund/Engineer/MSD/FEMA/SCIP/Township |
| PROGRAM | Stormwater Management |
| PROJECT TITLE | SCHROER AVENUE DRAINAGE IMPROVEMENT |
| PROJECT NUMBER | n/a |
| SCHEDULED START | May 2002 |
| SCHEDULED COMPLETION | July 2005 |

| |
|---|
| DESCRIPTION AND LOCATION |
| Schroer Ave. drainage improvement Delhi Township, Ohio |

| |
|---|
| PURPOSE AND JUSTIFICATION |
| Eliminate/reduce water in basement and surface flooding of Schroer Drive. Recommend storm trunk augmentation with detention to improve localized flooding. |

| |
|--|
| SUMMARY OF IMPLICATIONS |
| Severe flooding history, apparent storm to sanitary inflow causing numerous water in basement incidents. State Capital Improvement Program (SCIP) funding has been approved. |
| Hamilton County Engineer & Public Works, Delhi Township & Metropolitan Sewer District are working together. The solution includes the purchase of 6 homes with the FEMA Grant, constructing a detention facility, improving existing sanitary, storm system and Greenwell Road. Road improvements to Schroer Ave & Glenroy Road are also included. Hamilton County Engineer is administering combined project. |
| There will be no increases to operating budget as Public Works maintained the storm sewer trunk prior to project and will continue when project is complete. |

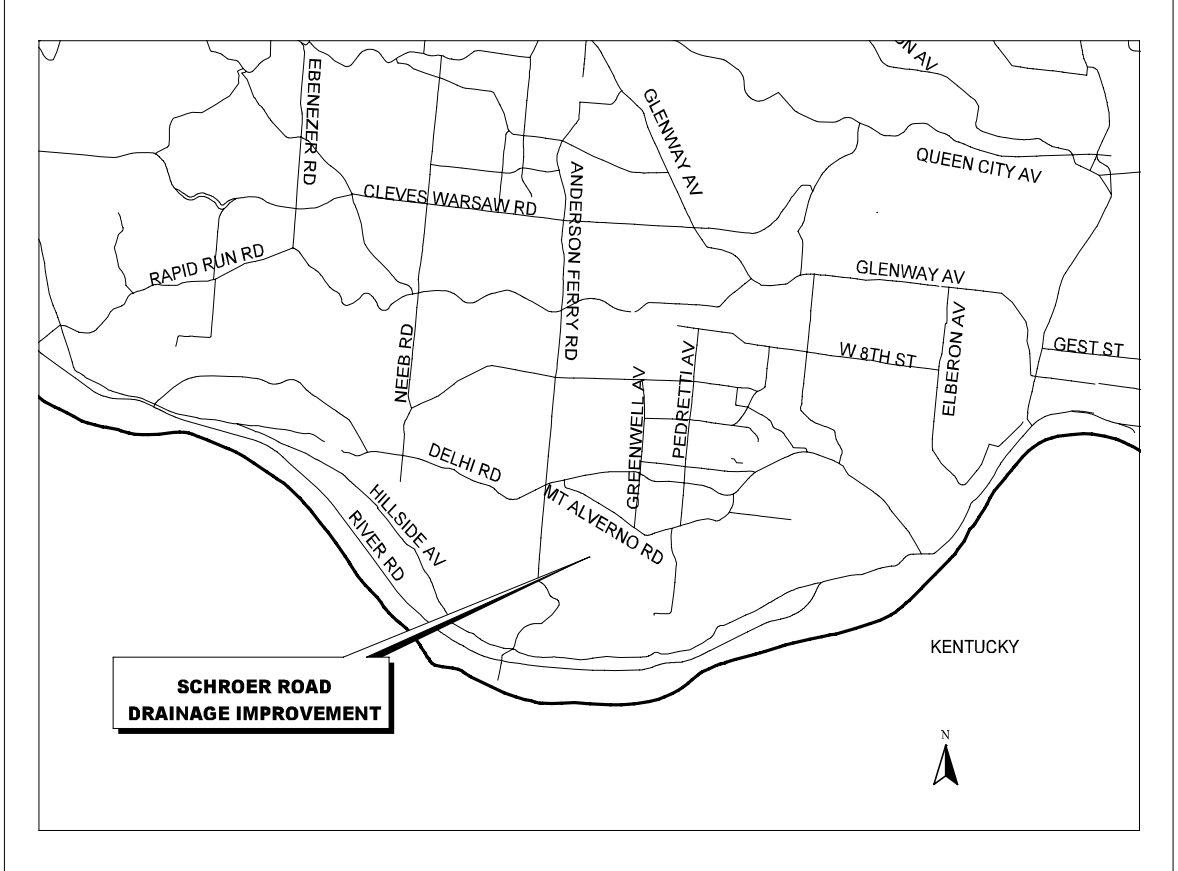
| | |
|---------------------------------------|--------------------|
| PROJECT COSTS | |
| Land/Building Acquisition | \$1,041,000 |
| Design/Engineering | \$268,495 |
| Other Consultants | \$0 |
| Construction | \$2,788,835 |
| Contingency | \$469,665 |
| Furniture | |
| Other Equipment (phones, data wiring) | |
| Owner Costs | \$15,000 |
| Financing | \$0 |
| | ===== |
| TOTAL COST | \$4,582,995 |

| PROJECT FUNDING | PRIOR YEARS | 2005 | 2006 | 2007 | 2008 | 2009 | UNSPECIFIED | TOTAL |
|----------------------|--------------------|------------|------------|------------|------------|------------|-------------|--------------------|
| Gen Fund | \$140,685 | | | | | | | \$140,685 |
| MSD | \$662,000 | | | | | | | \$662,000 |
| Co Engineer | \$515,760 | | | | | | | \$515,760 |
| Delhi Township | \$131,900 | | | | | | | \$131,900 |
| FEMA Grant | \$650,000 | | | | | | | \$650,000 |
| State Cap Imp (SCIP) | \$2,482,650 | | | | | | | \$2,482,650 |
| TOTAL | \$4,582,995 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$4,582,995 |

| | |
|-----------------------------------|----------------|
| LEGISLATIVE ACTION TAKEN | |
| Authorize Engineering Contract | May, 2002 |
| Submit SCIP Application | August, 2002 |
| Establishment Resolution | May, 2003 |
| SCIP Grant Approved | June, 2003 |
| Necessity Resolution | December, 2003 |
| Appropriate Funds/Award Contracts | 2004 |

| |
|----------------------------------|
| FUTURE LEGISLATIVE ACTION |
| |

Data: Ham. Co. Public Works/Administration/Engineer/MSD/Delhi Township



CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

As of October 29, 2004

| | |
|-----------------------------|--------------------------------|
| DEPARTMENT | PUBLIC WORKS |
| PERMANENT FUNDING | Job & Family Services |
| PROGRAM | |
| PROJECT TITLE | Air Handler Replacement |
| PROJECT NUMBER | Project 100402 |
| SCHEDULED START | January, 2004 |
| SCHEDULED COMPLETION | December, 2005 |

DESCRIPTION AND LOCATION
 Replacement of Air Handler Units
 Job & Family Services Offices
 237 W. H. Taft Rd.
 Cincinnati, OH

PURPOSE AND JUSTIFICATION
 Replacement of existing air handler and duct work that has exceeded its useful life.

SUMMARY OF IMPLICATIONS

The replacement of existing air handler unit will allow for the underground duct work to be abandoned. It has also been a source of water contamination and indoor air quality concerns. The new units will allow for some redundancy in the system.

The budget was increased for the replacement of the west air handler.

There will be no increase/decrease in energy usage.

PROJECT COSTS

| | |
|---------------------------|--------------------|
| Land/Building Acquisition | |
| Design/Engineering | \$286,866 |
| Other Consultants | |
| Construction | \$1,507,120 |
| Contingency | \$254,424 |
| Furniture | |
| Services Branches | |
| Owner Costs | \$196,696 |
| Financing | |
| | ===== |
| TOTAL COST | \$2,245,106 |

| PROJECT FUNDING | PRIOR YEARS | 2005 | 2006 | 2007 | 2008 | 2009 | UNSPECIFIED | TOTAL |
|-----------------------|--------------------|------------|------------|------------|------------|------------|-------------|--------------------|
| Gen Fund Advance | \$2,245,106 | | | | | | | \$2,245,106 |
| Repay Gen Fund | (\$2,245,106) | | | | | | | (\$2,245,106) |
| Job & Family Services | \$2,245,106 | | | | | | | \$2,245,106 |
| | | | | | | | | \$0 |
| | | | | | | | | \$0 |
| TOTAL | \$2,245,106 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,245,106 |

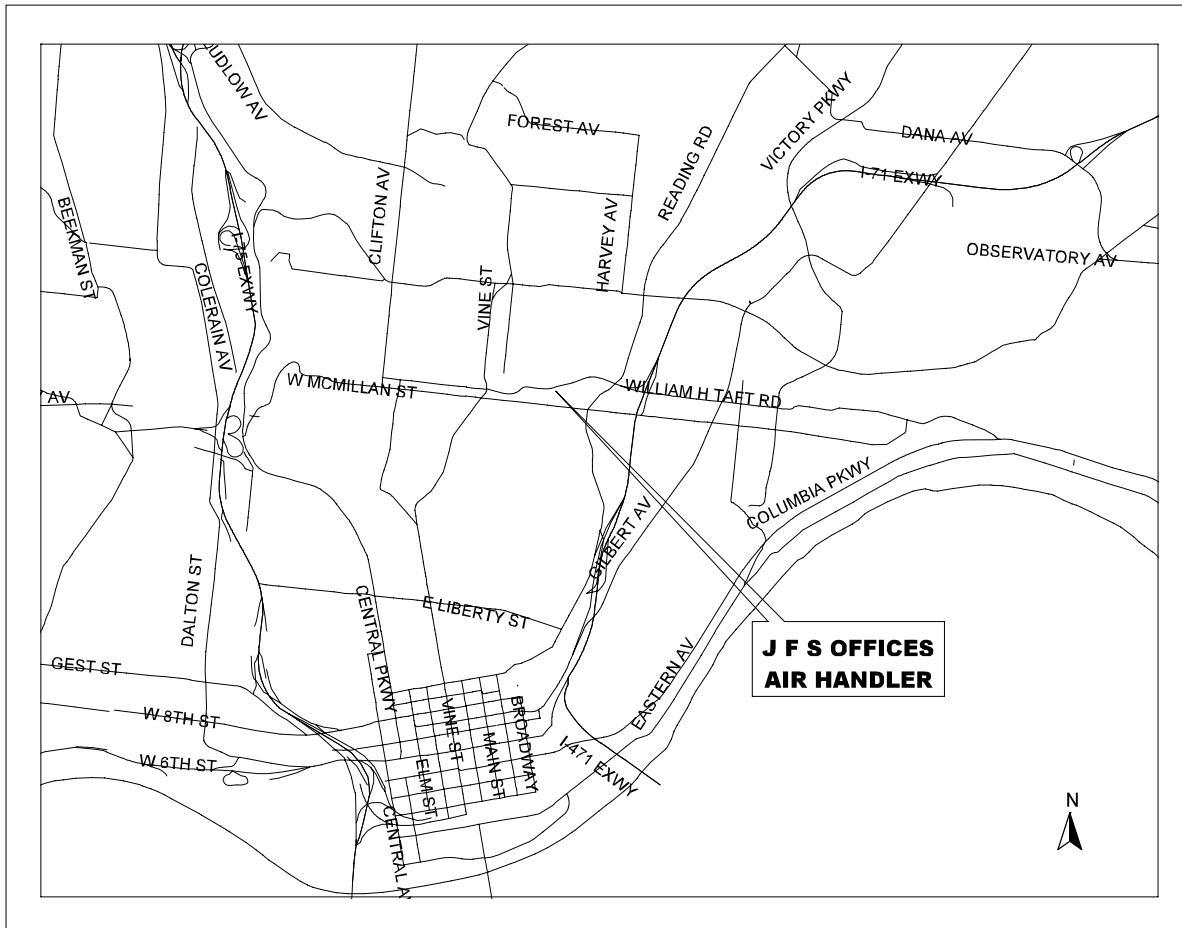
LEGISLATIVE ACTION TAKEN

Appropriate Funds January, 2004
 Approved Schematic Engineering January, 2004
 Approved Design Engineering July, 2004

FUTURE LEGISLATIVE ACTION

Award Construction Contracts December, 2004

Data: HCPW



CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

As of October 29, 2004

| | |
|-----------------------------|-------------------------------------|
| DEPARTMENT | Communication Center |
| PERMANENT FUNDING | General Fund |
| PROGRAM | |
| PROJECT TITLE | COMMUNICATION CENTER UPGRADE |
| PROJECT NUMBER | 100404 |
| SCHEDULED START | OCTOBER 2004 |
| SCHEDULED COMPLETION | AUGUST 2005 |

LOCATION
Civic Center Drive
Colerain & Springfield Township, Ohio

PURPOSE AND JUSTIFICATION
Replacement of boiler and emergency electrical system including transformer, generator, transfer switch and paralleling gear. Existing system has reached its useful life and many parts of the system are no longer available for replacement.

SUMMARY OF IMPLICATIONS
To prevent the failure of the emergency electrical system that would severely impact the operation of the Communication Center. Replacement of the existing electric hot water boiler with a new gas-fired boiler.

Upgrade of the mechanical systems will be more cost efficient in terms of operations and will facilitate more reliable service in times of emergency.

No impact to operating costs, existing facility.

PROJECT COSTS

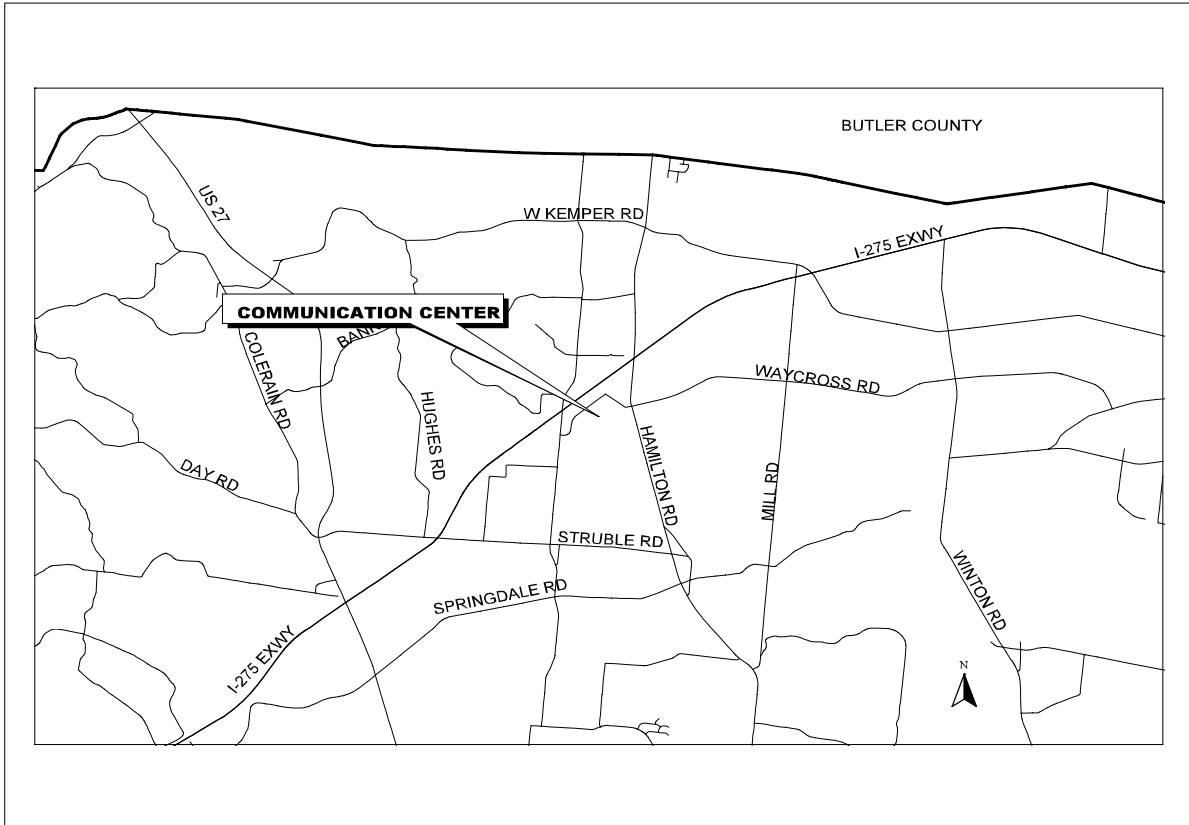
| | |
|------------------------------------|--------------------|
| Communication & Data Sharing Equip | |
| Design/Engineering | \$211,600 |
| Other Consultants | |
| Construction | \$1,068,250 |
| Contingency | \$204,450 |
| Furniture | |
| Other Equipment | |
| Owner Costs | \$167,700 |
| Communications Center Renovation | |
| Demolition of Existing Trailer | |
| Gas Conversion | |
| | ===== |
| TOTAL COSTS | \$1,652,000 |

| PROJECT FUNDING | PRIOR YEARS | 2005 | 2006 | 2007 | 2008 | 2009 | UNSPECIFIED | TOTAL |
|--------------------|--------------------|------------|------------|------------|------------|------------|-------------|--------------------|
| Gen Fund Cash/Debt | \$1,652,000 | | | | | | | \$1,652,000 |
| | | | | | | | | \$0 |
| | | | | | | | | \$0 |
| | | | | | | | | \$0 |
| TOTAL | \$1,652,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,652,000 |

LEGISLATIVE ACTION TAKEN
Appropriate funds 2004
Award contracts 2004

FUTURE LEGISLATIVE ACTION
Award contracts 2005

Data: Ham. Co. Administration/Admin. Serv./Co Facilities/HCPW



CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

As of January 27, 2005

| | |
|-----------------------------|---|
| DEPARTMENT | EMERGENCY MANAGEMENT AGENCY |
| PERMANENT FUNDING | General Fund |
| PROGRAM | Emergency Management Agency (EMA) |
| PROJECT TITLE | REGIONAL EMERGENCY MANAGEMENT AGENCY |
| PROJECT NUMBER | |
| SCHEDULED START | November, 2004 |
| SCHEDULED COMPLETION | April, 2005 |

LOCATION
Emergency Management Agency/County Emergency Operations Center
2000 Radcliff Drive
Cincinnati, Ohio

PURPOSE AND JUSTIFICATION
To provide a permanent Emergency Management Agency office and County Emergency Operations Center as approved by the Board of County Commissioners.
The existing facility is currently located in trailers at the Communication Center.

SUMMARY OF IMPLICATIONS
Relocation of Emergency Management Agency offices and Emergency Operations Center from trailers to permanent office structure. This budget includes moving office equipment, setting up new facilities and removal of trailers.

PROJECT COSTS

| | |
|---------------------------------|------------------|
| Design/Engineering | |
| Telephone/Data Wiring | \$35,000 |
| Construction | \$498,600 |
| Contingency | |
| Furniture | \$213,120 |
| Relocation of Staff & Equipment | \$80,000 |
| Owner Costs | \$25,200 |
| | ===== |
| TOTAL COSTS | \$851,920 |

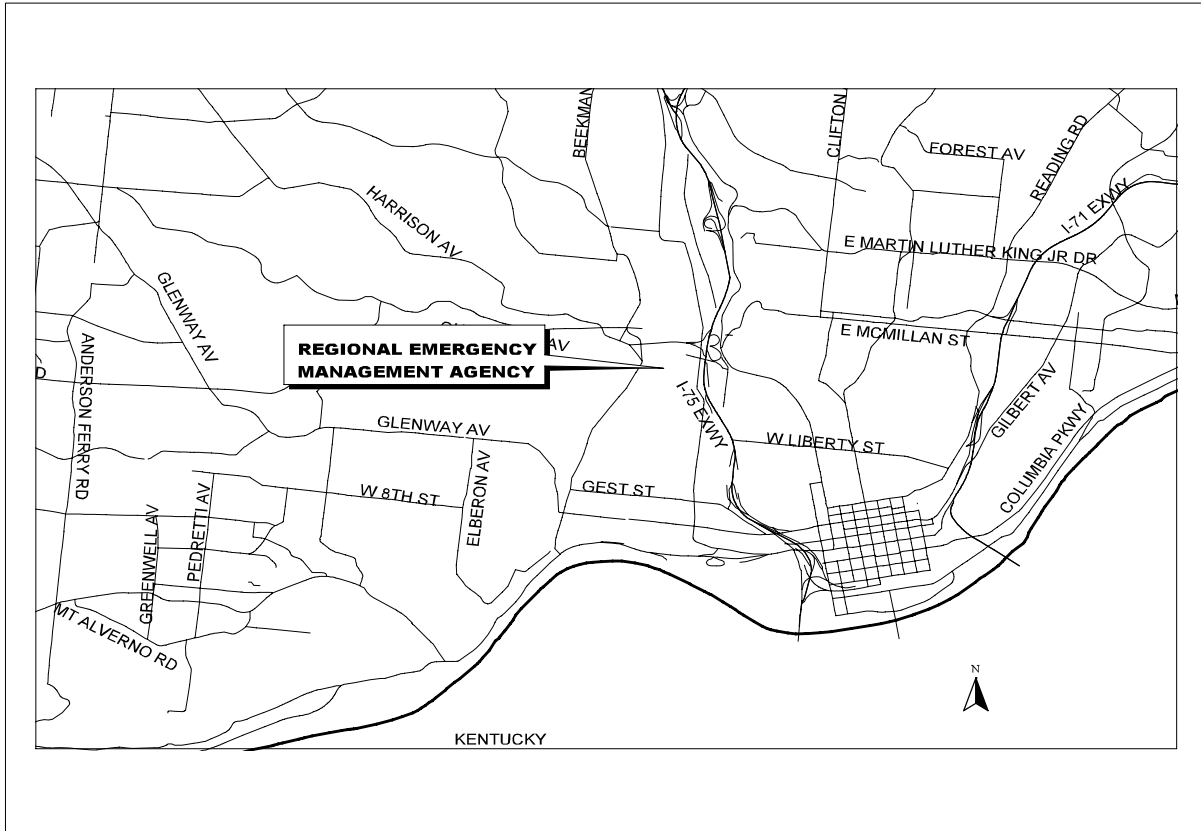
| PROJECT FUNDING | PRIOR YEARS | 2005 | 2006 |
|--------------------|-------------|------------------|------------|
| Gen Fund Cash/Debt | | \$851,920 | |
| TOTAL | \$0 | \$851,920 | \$0 |

| 2007 | 2008 | 2009 | UNSPECIFIED | TOTAL |
|------------|------------|------------|-------------|------------------|
| | | | | \$851,920 |
| | | | | \$0 |
| | | | | \$0 |
| | | | | \$0 |
| \$0 | \$0 | \$0 | \$0 | \$851,920 |

LEGISLATIVE ACTION TAKEN

FUTURE LEGISLATIVE ACTION
Appropriate Funding February 2005
Award Contracts February 2005

Data: Ham. Co. Administrator/EMA/HCPW



CIP Cash Flow Schedule

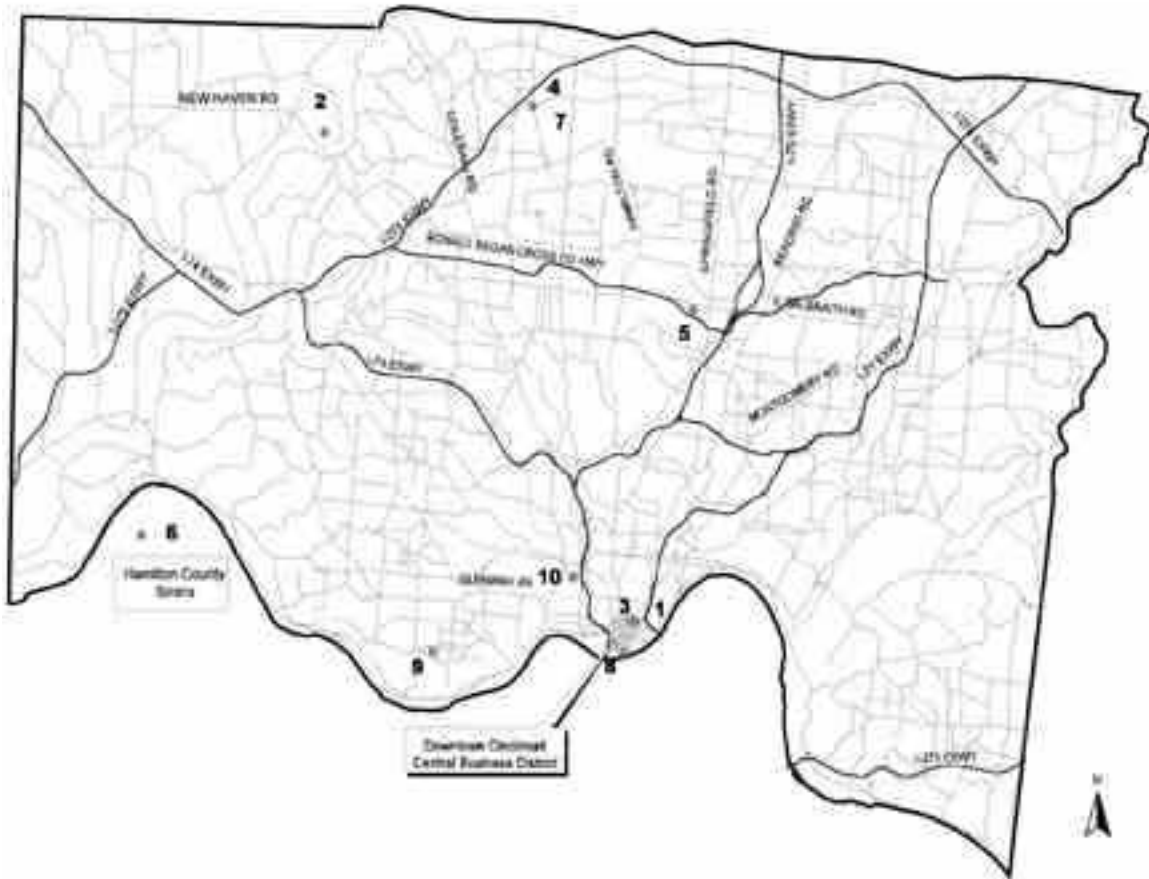
Approved Capital Projects

| | <u>Prior</u> | <u>2005</u> | <u>2006</u> | <u>2007</u> | <u>2008</u> | <u>2009</u> | <u>Beyond</u> | <u>Total</u> |
|---|--------------|-------------|-------------|-------------|-------------|-------------|---------------|--------------|
| Great American Ball Park, Riverfront Parking & Infrastructure Construction | | | | | | | | |
| Sales Tax | 51,298,504 | 13,263,328 | 13,895,239 | 14,687,133 | 15,425,472 | 15,657,470 | 450,997,111 | 575,224,257 |
| Sales Tax Bonds | 92,122,754 | - | - | - | - | - | - | 92,122,754 |
| State of Ohio | 50,513,500 | - | - | - | - | - | - | 50,513,500 |
| Parking Revenue Bonds | 24,298,750 | - | - | - | - | - | - | 24,298,750 |
| Cincinnati Reds | 42,207,973 | - | - | - | - | - | - | 42,207,973 |
| Freedom Center | 1,952,828 | - | - | - | - | - | - | 1,952,828 |
| County Engineer | 3,000,000 | - | - | - | - | - | - | 3,000,000 |
| City of Cincinnati | 25,806,639 | - | - | - | - | - | - | 25,806,639 |
| Investment Earnings | 13,098,452 | - | - | - | - | - | - | 13,098,452 |
| Schroer Avenue Drainage Improvement | | | | | | | | |
| General Fund Cash | 140,685 | - | - | - | - | - | - | 140,685 |
| Other Sources | | | | | | | | |
| MSD | 662,000 | - | - | - | - | - | - | 662,000 |
| County Engineer | 515,760 | - | - | - | - | - | - | 515,760 |
| Delhi Township | 131,900 | - | - | - | - | - | - | 131,900 |
| FEMA Grant | 650,000 | - | - | - | - | - | - | 650,000 |
| State Cap. Imp. Program | 2,482,650 | - | - | - | - | - | - | 2,482,650 |
| Communication Center Upgrade | | | | | | | | |
| 1 General Fund Cash/Debt | 1,652,000 | - | - | - | - | - | - | 1,652,000 |
| Air Handler Replacement | | | | | | | | |
| General Fund Advance | 2,245,106 | - | - | - | - | - | - | 2,245,106 |
| General Fund Repayment | (2,245,106) | - | - | - | - | - | - | (2,245,106) |
| Job & Family Services | 2,245,106 | - | - | - | - | - | - | 2,245,106 |
| Regional Emergency Management Agency | | | | | | | | |
| 1 General Fund Cash/Debt | - | 851,920 | - | - | - | - | - | 851,920 |
| 800 MHz Voice Radio System - Public Safety | | | | | | | | |
| General Fund Cash | 4,712,993 | - | - | - | - | - | - | 4,712,993 |
| General Fund Debt | 2,728,465 | 925,775 | 20,415,775 | - | - | - | - | 24,070,015 |
| General Fund Repayment | - | (100,000) | - | - | - | - | - | (100,000) |
| Other Sources | | | | | | | | |
| Dept. of Justice Grant | 800,000 | - | - | - | - | - | - | 800,000 |
| Total Impact - Approved | | | | | | | | |
| 1 General Fund Cash/Debt | 1,652,000 | 851,920 | - | - | - | - | - | 2,503,920 |
| General Fund Cash | 4,853,678 | (100,000) | - | - | - | - | - | 4,753,678 |
| General Fund Debt | 2,728,465 | 925,775 | 20,415,775 | - | - | - | - | 24,070,015 |
| Other Sources | | | | | | | | |
| Sales Tax | 92,122,754 | - | - | - | - | - | - | 92,122,754 |
| Sales Tax Bonds | 51,298,504 | 13,263,328 | 13,895,239 | 14,687,133 | 15,425,472 | 15,657,470 | 450,997,111 | 575,224,257 |
| State of Ohio | 50,513,500 | - | - | - | - | - | - | 50,513,500 |
| Parking Revenue Bonds | 24,298,750 | - | - | - | - | - | - | 24,298,750 |
| Cincinnati Reds | 42,207,973 | - | - | - | - | - | - | 42,207,973 |
| Freedom Center | 1,952,828 | - | - | - | - | - | - | 1,952,828 |
| City of Cincinnati | 25,806,639 | - | - | - | - | - | - | 25,806,639 |
| Investment Earnings | 13,098,452 | - | - | - | - | - | - | 13,098,452 |
| Delhi Township | 131,900 | - | - | - | - | - | - | 131,900 |
| State Cap. Imp. Program | 2,482,650 | - | - | - | - | - | - | 2,482,650 |
| Grants | | | | | | | | |
| Dept. of Justice | 800,000 | - | - | - | - | - | - | 800,000 |
| FEMA | 650,000 | - | - | - | - | - | - | 650,000 |
| Other County Agencies | | | | | | | | |
| County Engineer | 3,515,760 | - | - | - | - | - | - | 3,515,760 |
| Job & Family Services | 2,245,106 | - | - | - | - | - | - | 2,245,106 |
| MSD | 662,000 | - | - | - | - | - | - | 662,000 |

1 It has not been determined if the county will fund these projects with cash or debt. The county general fund will be the source of payment, whether in cash or in the form of debt service payments.

Hamilton County Capital Improvement Plan 2005 - 2009

Recommended Capital Projects



- 2. Water Street Waterline, Crosby Township
- 8. Parking Construction

CIP Project Costs

Recommended Capital Projects

| | <u>Prior</u> | <u>2005</u> | <u>2006</u> | <u>2007</u> | <u>2008</u> | <u>2009</u> | <u>Unspecified</u> | <u>Total</u> |
|---|----------------|------------------|-------------|-------------|-------------|-------------|--------------------|-------------------|
| Water Street Waterline | | | | | | | | |
| General Fund Advance | 100,608 | (100,608) | - | - | - | - | - | - |
| Cincinnati Water Works | 28,000 | - | - | - | - | - | - | 28,000 |
| Special Assessments | - | 100,608 | - | - | - | - | - | 100,608 |
| Parking Construction (The Banks) | | | | | | | | |
| ¹ To Be Determined | - | - | - | - | - | - | 37,144,000 | 37,144,000 |
| Total Impact - Recommended | | | | | | | | |
| General Fund Advance | 100,608 | (100,608) | - | - | - | - | - | - |
| Cincinnati Water Works | 28,000 | - | - | - | - | - | - | 28,000 |
| Special Assessments | - | 100,608 | - | - | - | - | - | 100,608 |
| ¹ To Be Determined | - | - | - | - | - | - | 37,144,000 | 37,144,000 |

¹ The County has not yet determined the details for funding this project, but primary sources will likely be earmarked sales tax revenues, parking revenue bonds and grants.

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

As of October 29, 2004

| | |
|-----------------------------|-----------------------------------|
| DEPARTMENT | PUBLIC WORKS |
| PERMANENT FUNDING | Special Assessments/CWW |
| PROGRAM | WATERLINES |
| PROJECT TITLE | W.S.L. 3474 - WATER STREET |
| PROJECT NUMBER | N/A |
| SCHEDULED START | September, 2003 |
| SCHEDULED COMPLETION | September, 2005 |

| |
|--|
| DESCRIPTION AND LOCATION |
| Crosby Township - New Baltimore Area Water Street/Columbia Street |

| |
|---|
| PURPOSE AND JUSTIFICATION |
| Providing water service and fire protection |

| |
|---|
| SUMMARY OF IMPLICATIONS |
| Install an 8" water main in Water Street & Columbia Street. Greater Cincinnati Water Works to fund the Columbia Street portion of project. |
| Front Footage: 1,996.0 lf. No Agricultural parcels |
| There is no operating impact to the County. The impact is to the property owner. |
| In a similar project, the Board of County Commissioners placed a cap of \$35.00 per foot. If this project is approved, it is recommended to place similar cap. (Portion of CD money from previous project available) |

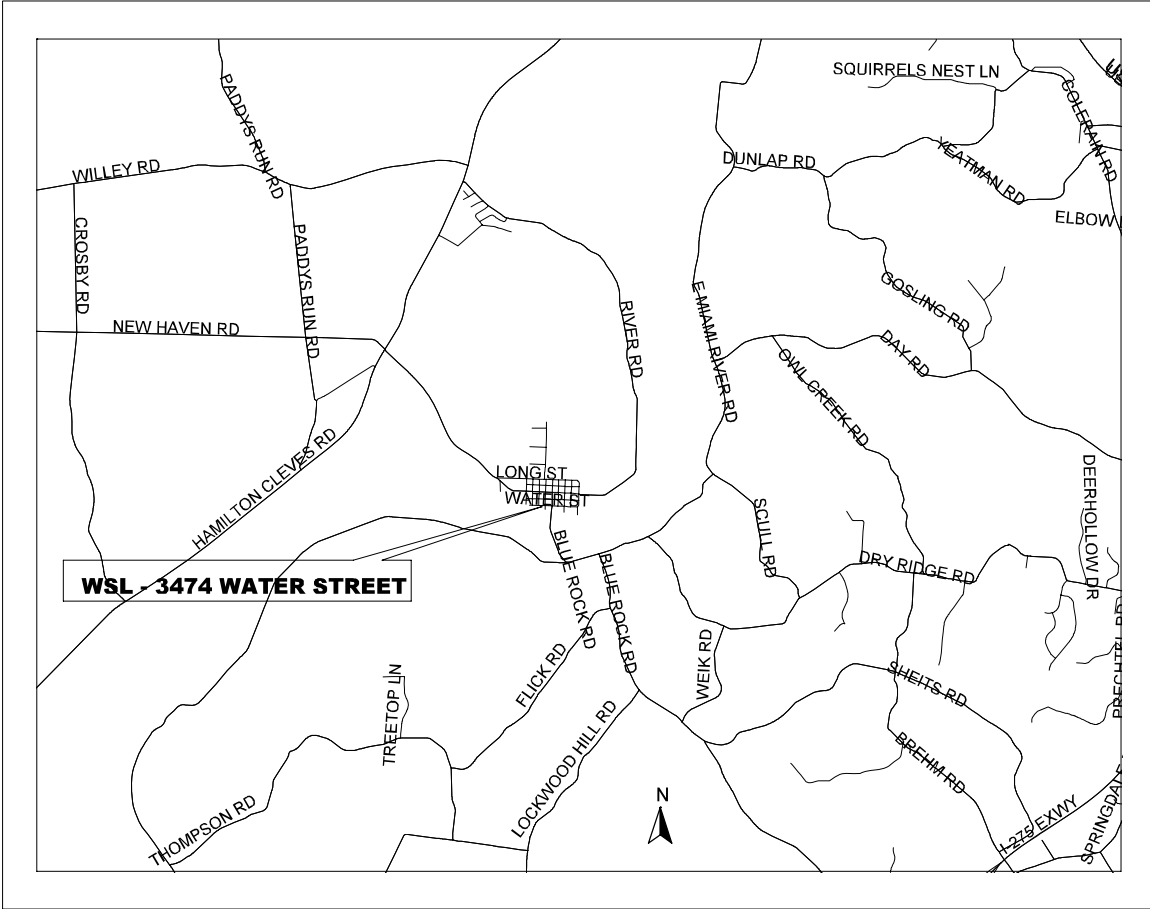
| | |
|---------------------------|------------------|
| PROJECT COSTS | |
| Land/Building Acquisition | |
| Design/Engineering | \$10,950 |
| Other Consultants | |
| Construction | \$83,000 |
| Contingency | \$8,300 |
| Furniture | |
| Services Branches | |
| Owner Costs | \$12,580 |
| Financing | \$13,778 |
| | ===== |
| TOTAL COST | \$128,608 |

| PROJECT FUNDING | PRIOR YEARS | 2005 | 2006 | 2007 | 2008 | 2009 | UNSPECIFIED | TOTAL |
|---------------------|------------------|-------------|------------|------------|------------|------------|-------------|------------------|
| General Fund Adv | \$100,608 | (\$100,608) | | | | | | \$0 |
| Cinti Water Works | \$28,000 | | | | | | | \$28,000 |
| Special Assessments | | \$100,608 | | | | | | \$100,608 |
| | | | | | | | | \$0 |
| | | | | | | | | \$0 |
| TOTAL | \$128,608 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$128,608 |

| | |
|---------------------------------|--------------|
| LEGISLATIVE ACTION TAKEN | |
| Approved Engineering | May, 2004 |
| Award Engineering Contract | August, 2004 |

| | |
|----------------------------------|-----------------|
| FUTURE LEGISLATIVE ACTION | |
| Necessity Resolution | November, 2004 |
| Public Hearing | November, 2004 |
| Appropriate funds | December, 2004 |
| Award Construction Contracts | March, 2005 |
| Certify Special Assessments | June, 2005 |
| Bond Special Assessments | September, 2005 |

Data: HCPW



CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

As of November 12, 2004

| | |
|-----------------------------|--------------------------------------|
| DEPARTMENT | BOARD OF COUNTY COMMISSIONERS |
| PERMANENT FUNDING | Sales Tax, Parking Fees |
| PROGRAM | Riverfront Development |
| PROJECT TITLE | PARKING CONSTRUCTION (BANKS) |
| PROJECT NUMBER | |
| SCHEDULED START | FUTURE |
| SCHEDULED COMPLETION | |

DESCRIPTION AND LOCATION
Riverfront Parking and Infrastructure Improvements (Blocks 4 & 8)
Area between Second Street (N) Ted Berry Way (S) Main Street (E) & Walnut Street (W)
Cincinnati, Ohio

PURPOSE AND JUSTIFICATION
To provide parking facilities for The Banks development

SUMMARY OF IMPLICATIONS
Construction of two, 2-level cast-in-place concrete parking garages within the areas of Blocks 4 & 8. The lower levels will be slab-on-grade and the second levels will be a supported slab. This budget includes required infrastructure upgrades.

Budget does not include Freedom Way (\$2M - \$2.5M)
Budget does not include Ted Berry Way (\$3M 0 \$3.5M)
Budget does include overbuild dollars for structural implications and infrastructure requirements (\$100 per square foot of garage foot print-156,000 square feet)

Contracts and funding (sales tax revenues, parking revenue bonds, grants) to be determined. Utility funding to be determined.

The costs for design of future stages of Riverfront planning are included on the sheet titled "Parking Construction (Base)."

PROJECT COSTS

| | |
|---------------------------|---------------------|
| Land/Building Acquisition | |
| Design/Engineering | \$1,900,000 |
| Other Consultants | Included above |
| Construction | \$17,200,000 |
| Contingency | \$1,916,000 |
| Overbuild | \$15,600,000 |
| Owner Costs | \$528,000 |
| Financing | |
| | ===== |
| TOTAL COST | \$37,144,000 |

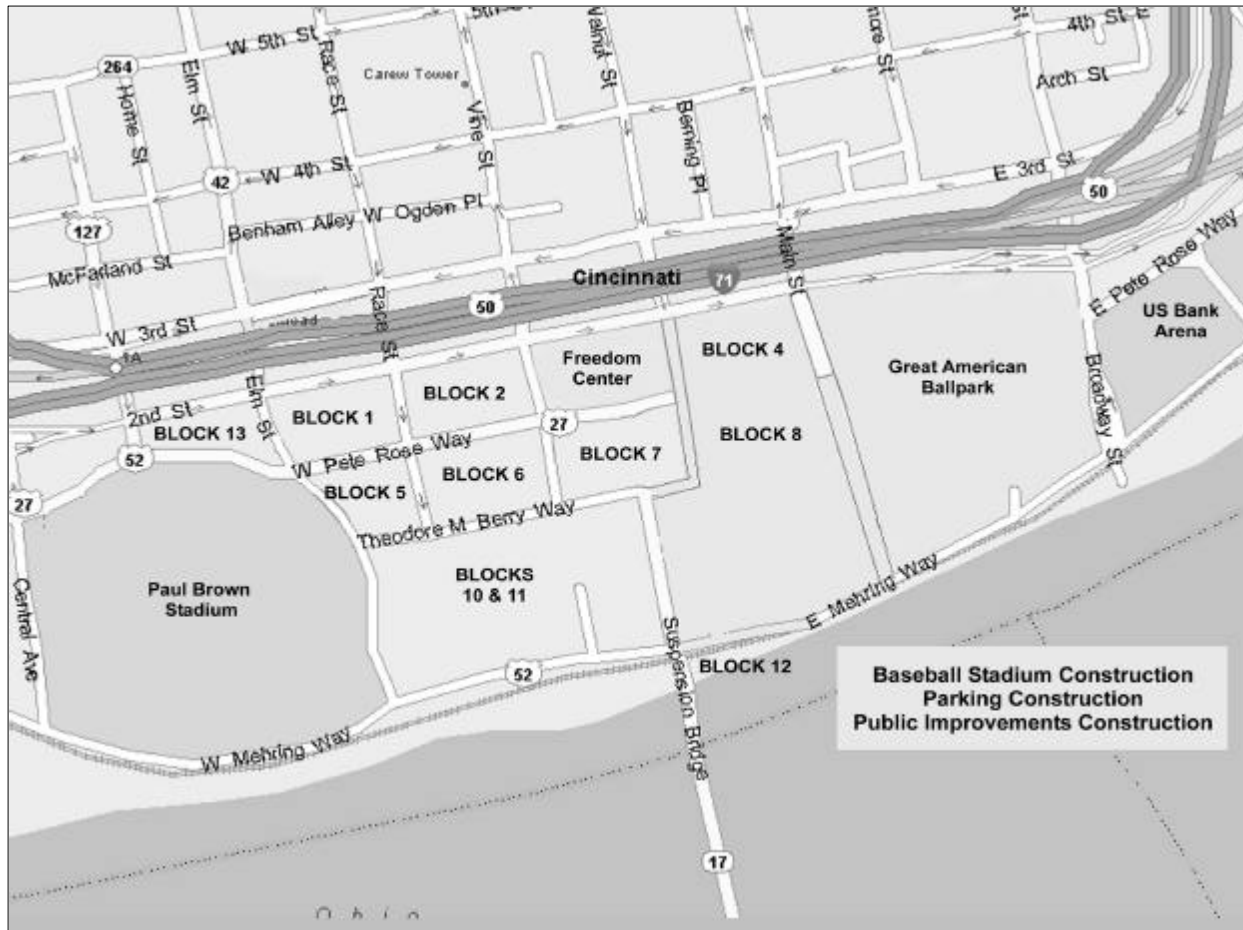
| PROJECT FUNDING | PRIOR YEARS | 2005 | 2006 |
|------------------|-------------|------------|------------|
| To be determined | | | |
| TOTAL | \$0 | \$0 | \$0 |

| 2007 | 2008 | 2009 | UNSPECIFIED | TOTAL |
|--------------|------------|------------|---------------------|---------------------|
| | | | \$37,144,000 | \$37,144,000 |
| | | | | \$0 |
| | | | | \$0 |
| TOTAL | \$0 | \$0 | \$37,144,000 | \$37,144,000 |

LEGISLATIVE ACTION TAKEN

FUTURE LEGISLATIVE ACTION
Amended Supplemental Memorandum of Understanding with City of Cincinnati
Appropriate Funding
Award trade contracts

Data: Ham. Co. Admin. Services/Messer Construction



CIP Cash Flow Schedule

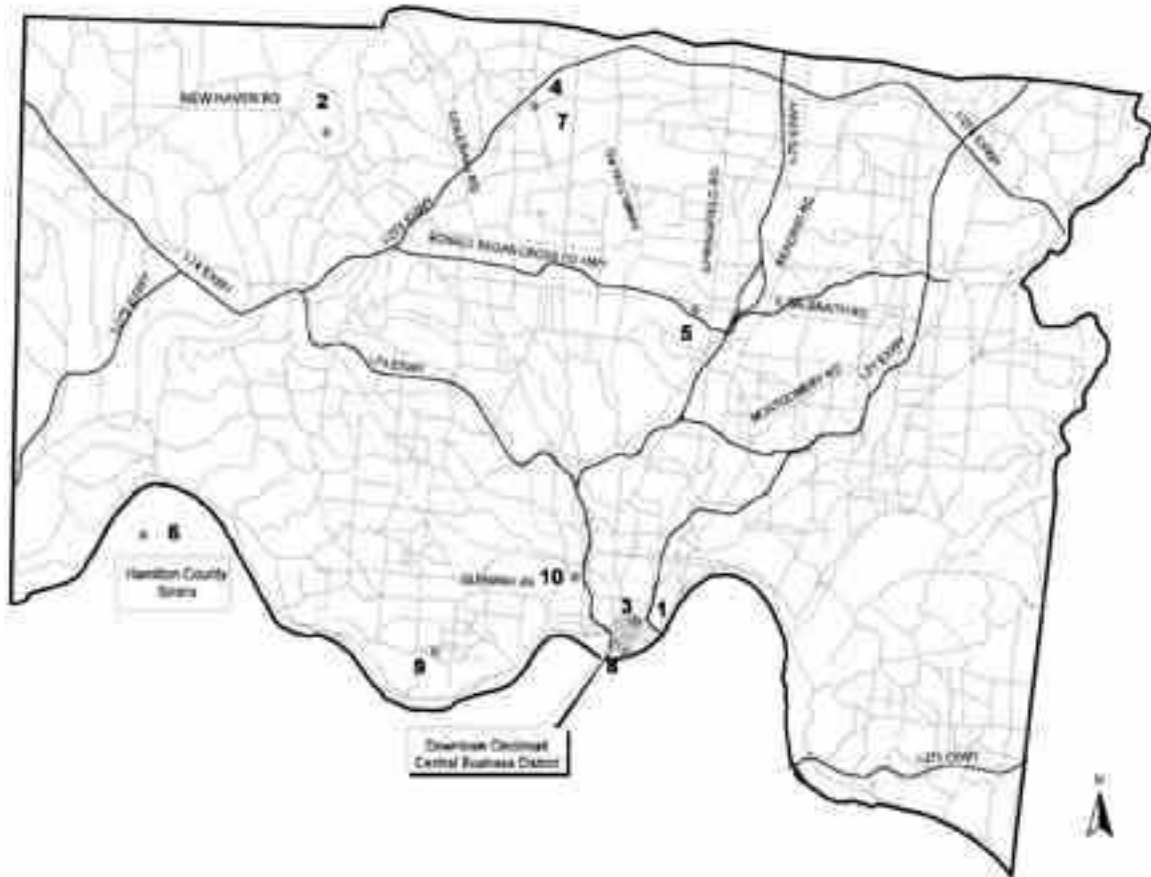
Recommended Capital Projects

| | <u>Prior Years</u> | <u>2005</u> | <u>2006</u> | <u>2007</u> | <u>2008</u> | <u>2009</u> | <u>Unspecified</u> | <u>Total</u> |
|---|--------------------|------------------|-------------|-------------|-------------|-------------|--------------------|-------------------|
| Water Street Waterline | | | | | | | | |
| General Fund Advance | 100,608 | (100,608) | - | - | - | - | - | - |
| Cincinnati Water Works | 28,000 | - | - | - | - | - | - | 28,000 |
| Special Assessments | - | 100,608 | - | - | - | - | - | 100,608 |
| Parking Construction (The Banks) | | | | | | | | |
| ¹ To Be Determined | - | - | - | - | - | - | 37,144,000 | 37,144,000 |
| Total Impact - Recommended | | | | | | | | |
| General Fund Advance | 100,608 | (100,608) | - | - | - | - | - | - |
| Cincinnati Water Works | 28,000 | - | - | - | - | - | - | 28,000 |
| Special Assessments | - | 100,608 | - | - | - | - | - | 100,608 |
| ¹ To Be Determined | - | - | - | - | - | - | 37,144,000 | 37,144,000 |

¹ The County has not yet determined the details for funding this project, but primary sources will likely be earmarked sales tax revenues, parking revenue bonds and grants.

Hamilton County Capital Improvement Plan 2005 - 2009

Potential Capital Projects



3. Court House Renovations, Phases 4-8
4. Communication Center Upgrade (HVAC, Office/Locker Room)
5. Galbraith Road Facility Remodel
6. Outdoor Warning Siren System Upgrade, located throughout Hamilton County

CIP Project Costs

Potential Capital Projects

| | | <u>2005</u> | <u>2006</u> | <u>2007</u> | <u>2008</u> | <u>2009</u> | <u>Unspecified</u> | <u>Total</u> |
|--|------------------------|-------------|-------------|-------------|-------------|-------------|--------------------|--------------|
| County Engineer - Galbraith Road Remodel | | | | | | | | |
| 1 | General Fund Cash/Debt | - | - | - | - | - | 676,935 | 676,935 |
| Outdoor Warning Siren Upgrade | | | | | | | | |
| 1 | General Fund Cash/Debt | - | - | - | - | - | 1,830,000 | 1,830,000 |
| | Other Grants | - | - | - | - | - | 3,710,500 | 3,710,500 |
| Courthouse Renovation - Phase 4 | | | | | | | | |
| 1 | General Fund Cash/Debt | - | - | - | - | - | 6,737,139 | 6,737,139 |
| Courthouse Renovation - Phase 5 | | | | | | | | |
| 1 | General Fund Cash/Debt | - | - | - | - | - | 9,048,116 | 9,048,116 |
| Courthouse Renovation - Phase 6 | | | | | | | | |
| 1 | General Fund Cash/Debt | - | - | - | - | - | 7,590,233 | 7,590,233 |
| Courthouse Renovation - Phase 7 | | | | | | | | |
| 1 | General Fund Cash/Debt | - | - | - | - | - | 6,548,032 | 6,548,032 |
| Courthouse Renovation - Phase 8 | | | | | | | | |
| 1 | General Fund Cash/Debt | - | - | - | - | - | 6,229,668 | 6,229,668 |
| Communications Center HVAC Upgrade | | | | | | | | |
| 1 | General Fund Cash/Debt | - | - | - | - | - | 940,107 | 940,107 |
| Communications Center Locker Room and Office Addition | | | | | | | | |
| 1 | General Fund Cash/Debt | - | - | - | - | - | 517,275 | 517,275 |
| Total Impact - Potential | | | | | | | | |
| 1 | General Fund Cash/Debt | - | - | - | - | - | 40,117,505 | 40,117,505 |
| | Other Grants | - | - | - | - | - | 3,710,500 | 3,710,500 |

¹ It has not been determined if the county will fund these projects with cash or debt. The county general fund will be the source of payment, whether in cash or in the form of debt service payments.

CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

As of October 29, 2004

| | |
|-----------------------------|--|
| DEPARTMENT | COUNTY ENGINEER |
| PERMANENT FUNDING | General Fund |
| PROGRAM | County Engineer |
| PROJECT TITLE | GALBRAITH ROAD FACILITY REMODEL |
| PROJECT NUMBER | N/A |
| SCHEDULED START | FUTURE |
| SCHEDULED COMPLETION | |

DESCRIPTION AND LOCATION
Hamilton County Engineer
Galbraith Garage Office Area Remodeling
223 W. Galbraith Road, Cincinnati, Ohio 45215
7,000 sq. ft.

PURPOSE AND JUSTIFICATION
Remodel existing 7,000 sq ft County Engineer Office space for ADA & OBBC Life Safety compliance.

SUMMARY OF IMPLICATIONS
Renovate existing office space to bring it into OBBC Life Safety and ADA Compliance (\$189,600). It will include a stair tower and elevator.

Minimal increase in utilities due to elevator installation nor will any costs be reduced as this is a renovation of existing office space.

The public will be seen in this facility on a daily basis, approximately 50 per month.

PROJECT COSTS

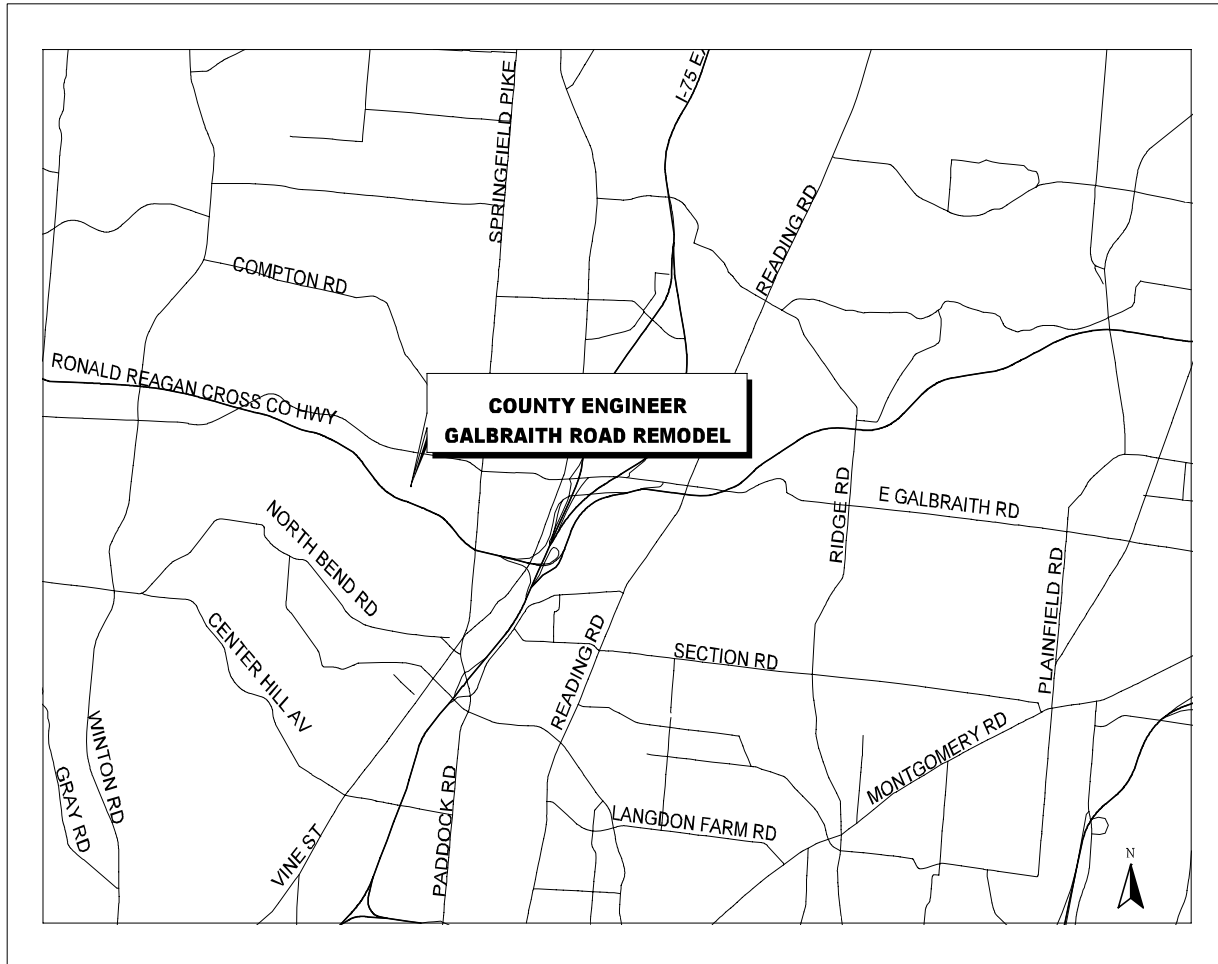
| | |
|---------------------------------------|------------------|
| Land/Building Acquisition | \$0 |
| Design/Engineering | \$66,150 |
| Other Consultants | \$0 |
| Construction | \$396,900 |
| Contingency | \$59,535 |
| Furniture | \$110,250 |
| Other Equipment (phones, data wiring) | \$0 |
| Owner Costs | \$44,100 |
| Financing | ===== |
| TOTAL COST | \$676,935 |

| PROJECT FUNDING | PRIOR YEARS | 2005 | 2006 | 2007 | 2008 | 2009 | UNSPECIFIED | TOTAL |
|--------------------|-------------|------|------|------|------|------|-------------|-----------|
| Gen Fund Cash/Debt | | | | | | | \$676,935 | \$676,935 |
| | | | | | | | | \$0 |
| | | | | | | | | \$0 |
| | | | | | | | | \$0 |
| TOTAL | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$676,935 | \$676,935 |

LEGISLATIVE ACTION TAKEN

FUTURE LEGISLATIVE ACTION
Approve Funding
Advertise & Award Contracts

Data: GBBN/HCPW-K Maue



CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

As of November 12, 2004

| | |
|-----------------------------|-----------------------------------|
| DEPARTMENT | Communication Center |
| PERMANENT FUNDING | General Fund |
| PROGRAM | |
| PROJECT TITLE | COMMUNICATION CENTER HVAC UPGRADE |
| PROJECT NUMBER | |
| SCHEDULED START | UNSPECIFIED |
| SCHEDULED COMPLETION | |

LOCATION
Civic Center Drive
Colerain & Springfield Township, Ohio

PURPOSE AND JUSTIFICATION
Replacement of HVAC equipment including chillers, air handler units, pumps and temporary control system.

SUMMARY OF IMPLICATIONS
Upgrade of the HVAC system will be more cost efficient in terms of operations and will facilitate more reliable service in times of emergency.

No impact to operating costs, existing facility.

Time period of project to be determined.

PROJECT COSTS

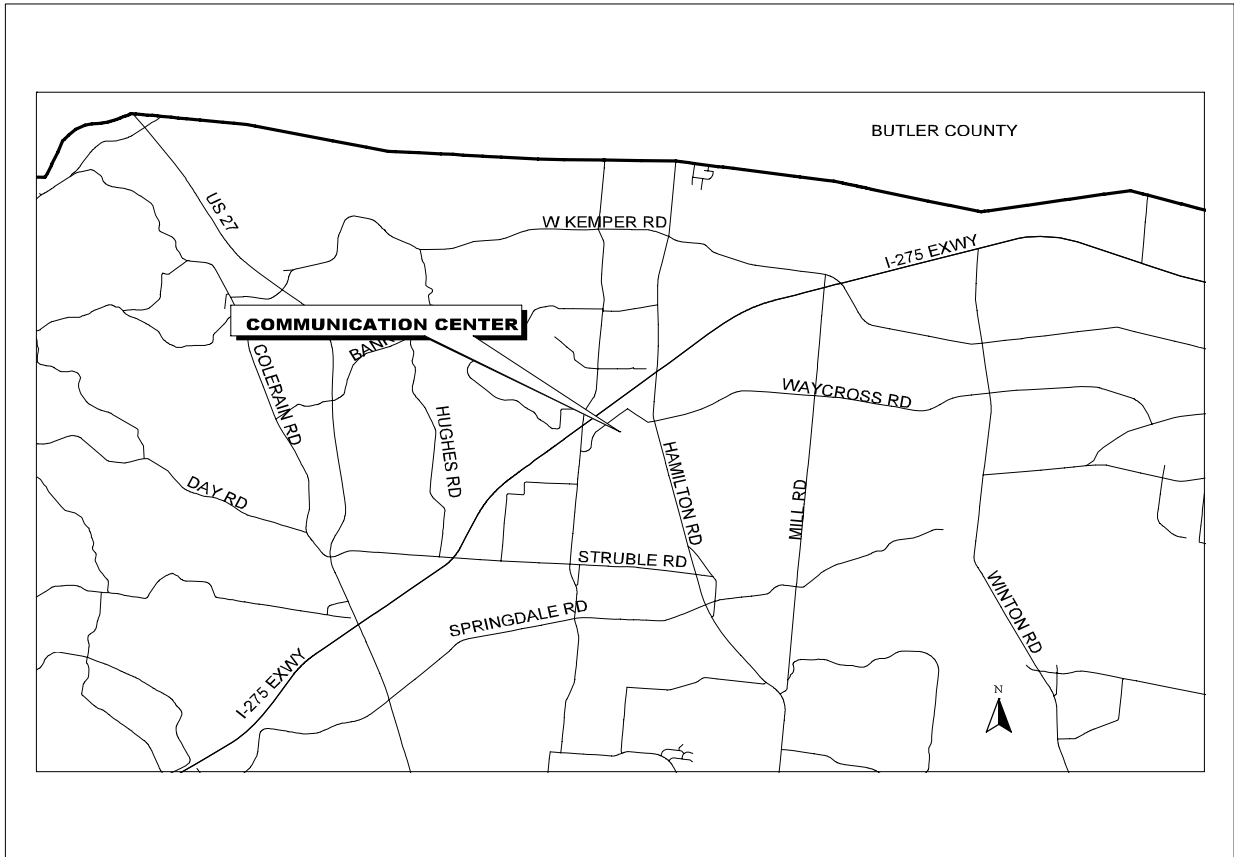
| | |
|---------------------------------------|------------------|
| Design/Engineering | \$123,415 |
| Other Consultants | \$25,000 |
| Construction | \$497,327 |
| Contingency | \$99,465 |
| Furniture | |
| Other Equipment (phones, data wiring) | \$194,900 |
| Owner Costs | \$194,900 |
| | ===== |
| TOTAL COSTS | \$940,107 |

| PROJECT FUNDING | PRIOR YEARS | 2005 | 2006 | 2007 | 2008 | 2009 | UNSPECIFIED | TOTAL |
|--------------------|-------------|------------|------------|------------|------------|------------|------------------|------------------|
| Gen Fund Cash/Debt | | | | | | | \$940,107 | \$940,107 |
| | | | | | | | | \$0 |
| | | | | | | | | \$0 |
| | | | | | | | | \$0 |
| TOTAL | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$940,107 | \$940,107 |

LEGISLATIVE ACTION TAKEN

FUTURE LEGISLATIVE ACTION
Appropriate funds
Award contracts

Data: Ham. Co. Administration/Admin. Serv./Co Facilities/HCPW



CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

As of November 12, 2004

| | |
|-----------------------------|---|
| DEPARTMENT | Communication Center |
| PERMANENT FUNDING | General Fund |
| PROGRAM | |
| PROJECT TITLE | COMMUNICATION CENTER LOCKER ROOM AND OFFICE ADDITION |
| PROJECT NUMBER | |
| SCHEDULED START | UNSPECIFIED |
| SCHEDULED COMPLETION | |

LOCATION
Civic Center Drive
Colerain & Springfield Township, Ohio

PURPOSE AND JUSTIFICATION
To provide a hard wall office for employee currently located in a storage area and a cubical area for a secretary. To expand female locker room to accommodate current staff.

SUMMARY OF IMPLICATIONS

Expansion of offices and locker room would provide for an improved working environment and better employee moral.

Increase in operating costs to be determined by County Facilities.

Time period of project to be determined.

PROJECT COSTS

| | |
|---------------------------------------|------------------|
| Design/Engineering | \$47,579 |
| Other Consultants | |
| Construction | \$265,080 |
| Contingency | \$53,016 |
| Furniture | |
| Other Equipment (phones, data wiring) | |
| Owner Costs | \$151,600 |
| | ===== |
| TOTAL COSTS | \$517,275 |

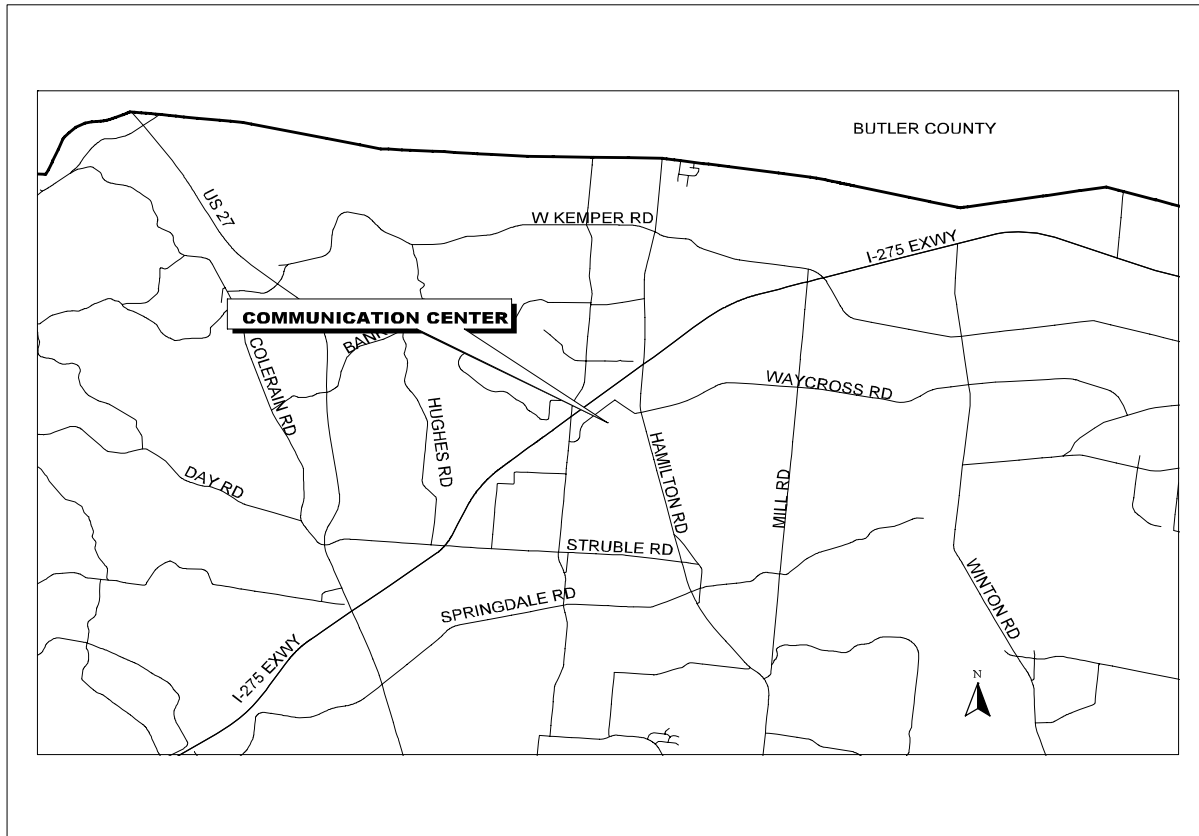
| PROJECT FUNDING | PRIOR YEARS | 2005 | 2006 |
|--------------------|-------------|------------|------------|
| Gen Fund Cash/Debt | | | |
| TOTAL | \$0 | \$0 | \$0 |

| 2007 | 2008 | 2009 | UNSPECIFIED | TOTAL |
|--------------|------------|------------|-------------|------------------|
| | | | \$517,275 | \$517,275 |
| | | | | \$0 |
| | | | | \$0 |
| | | | | \$0 |
| TOTAL | \$0 | \$0 | \$0 | \$517,275 |

LEGISLATIVE ACTION TAKEN

FUTURE LEGISLATIVE ACTION
Appropriate funds
Award contracts

Data: Ham. Co. Administration/Admin. Serv./Co Facilities/HCPV



CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

As of October 29, 2004

| | |
|-----------------------------|---|
| DEPARTMENT | EMERGENCY MANAGEMENT AGENCY |
| PERMANENT FUNDING | General Fund |
| PROGRAM | Public Safety |
| PROJECT TITLE | OUTDOOR WARNING SIREN SYSTEM UPGRADE |
| PROJECT NUMBER | |
| SCHEDULED START | FUTURE |
| SCHEDULED COMPLETION | |

DESCRIPTION AND LOCATION
247 Emergency Warning Sirens
Countywide outdoor warning siren system upgrade including replacement of aged equipment and radio control conversion to operate on County's digital radio system.

PURPOSE AND JUSTIFICATION
To provide a modern, reliable warning system delivering coverage to entire county with the ability to operate during commercial power outages.

Capital Improvement request supported by Emergency Management Agency Executive Committee.

SUMMARY OF IMPLICATIONS

No anticipated change in operating costs.

PROJECT COSTS

| | |
|---------------------------------------|--------------------|
| Land/Building Acquisition | |
| Design/Engineering | |
| Other Consultants | |
| Construction | \$5,540,500 |
| Contingency | |
| Furniture | |
| Other Equipment (phones, data wiring) | |
| Owner Costs | |
| Financing | |
| | ===== |
| TOTAL COST | \$5,540,500 |

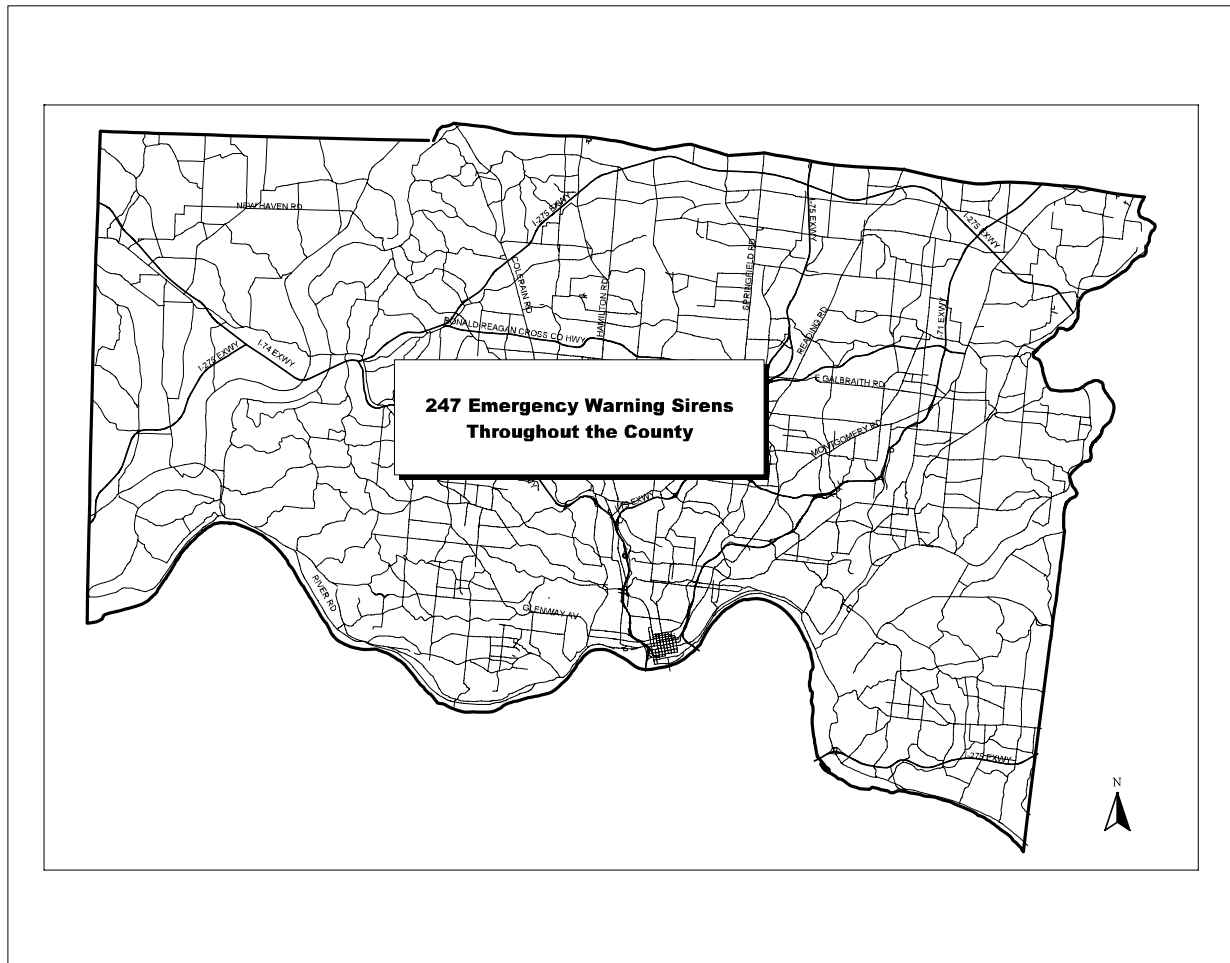
| PROJECT FUNDING | PRIOR YEARS | 2005 | 2006 | 2007 | 2008 | 2009 | UNSPECIFIED | TOTAL |
|--------------------|-------------|------------|------------|------------|------------|------------|--------------------|--------------------|
| Gen Fund Cash/Debt | | | | | | | \$1,830,000 | \$1,830,000 |
| Other Grants | | | | | | | \$3,710,500 | \$3,710,500 |
| | | | | | | | | \$0 |
| | | | | | | | | \$0 |
| TOTAL | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$5,540,500 | \$5,540,500 |

LEGISLATIVE ACTION TAKEN

FUTURE LEGISLATIVE ACTION

Appropriate Funds
Advertise for bids/Award Contracts

Data: EMA 11/14/02



CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

As of October 29, 2004

| | |
|-----------------------------|---------------------------------------|
| DEPARTMENT | Sheriff/Municipal Court |
| PERMANENT FUNDING | General Fund |
| PROGRAM | |
| PROJECT TITLE | Court House Renovation Phase 4 |
| PROJECT NUMBER | |
| SCHEDULED START | Future |
| SCHEDULED COMPLETION | |

DESCRIPTION AND LOCATION
Hamilton County Court House
1000 Main Street
Cincinnati, Ohio 45202

PURPOSE AND JUSTIFICATION
Renovation of 6th floor South & East, 2nd Floor Center, 2nd Floor East.
Will bring portion of Court House into compliance with ADA Regulations & Building Codes

SUMMARY OF IMPLICATIONS
Relocation of the Sheriffs Court Services Division to the 6th Floor, South and East

Renovate Court Holding.

Relocation of Municipal Court, Assignment Commissioner to 2nd Floor, Center. Court Management System staff relocated to 2nd floor.

Future operating costs have not been determined.

PROJECT COSTS

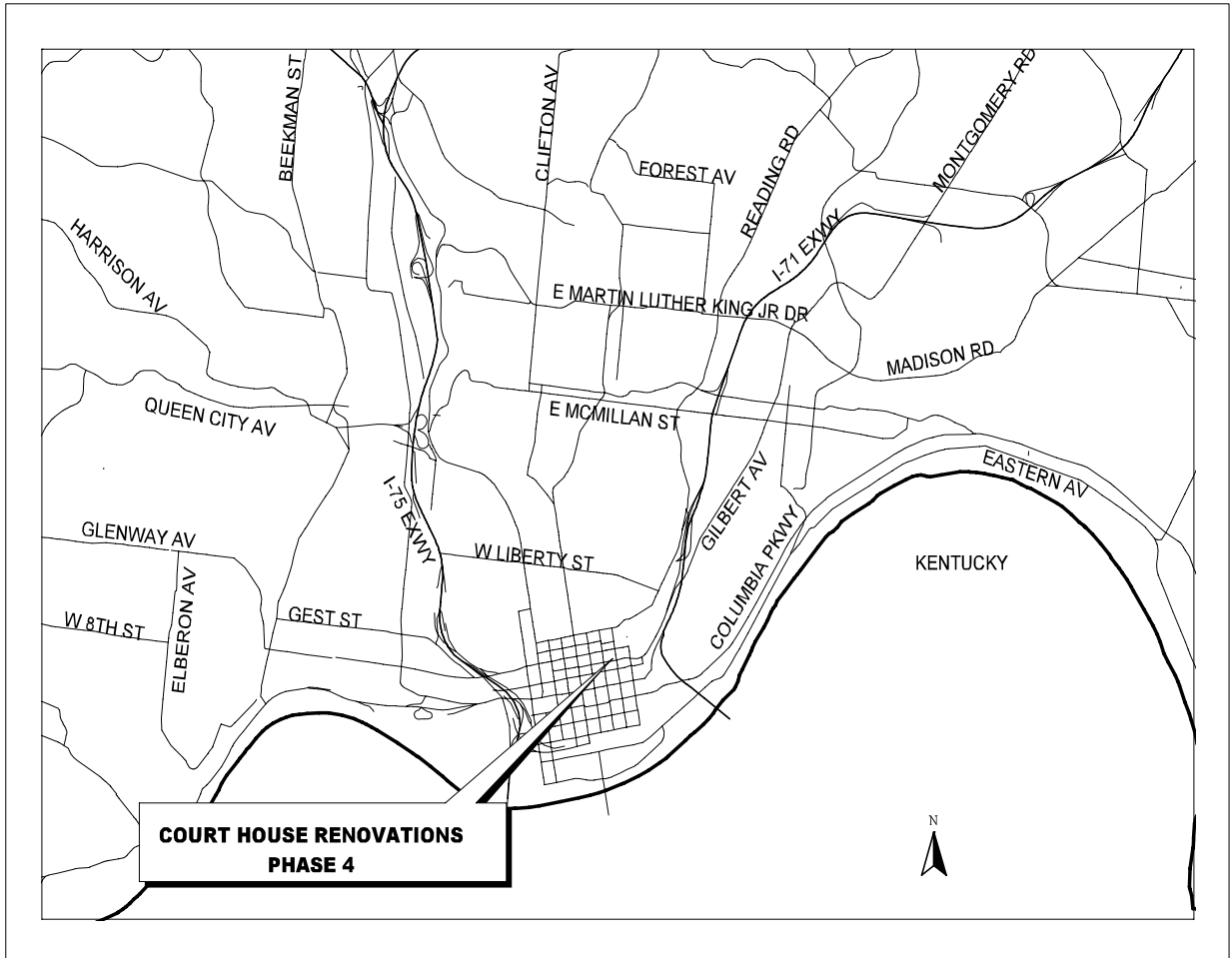
| | |
|---------------------------------------|--------------------|
| Land/Building Acquisition | |
| Design/Engineering/CM | \$1,418,624 |
| Other Consultants | \$48,620 |
| Construction | \$4,353,874 |
| Contingency | \$520,981 |
| Furniture | \$182,326 |
| Other Equipment (phones, data wiring) | \$36,465 |
| Owner Costs | \$176,249 |
| Financing | |
| | ===== |
| TOTAL COST | \$6,737,139 |

| PROJECT FUNDING | PRIOR YEARS | 2005 | 2006 | 2007 | 2008 | 2009 | UNSPECIFIED | TOTAL |
|--------------------|-------------|------------|------------|------------|------------|------------|--------------------|--------------------|
| Gen Fund Cash/Debt | | | | | | | \$6,737,139 | \$6,737,139 |
| | | | | | | | | \$0 |
| | | | | | | | | \$0 |
| | | | | | | | | \$0 |
| TOTAL | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$6,737,139 | \$6,737,139 |

LEGISLATIVE ACTION TAKEN

FUTURE LEGISLATIVE ACTION
Authorization to proceed, advance funding,
Advertise/Award Bids
Issue Debt

Data: Court Admin-Municipal Div



CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

As of October 29, 2004

| | |
|-----------------------------|---------------------------------------|
| DEPARTMENT | Clerk of Courts |
| PERMANENT FUNDING | General Fund |
| PROGRAM | |
| PROJECT TITLE | Court House Renovation Phase 5 |
| PROJECT NUMBER | |
| SCHEDULED START | Future |
| SCHEDULED COMPLETION | |

DESCRIPTION AND LOCATION
Hamilton County Court House
1000 Main Street
Cincinnati, Ohio 45202

PURPOSE AND JUSTIFICATION
Renovation of floors 1 & 2 Center: 2nd floor East
Will bring this portion of Court House into compliance with ADA Regulations & Building Codes

SUMMARY OF IMPLICATIONS
Clerk of Courts Consolidation of the 1st & 2nd Floor, Center

This preliminary budget is based on a square footage cost.
Final cost to be developed after design is complete.

Future operating costs have not been determined.

PROJECT COSTS

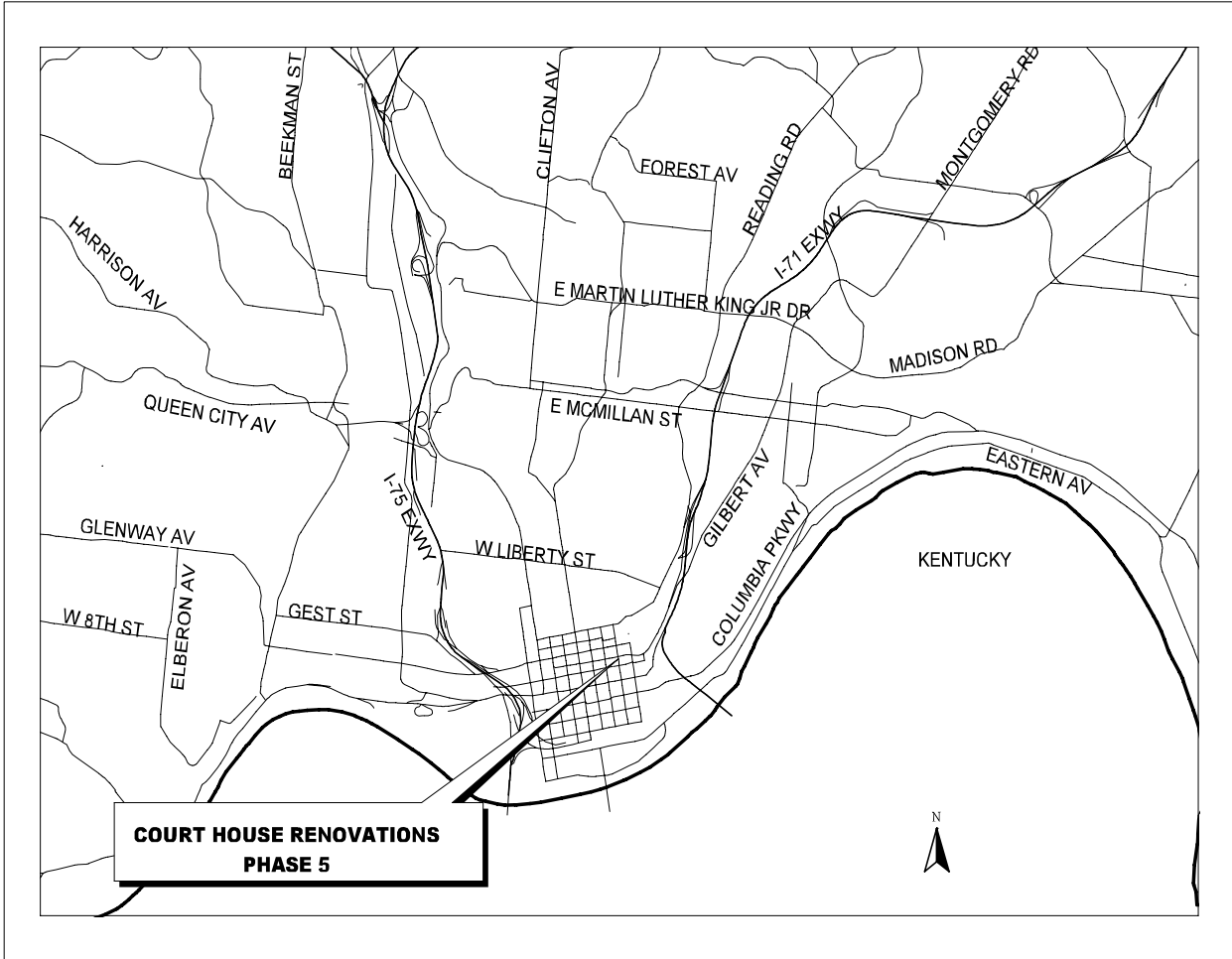
| | |
|---------------------------------------|--------------------|
| Land/Building Acquisition | |
| Design/Engineering/CM | \$2,007,751 |
| Other Consultants | \$48,620 |
| Construction | \$5,977,115 |
| Contingency | \$619,589 |
| Furniture | \$182,326 |
| Other Equipment (phones, data wiring) | \$36,465 |
| Owner Costs | \$176,249 |
| Financing | ===== |
| TOTAL COST | \$9,048,116 |

| PROJECT FUNDING | PRIOR YEARS | 2005 | 2006 | 2007 | 2008 | 2009 | UNSPECIFIED | TOTAL |
|--------------------|-------------|------------|------------|------------|------------|------------|--------------------|--------------------|
| Gen Fund Cash/Debt | | | | | | | \$9,048,116 | \$9,048,116 |
| | | | | | | | | \$0 |
| | | | | | | | | \$0 |
| | | | | | | | | \$0 |
| TOTAL | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$9,048,116 | \$9,048,116 |

LEGISLATIVE ACTION TAKEN

FUTURE LEGISLATIVE ACTION
Authorize to Proceed, Advance Funding
Advertise/Award Bids
Issue Debt

Data: HCPW



CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

As of October 29, 2004

| | |
|-----------------------------|---------------------------------------|
| DEPARTMENT | Common Pleas |
| PERMANENT FUNDING | General Fund |
| PROGRAM | |
| PROJECT TITLE | Court House Renovation Phase 6 |
| PROJECT NUMBER | |
| SCHEDULED START | Future |
| SCHEDULED COMPLETION | |

DESCRIPTION AND LOCATION
Hamilton County Court House
1000 Main Street
Cincinnati, Ohio 45202

PURPOSE AND JUSTIFICATION
Renovation of floors 2, 3, 4 & 5 East.
Will bring this portion of Court House into compliance with ADA Regulations & Building Codes

SUMMARY OF IMPLICATIONS
Common Pleas Court Rooms.
Floors 2, 3, 4 & 5 East side renovation and bring into code
Install new air handler for East side.

This very preliminary budget is based on a square footage cost developed in March 1999. Final cost to be developed after design complete

Future operating costs have not been determined.

PROJECT COSTS

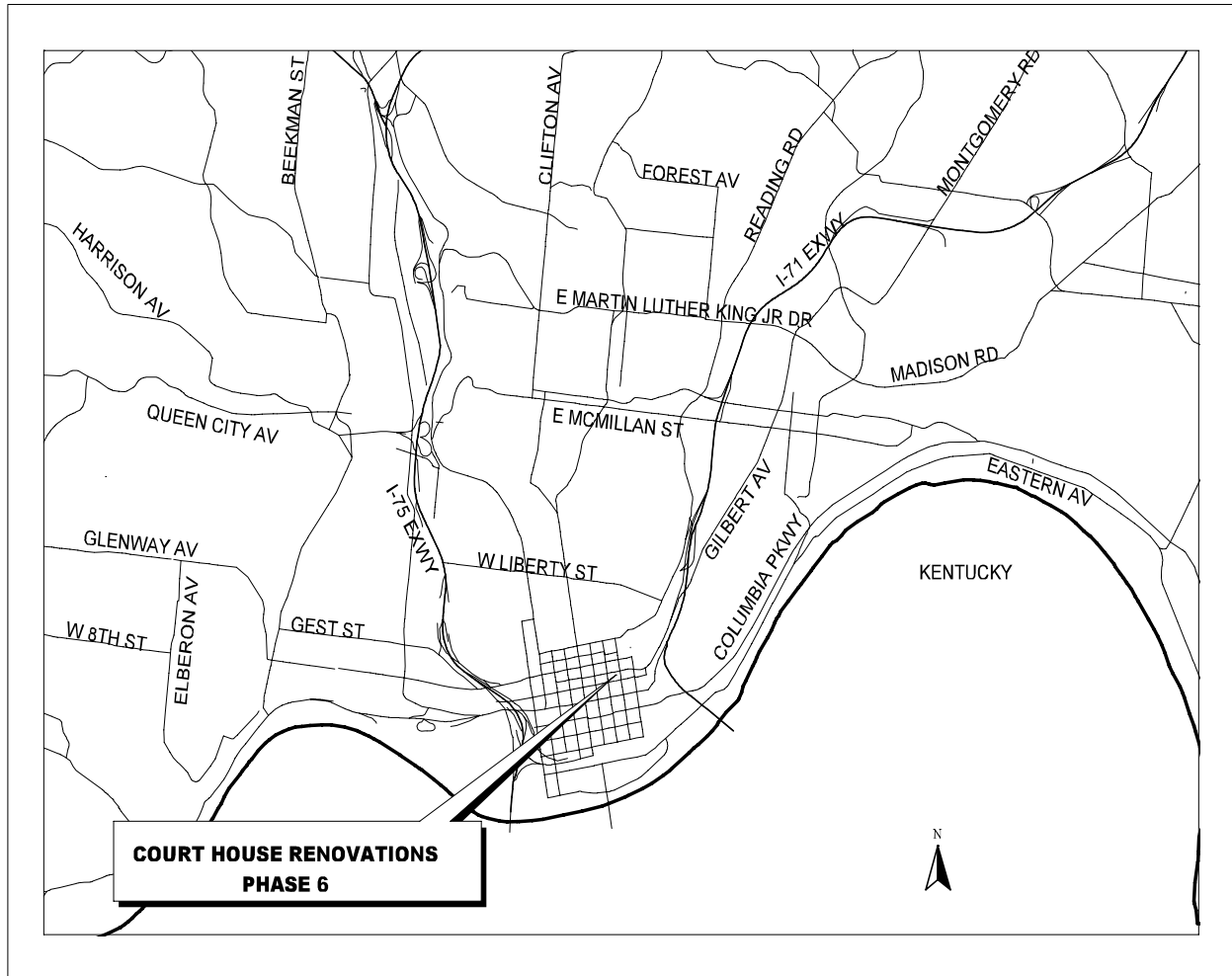
| | |
|---------------------------------------|--------------------|
| Land/Building Acquisition | |
| Design/Engineering/CM | \$1,716,295 |
| Other Consultants | \$48,620 |
| Construction | \$4,911,808 |
| Contingency | \$513,608 |
| Furniture | \$187,188 |
| Other Equipment (phones, data wiring) | \$36,465 |
| Owner Costs | \$176,249 |
| Financing | |
| | ===== |
| TOTAL COST | \$7,590,233 |

| PROJECT FUNDING | PRIOR YEARS | 2005 | 2006 | 2007 | 2008 | 2009 | UNSPECIFIED | TOTAL |
|--------------------|-------------|------------|------------|------------|------------|------------|--------------------|--------------------|
| Gen Fund Cash/Debt | | | | | | | \$7,590,233 | \$7,590,233 |
| | | | | | | | | \$0 |
| | | | | | | | | \$0 |
| | | | | | | | | \$0 |
| TOTAL | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$7,590,233 | \$7,590,233 |

LEGISLATIVE ACTION TAKEN

FUTURE LEGISLATIVE ACTION
Authorize to Proceed, Advance Funding
Advertise/Award Bids
Issue Debt

Data: HCPW



CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

As of October 29, 2004

| | |
|-----------------------------|---------------------------------------|
| DEPARTMENT | Common Pleas |
| PERMANENT FUNDING | General Fund |
| PROGRAM | |
| PROJECT TITLE | Court House Renovation Phase 7 |
| PROJECT NUMBER | |
| SCHEDULED START | Future |
| SCHEDULED COMPLETION | |

DESCRIPTION AND LOCATION
Hamilton County Court House
1000 Main Street
Cincinnati, Ohio 45202

PURPOSE AND JUSTIFICATION
Renovation of Floors 3, 4 & 5 South.
Will bring this portion of Court House into compliance with ADA Regulations & Building Codes

SUMMARY OF IMPLICATIONS
Common Pleas Court Rooms.
Floors 3, 4 & 5 South side renovation and bring into code
Install new air handler for South side.

This very preliminary budget is based on a square footage cost.
Final cost to be developed after design complete.

Future operating costs have not been determined.

PROJECT COSTS

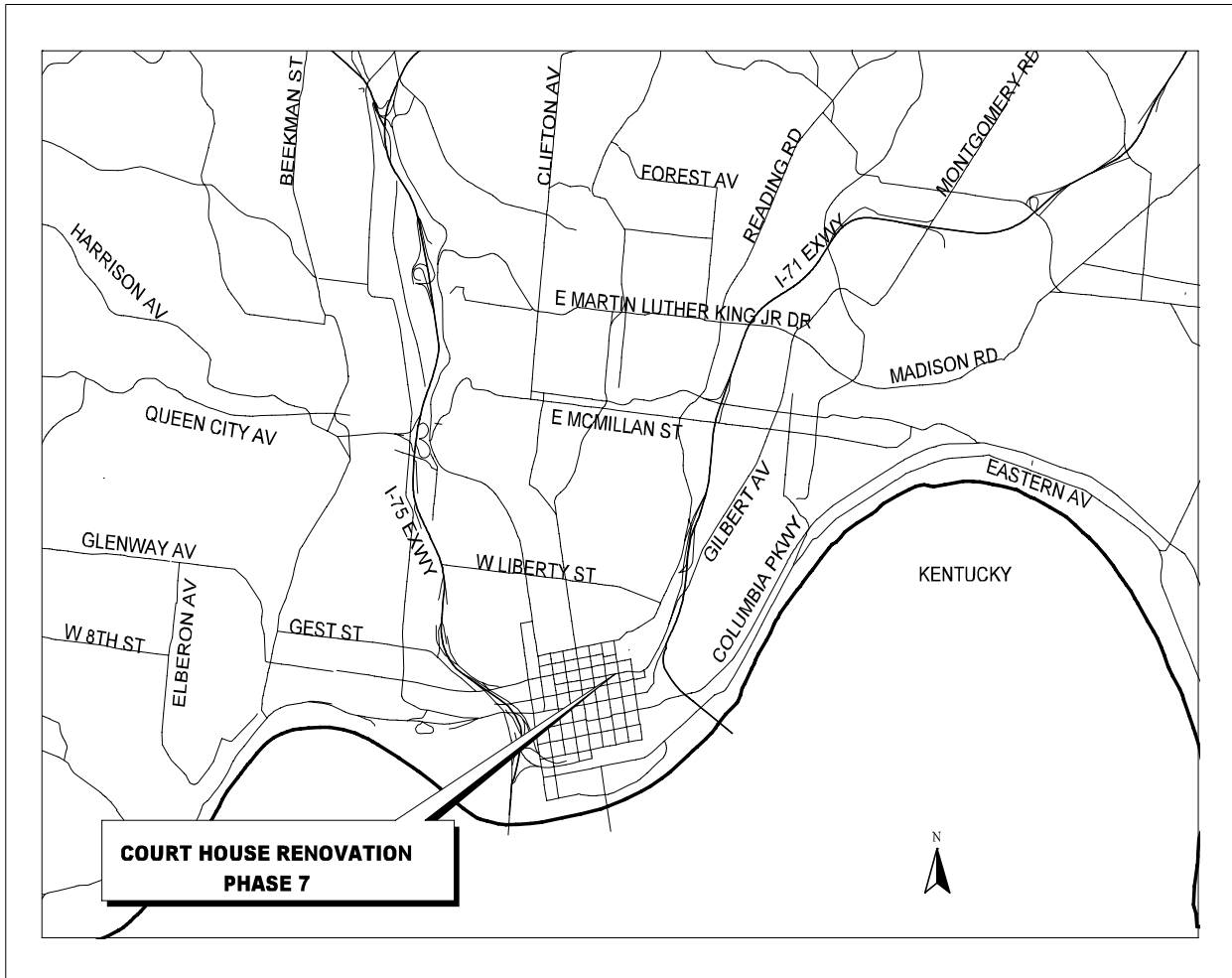
| | |
|---------------------------------------|--------------------|
| Land/Building Acquisition | |
| Design/Engineering/CM | \$1,507,734 |
| Other Consultants | \$48,620 |
| Construction | \$4,152,308 |
| Contingency | \$437,767 |
| Furniture | \$187,796 |
| Other Equipment (phones, data wiring) | \$37,559 |
| Owner Costs | \$176,249 |
| Financing | |
| | ===== |
| TOTAL COST | \$6,548,032 |

| PROJECT FUNDING | PRIOR YEARS | 2005 | 2006 | 2007 | 2008 | 2009 | UNSPECIFIED | TOTAL |
|--------------------|-------------|------|------|------|------|------|-------------|-------------|
| Gen Fund Cash/Debt | | | | | | | \$6,548,032 | \$6,548,032 |
| | | | | | | | | \$0 |
| | | | | | | | | \$0 |
| | | | | | | | | \$0 |
| TOTAL | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$6,548,032 | \$6,548,032 |

LEGISLATIVE ACTION TAKEN

FUTURE LEGISLATIVE ACTION
Authorize to Proceed, Advance Funding
Advertise/Award Bids
Issue Debt

Data:



CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

As of October 29, 2004

| | |
|-----------------------------|---------------------------------------|
| DEPARTMENT | Board of County Commissioners |
| PERMANENT FUNDING | General Fund |
| PROGRAM | |
| PROJECT TITLE | Court House Renovation Phase 8 |
| PROJECT NUMBER | |
| SCHEDULED START | Future |
| SCHEDULED COMPLETION | |

DESCRIPTION AND LOCATION
Hamilton County Court House
1000 Main Street
Cincinnati, Ohio 45202

PURPOSE AND JUSTIFICATION
Renovation of 3rd floor, center as needed

SUMMARY OF IMPLICATIONS
Unclaimed space, 3rd floor center.
Renovation of area as needed.

This very preliminary budget is based on a square footage cost.
Final cost to be developed after design complete.

Future operating costs have not been determined.

PROJECT COSTS

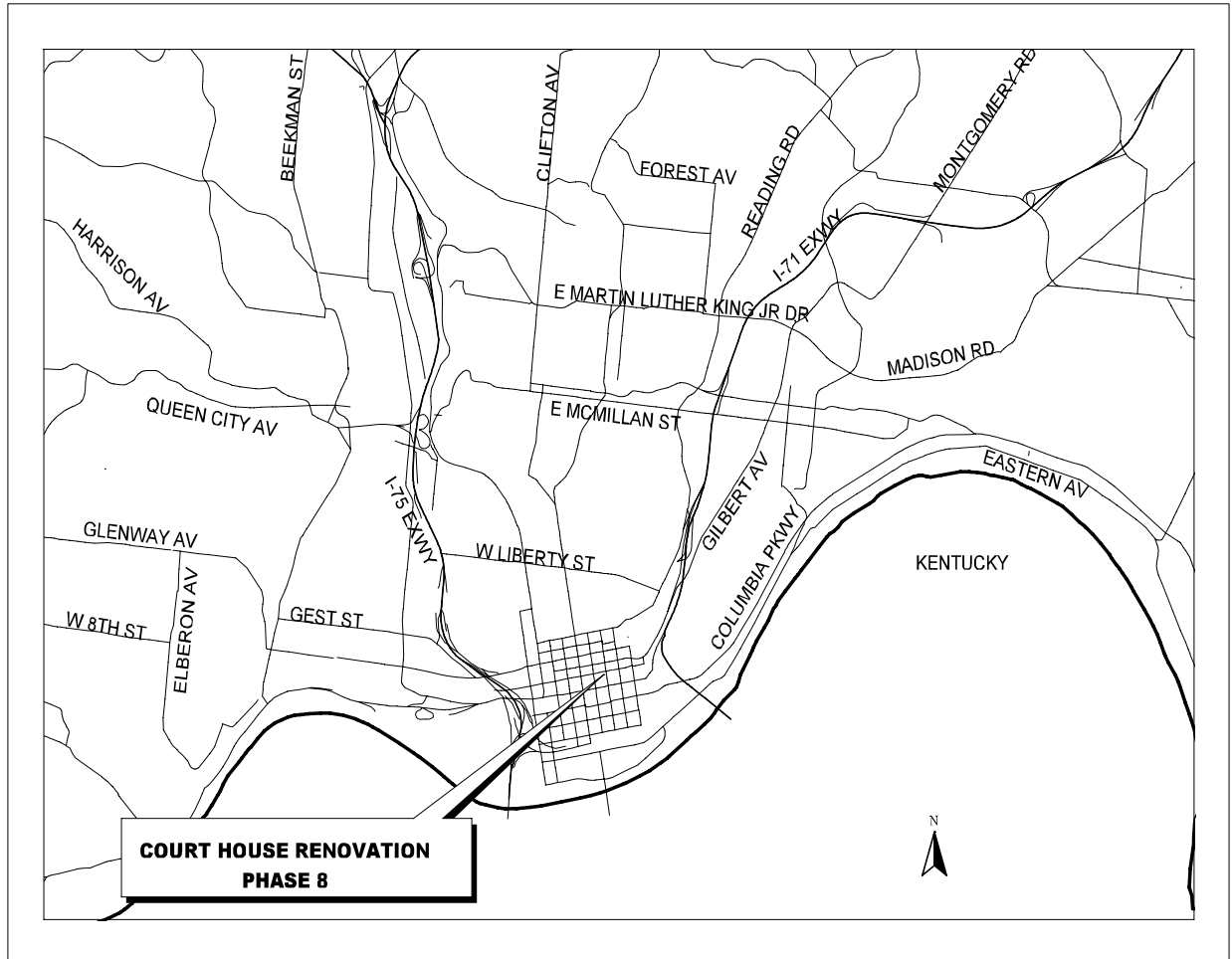
| | |
|---------------------------------------|--------------------|
| Land/Building Acquisition | |
| Design/Engineering/CM | \$1,443,842 |
| Other Consultants | \$48,620 |
| Construction | \$3,926,538 |
| Contingency | \$414,534 |
| Furniture | \$182,326 |
| Other Equipment (phones, data wiring) | \$37,559 |
| Owner Costs | \$176,249 |
| Financing | |
| | ===== |
| TOTAL COST | \$6,229,668 |

| PROJECT FUNDING | PRIOR YEARS | 2005 | 2006 | 2007 | 2008 | 2009 | UNSPECIFIED | TOTAL |
|--------------------|-------------|------------|------------|------------|------------|------------|--------------------|--------------------|
| Gen Fund Cash/Debt | | | | | | | \$6,229,668 | \$6,229,668 |
| | | | | | | | | \$0 |
| | | | | | | | | \$0 |
| | | | | | | | | \$0 |
| TOTAL | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$6,229,668 | \$6,229,668 |

LEGISLATIVE ACTION TAKEN

FUTURE LEGISLATIVE ACTION
Authorize to Proceed, Advance Funding
Advertise/Award Bids
Issue Debt

Data: HCPW



CIP Cash Flow Schedule

Approved Capital Projects

| | <u>Prior</u> | <u>2005</u> | <u>2006</u> | <u>2007</u> | <u>2008</u> | <u>2009</u> | <u>Beyond</u> | <u>Total</u> |
|---|--------------|-------------|-------------|-------------|-------------|-------------|---------------|--------------|
| Great American Ball Park, Riverfront Parking & Infrastructure Construction | | | | | | | | |
| Sales Tax | 51,298,504 | 13,263,328 | 13,895,239 | 14,687,133 | 15,425,472 | 15,657,470 | 450,997,111 | 575,224,257 |
| Sales Tax Bonds | 92,122,754 | - | - | - | - | - | - | 92,122,754 |
| State of Ohio | 50,513,500 | - | - | - | - | - | - | 50,513,500 |
| Parking Revenue Bonds | 24,298,750 | - | - | - | - | - | - | 24,298,750 |
| Cincinnati Reds | 42,207,973 | - | - | - | - | - | - | 42,207,973 |
| Freedom Center | 1,952,828 | - | - | - | - | - | - | 1,952,828 |
| County Engineer | 3,000,000 | - | - | - | - | - | - | 3,000,000 |
| City of Cincinnati | 25,806,639 | - | - | - | - | - | - | 25,806,639 |
| Investment Earnings | 13,098,452 | - | - | - | - | - | - | 13,098,452 |
| Schroer Avenue Drainage Improvement | | | | | | | | |
| General Fund Cash | 140,685 | - | - | - | - | - | - | 140,685 |
| Other Sources | | | | | | | | |
| MSD | 662,000 | - | - | - | - | - | - | 662,000 |
| County Engineer | 515,760 | - | - | - | - | - | - | 515,760 |
| Delhi Township | 131,900 | - | - | - | - | - | - | 131,900 |
| FEMA Grant | 650,000 | - | - | - | - | - | - | 650,000 |
| State Cap. Imp. Program | 2,482,650 | - | - | - | - | - | - | 2,482,650 |
| Communication Center Upgrade | | | | | | | | |
| 1 General Fund Cash/Debt | 1,652,000 | - | - | - | - | - | - | 1,652,000 |
| Air Handler Replacement | | | | | | | | |
| General Fund Advance | 2,245,106 | - | - | - | - | - | - | 2,245,106 |
| General Fund Repayment | (2,245,106) | - | - | - | - | - | - | (2,245,106) |
| Job & Family Services | 2,245,106 | - | - | - | - | - | - | 2,245,106 |
| Regional Emergency Management Agency | | | | | | | | |
| 1 General Fund Cash/Debt | - | 851,920 | - | - | - | - | - | 851,920 |
| 800 MHz Voice Radio System - Public Safety | | | | | | | | |
| General Fund Cash | 4,712,993 | - | - | - | - | - | - | 4,712,993 |
| General Fund Debt | 2,728,465 | 925,775 | 20,415,775 | - | - | - | - | 24,070,015 |
| General Fund Repayment | - | (100,000) | - | - | - | - | - | (100,000) |
| Other Sources | | | | | | | | |
| Dept. of Justice Grant | 800,000 | - | - | - | - | - | - | 800,000 |
| Total Impact - Approved | | | | | | | | |
| 1 General Fund Cash/Debt | 1,652,000 | 851,920 | - | - | - | - | - | 2,503,920 |
| General Fund Cash | 4,853,678 | (100,000) | - | - | - | - | - | 4,753,678 |
| General Fund Debt | 2,728,465 | 925,775 | 20,415,775 | - | - | - | - | 24,070,015 |
| Other Sources | | | | | | | | |
| Sales Tax | 92,122,754 | - | - | - | - | - | - | 92,122,754 |
| Sales Tax Bonds | 51,298,504 | 13,263,328 | 13,895,239 | 14,687,133 | 15,425,472 | 15,657,470 | 450,997,111 | 575,224,257 |
| State of Ohio | 50,513,500 | - | - | - | - | - | - | 50,513,500 |
| Parking Revenue Bonds | 24,298,750 | - | - | - | - | - | - | 24,298,750 |
| Cincinnati Reds | 42,207,973 | - | - | - | - | - | - | 42,207,973 |
| Freedom Center | 1,952,828 | - | - | - | - | - | - | 1,952,828 |
| City of Cincinnati | 25,806,639 | - | - | - | - | - | - | 25,806,639 |
| Investment Earnings | 13,098,452 | - | - | - | - | - | - | 13,098,452 |
| Delhi Township | 131,900 | - | - | - | - | - | - | 131,900 |
| State Cap. Imp. Program | 2,482,650 | - | - | - | - | - | - | 2,482,650 |
| Grants | | | | | | | | |
| Dept. of Justice | 800,000 | - | - | - | - | - | - | 800,000 |
| FEMA | 650,000 | - | - | - | - | - | - | 650,000 |
| Other County Agencies | | | | | | | | |
| County Engineer | 3,515,760 | - | - | - | - | - | - | 3,515,760 |
| Job & Family Services | 2,245,106 | - | - | - | - | - | - | 2,245,106 |
| MSD | 662,000 | - | - | - | - | - | - | 662,000 |

1 It has not been determined if the county will fund these projects with cash or debt. The county general fund will be the source of payment, whether in cash or in the form of debt service payments.

Completed and Debt Financed Capital Projects

CIP Cash Flow Schedule

| | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond |
|--|-------------|-------------|-------------|-------------|-------------|---------------|
| Adult Justice Facility | | | | | | |
| 6 General Fund | 370,175 | - | - | - | - | - |
| Convention Center | | | | | | |
| 6 General Fund | 866,000 | - | - | - | - | - |
| Courthouse Annex (Administration Building) | | | | | | |
| 6 General Fund | 582,244 | 553,163 | 524,081 | - | - | - |
| Courthouse Exterior | | | | | | |
| 6 General Fund | 117,250 | 111,500 | 105,750 | - | - | - |
| County Facilities Repairs | | | | | | |
| General Fund | 408,500 | 412,225 | 410,125 | 402,475 | 409,550 | 3,226,000 |
| 800 Broadway Acquisition | | | | | | |
| General Fund | 1,099,625 | 1,057,000 | 1,008,600 | 960,800 | 918,600 | 2,477,400 |
| 800 Broadway Renovation | | | | | | |
| 2 General Fund | 631,100 | 611,500 | 589,750 | 568,250 | 544,750 | 2,711,625 |
| Alms & Doepke Acquisition | | | | | | |
| 1,2 General Fund | 598,700 | 599,600 | 597,975 | 596,100 | 596,550 | 2,382,675 |
| Alms & Doepke Renovation | | | | | | |
| 1,2 General Fund | 2,012,900 | 1,972,700 | 1,945,200 | 1,917,450 | 1,881,850 | 8,992,850 |
| Juvenile Court Youth Center | | | | | | |
| 2 General Fund | 1,286,875 | 1,262,575 | 1,243,575 | 1,229,450 | 1,205,200 | 5,754,775 |
| Bridgetown/Zion Waterline | | | | | | |
| 2 Water Rotary | 67,300 | 66,300 | 65,050 | 63,800 | 67,300 | 313,175 |
| Water West - Phase 1A | | | | | | |
| 2,5 Water Rotary | 561,956 | 566,576 | 564,201 | 566,461 | 566,780 | 3,571,456 |
| 230 E. Ninth Street Acquisition | | | | | | |
| General Fund | 263,911 | 260,991 | 247,831 | 244,911 | 231,624 | 1,409,830 |
| 230 E. Night Street Renovation | | | | | | |
| General Fund | 2,013,519 | 2,020,988 | 2,025,381 | 2,036,700 | 2,044,431 | 16,645,023 |
| ADA, 800 Broadway, Relamp | | | | | | |
| General Fund | 241,073 | 231,710 | 227,348 | 212,718 | 203,355 | 383,355 |
| Ohio National Properties Acquisition | | | | | | |
| 3 General Fund | 345,775 | 346,150 | 340,975 | 340,525 | 339,525 | 2,708,200 |
| Ohio National Properties Renovation | | | | | | |
| 3 General Fund | 990,759 | 991,279 | 985,599 | 988,959 | 980,879 | 8,914,245 |
| Court House Renovators | | | | | | |
| General Fund | 1,267,690 | 1,276,330 | 1,273,010 | 1,278,220 | 1,276,470 | 11,663,640 |
| A&D Parking Garage | | | | | | |
| Enterprise Fund | 692,125 | 695,438 | 693,113 | 695,363 | 696,975 | 10,555,150 |
| Ohio National Properties Renovation - Phase 2 | | | | | | |
| 3 General Fund | 112,835 | 111,048 | 113,848 | 111,448 | 114,048 | 1,344,070 |
| Water West - Phase 2 | | | | | | |
| Water Rotary | 131,005 | 128,893 | 126,293 | 128,693 | 130,893 | 1,530,640 |
| Paul Brown Stadium | | | | | | |
| Sales Tax | 20,016,154 | 20,329,244 | 20,721,600 | 21,087,421 | 21,202,368 | 654,897,259 |
| Total Impact - Debt Financed | | | | | | |
| 4 General Fund | 13,208,930 | 11,818,758 | 11,639,047 | 10,888,005 | 10,746,831 | 68,613,688 |
| Other Sources | | | | | | |
| Sales Tax | 20,016,154 | 20,329,244 | 20,721,600 | 21,087,421 | 21,202,368 | 654,897,259 |
| Water Rotary | 760,261 | 761,769 | 755,544 | 758,954 | 764,972 | 5,415,271 |
| A&D Parkhaus | 692,125 | 695,438 | 693,113 | 695,363 | 696,975 | 10,555,150 |

1 Offset by JFS annual Lease of \$2,389,405 begun in 1995

2 These issues were refunded on 9/15/04.

3 Debt will be mostly offset by charges to JFS and DOES.

4 The Debt Service Appropriation in the Operating Budget includes payments for bank service fees.

5 Includes WW1A - a,b,c/a,b,c ag. deferred/ d & service branches

6 Reserve within the debt service fund to pay this debt

**Metropolitan Sewer District of Greater Cincinnati
Capital Improvement Plan**

2005-2009



Metropolitan Sewer District of Greater Cincinnati

Capital Improvement Program 2005-2009

| | 2005 | 2006 | 2007 | 2008 | 2009 | Total |
|-----------------------------------|-------------------|-------------------|--------------------|--------------------|--------------------|--------------------|
| Beginning Fund Balance | 3,459,614 | 10,185,449 | 1,274,149 | 4,224,699 | 2,440,490 | |
| Revenue | | | | | | |
| Bond Proceeds | - | - | - | - | - | - |
| Financing Required | 61,000,000 | 61,000,000 | 106,000,000 | 106,000,000 | 98,000,000 | 432,000,000 |
| Interest | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 10,000,000 |
| Tap-In Fees | 4,000,000 | 4,000,000 | 4,000,000 | 4,000,000 | 4,000,000 | 20,000,000 |
| Transfer from Operating | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 25,000,000 |
| Closeouts & Loan Repayments | - | - | - | - | - | - |
| Outside Contribution | - | - | - | - | - | - |
| Other Sources | - | 15,693,600 | 837,150 | 3,816,000 | 2,272,500 | 22,619,250 |
| Transfer from Reserve | - | - | - | - | - | - |
| Total Available Funds | 75,459,614 | 97,879,049 | 119,111,299 | 125,040,699 | 113,712,990 | 513,078,864 |
| Capital Projects | | | | | | |
| Combined Sewer Overflows (CSOs) | 16,010,840 | 20,310,500 | 17,954,000 | 17,132,000 | 36,010,000 | 107,417,340 |
| Sanitary Sewer Overflows (SSOs) | 1,720,100 | 2,738,000 | 500,000 | 24,585,000 | 37,351,400 | 66,894,500 |
| Water in Basement Projects (WIBs) | 7,855,200 | 8,892,000 | 8,306,000 | 8,500,000 | 10,500,000 | 44,053,200 |
| Treatment | 15,223,000 | 21,917,500 | 62,851,000 | 39,528,000 | - | 139,519,500 |
| Sewers | 17,516,100 | 27,243,600 | 19,879,200 | 24,431,500 | 15,068,000 | 104,138,400 |
| Long Range Planning/Quest | 4,448,925 | 13,003,300 | 2,896,400 | 5,923,709 | 3,030,000 | 29,302,334 |
| Assessment Projects | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 12,500,000 |
| Easement/General | - | - | - | - | - | - |
| Total Expenditures | 65,274,165 | 96,604,900 | 114,886,600 | 122,600,209 | 104,459,400 | 503,825,274 |
| Ending Fund Balance | 10,185,449 | 1,274,149 | 4,224,699 | 2,440,490 | 9,253,590 | 9,253,590 |

Metropolitan Sewer District of Greater Cincinnati

Combined Sewer Overflow Projects (CSOs) FY 2005

| CIP Number | Project Type | Project Name | Priority | Funding | | |
|------------------------------------|-----------------|---|----------|-------------------|----------|-------------------|
| | | | | MSD | Other | Total |
| 97-88-1 | CD | Eastern/Delta Sewer Separation, Phase 1 | 475 | 14,470,840 | - | 14,470,840 |
| 97-88-3 | CD | Eastern/Delta Sewer Separation, Phase 3 (Design) | 475 | 862,000 | - | 862,000 |
| 2005-05 | HW/DW | Krohn Conservatory Sewer Relocation (Design) | 426 | 45,300 | - | 45,300 |
| 2005-06 | HW/DW | CSO 426A & CSO 426B Relocation (Design) | 354 | 58,200 | - | 58,200 |
| 2005-38 | CD | CSO #86 Relocation - HW/DW Protection | 277 | 219,500 | - | 219,500 |
| 2004-06 | IMPROV | CSO 487 Twin Outfall (Design) | 110 | 355,000 | - | 355,000 |
| Total Planned Project Costs | | | | 16,010,840 | - | 16,010,840 |

CD Under consent decree
 ELIM Elimination of CSO
 FLOOD To prevent disastrous flooding
 HW/DW High water-dry weather required
 IMPROV Dependent upon outside project
 SEPAR Sewer separation (storm inlet/buildings)

Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|--|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Eastern and Delta Avenue Sewer Separation, Phase 1 |
| CIP Number | 97-88-01 |
| Schedule Start Date | 10/01/2005 |
| CIP Type | Combined Sewer Overflow Projects (CSOs) |

Description and Location
 This project consists of the installation of approximately 5382 feet of 48 inch interceptor sewer by micro-tunneling and approximately 208 feet of 24 inch sanitary sewers from the Little Miami Wastewater Treatment Plant to the intersection of Eastern Avenue and Congress Avenue. This project is the first of four phases to eliminate the Delta Avenue Pump Station and provide High Water/Dry Weather Protection to five CSOs. This project is located in the East End and Columbia Tusculum neighborhoods of the City of Cincinnati.

Purpose and Justification
 This project will eliminate 3 CSOs (467, 467A, 657) and the Delta Avenue Pump Station and relocate 2 CSOs (468, 469) upstream to provide High Water/Dry Weather Protection. CSOs 467, 467A and 657 also require High Water/Dry Weather Protection. This project will also provide for the redevelopment of the Columbia Tusculum area of Cincinnati and greatly improve the water quality in the Ohio River within the area.

Summary of Implication
 This project will decrease maintenance costs at the CSOs and the Delta Avenue Pump Station by approximately \$38,500 per year on average. This project is under agreement with the USEPA in order to meet the Global Consent Decree requirements as found in Exhibit One with a mandatory construction completion date of December 31, 2007. Upon failure to complete the project on time, \$5,000 per day penalties are stipulated.

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|------------------------|---------------------|------------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$400,000.00 | \$400,000.00 | \$0.00 |
| Right-of-Way | \$50,000.00 | \$50,000.00 | \$0.00 |
| Construction | \$12,444,000.00 | \$0.00 | \$12,444,000.00 |
| Contingency | \$1,244,400.00 | \$0.00 | \$1,244,400.00 |
| Field Eng & Inspection | \$110,000.00 | \$0.00 | \$110,000.00 |
| MSD Administration | \$10,000.00 | \$10,000.00 | \$0.00 |
| Miscellaneous Expense | \$100,000.00 | \$50,000.00 | \$50,000.00 |
| Interest / Financing | \$498,000.00 | \$0.00 | \$498,000.00 |
| Construction Admin | \$124,440.00 | \$0.00 | \$124,440.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$14,980,840.00 | \$510,000.00 | \$14,470,840.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|--------------|-----------------|--------|----------------------------------|--------|--------|-------------|-----------------|
| Sewer Service Charge | \$510,000.00 | \$14,470,840.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$14,980,840.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| Aug 2000 | | | | Oct 2005 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Eastern and Delta Avenue Sewer Separation, Phase 3 Design |
| CIP Number | 97-88-03 |
| Schedule Start Date | 06/01/2005 |
| CIP Type | Combined Sewer Overflow Projects (CSOs) |

Description and Location

This project consists of the installation of approximately 10,000 feet of sanitary and storm sewers to provide sewer separation between the areas of Stanley Avenue, Kellogg Avenue, Carrell Street and Eastern Avenue. This project is the third of four phases to eliminate the Delta Avenue Pump Station and provide High Water/Dry Weather Protection to five CSOs. This project is located in the East End and Columbia Tusculum neighborhoods of the City of Cincinnati.

Purpose and Justification

This project will eliminate 3 CSOs (467, 467A, 657) and the Delta Avenue Pump Station and relocate 2 CSOs (468, 469) upstream to provide High Water/Dry Weather Protection. CSOs 467, 467A and 657 also require High Water/Dry Weather Protection. This project will also provide for the redevelopment of the Columbia Tusculum area of Cincinnati and greatly improve the water quality in the Ohio River within the area.

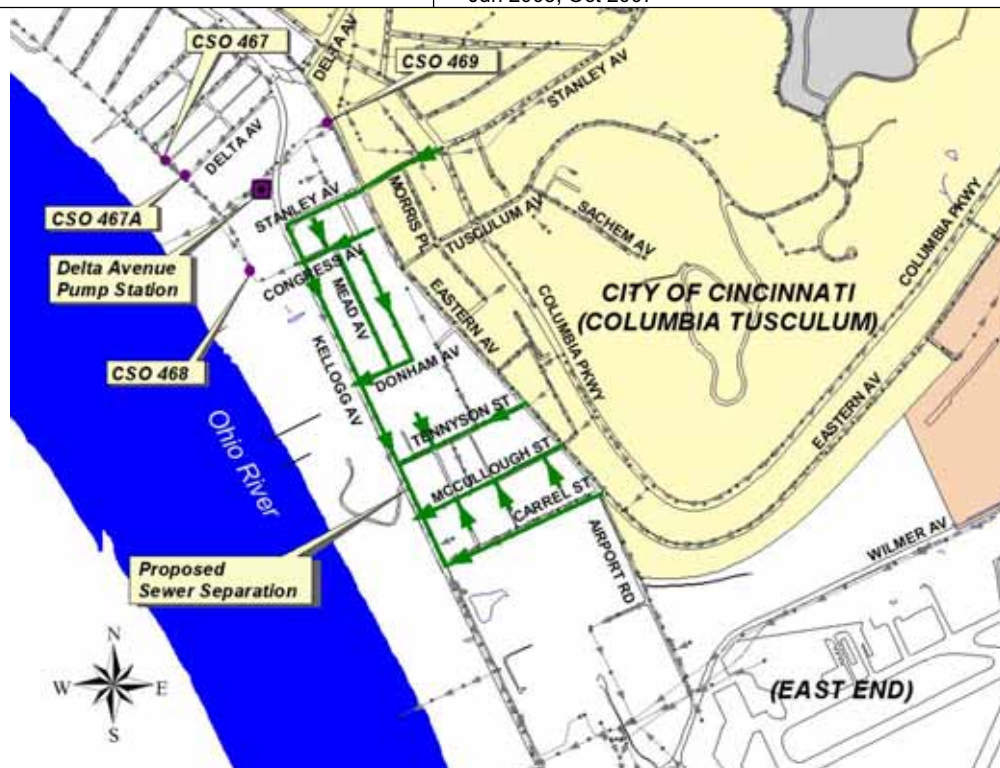
Summary of Implication

This project will decrease maintenance costs at the CSOs and the Delta Avenue Pump Station by approximately \$38,500 per year on average. This project is under agreement with the USEPA in order to meet the Global Consent Decree requirements as found in Exhibit One with a mandatory construction completion date of December 31, 2009. Upon failure to complete the project on time, \$5,000 per day penalties are stipulated.

Cost Description

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|-----------------------|----------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$600,000.00 | \$0.00 | \$600,000.00 |
| Right-of-Way | \$100,000.00 | \$0.00 | \$100,000.00 |
| Construction | \$6,200,000.00 | \$0.00 | \$0.00 |
| Contingency | \$620,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$110,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$62,000.00 | \$0.00 | \$62,000.00 |
| Miscellaneous Expense | \$165,000.00 | \$0.00 | \$100,000.00 |
| Interest / Financing | \$295,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$62,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$8,214,000.00 | \$0.00 | \$862,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------|----------------------------------|----------------|----------------|-------------|----------------|
| Sewer Service Charge | \$0.00 | \$862,000.00 | \$0.00 | \$7,352,000.00 | \$7,352,000.00 | \$7,352,000.00 | \$0.00 | \$8,214,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Jun 2005, Oct 2007 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Krohn Conservatory Sewer Relocation Design |
| CIP Number | 2005-05 |
| Schedule Start Date | 02/01/2005 |
| CIP Type | Combined Sewer Overflow Projects (CSOs) |

Description and Location
 This project consists of the installation of approximately 715 feet of sanitary sewer on Eden Park Drive within Eden Park. This project is located in the Walnut Hills and Mount Adams neighborhoods within the City of Cincinnati.

Purpose and Justification
 This project will redirect sewer service for Krohn Conservatory from discharging into existing storm sewers located at Martin Drive that currently outlet into the Ohio River to an existing combined sewer.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|--------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$21,200.00 | \$0.00 | \$21,200.00 |
| Right-of-Way | \$10,000.00 | \$0.00 | \$10,000.00 |
| Construction | \$211,300.00 | \$0.00 | \$0.00 |
| Contingency | \$31,700.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$32,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$2,200.00 | \$0.00 | \$2,200.00 |
| Miscellaneous Expense | \$11,900.00 | \$0.00 | \$11,900.00 |
| Interest / Financing | \$7,200.00 | \$0.00 | \$0.00 |
| Construction Admin | \$22,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$349,500.00 | \$0.00 | \$45,300.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|-------------|--------------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$45,300.00 | \$304,200.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$349,500.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Feb 2005, Oct 2006 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | CSO 426A & B Relocation and Consolidation Design |
| CIP Number | 2005-06 |
| Schedule Start Date | 02/01/2005 |
| CIP Type | Combined Sewer Overflow Projects (CSOs) |

Description and Location
 This project consists of the installation of approximately 310 feet of sewer on River Road between Evans and Church Streets. This project is located in the Lower Price Hill neighborhood within the City of Cincinnati.

Purpose and Justification
 This project will relocate CSO426A and CSO426B out of River Road and upstream into less traveled areas to provide High Water/Dry Weather Protection as required by OEPA. By relocating these CSOs, area storm water from inlets can be removed from the combined sewer providing partial sewer separation of the area.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|--------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$39,200.00 | \$0.00 | \$39,200.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$391,200.00 | \$0.00 | \$0.00 |
| Contingency | \$58,700.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$16,800.00 | \$0.00 | \$0.00 |
| MSD Administration | \$4,000.00 | \$0.00 | \$4,000.00 |
| Miscellaneous Expense | \$15,000.00 | \$0.00 | \$15,000.00 |
| Interest / Financing | \$2,500.00 | \$0.00 | \$0.00 |
| Construction Admin | \$4,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$531,400.00 | \$0.00 | \$58,200.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|-------------|--------------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$58,200.00 | \$473,200.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$531,400.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Feb 2005, Oct 2006 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | CSO 86 Relocation - High Water/Dry Weather Protection |
| CIP Number | 2005-38 |
| Schedule Start Date | 04/01/2005 |
| CIP Type | Combined Sewer Overflow Projects (CSOs) |

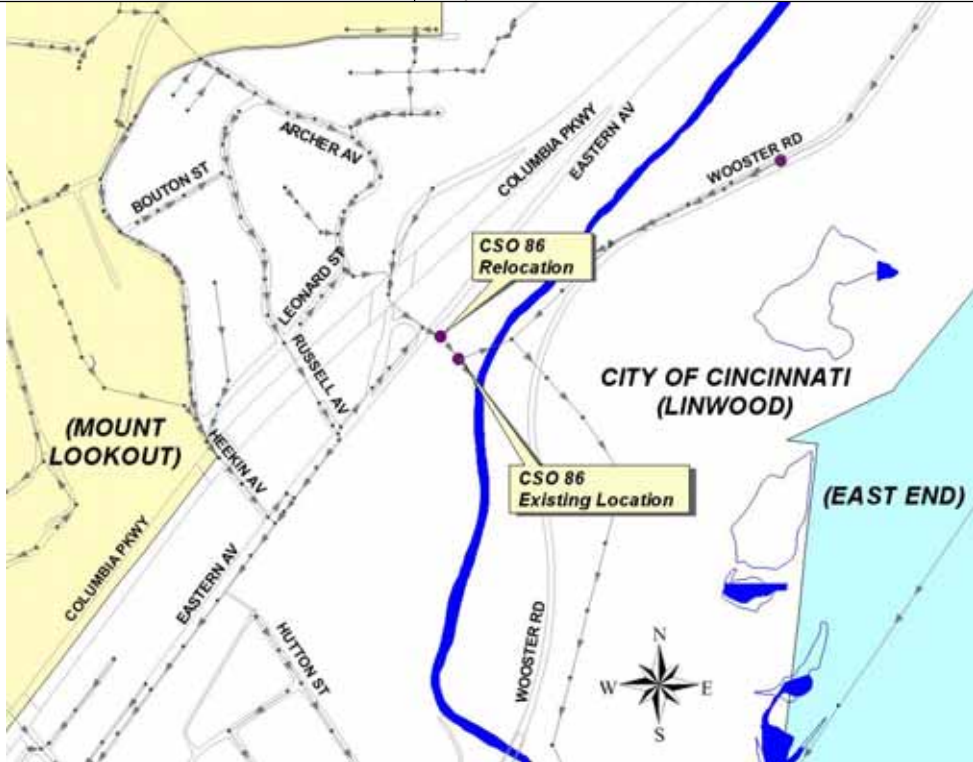
Description and Location
 This project consists of the relocation of CSO 86, Archer Street, from the Duck Creek to the south side of Eastern Avenue. This project is located in the Linwood neighborhood within the City of Cincinnati.

Purpose and Justification
 This project will provide High Water/Dry Weather protection for CSO 86. This project is an Exhibit 1 project within the Global Consent decree and has a mandated substantial completion of construction date of 12/31/06.

Summary of Implication
 This project is under agreement with the USEPA in order to meet the Global Consent Decree requirements as found in Exhibit One with a mandatory construction completion date of December 31, 2006. Upon failure to complete the project on time, \$5,000 per day penalties are stipulated.

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|--------------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$12,000.00 | \$12,000.00 | \$0.00 |
| Right-of-Way | \$20,000.00 | \$20,000.00 | \$0.00 |
| Construction | \$150,000.00 | \$0.00 | \$150,000.00 |
| Contingency | \$30,000.00 | \$0.00 | \$30,000.00 |
| Field Eng & Inspection | \$25,000.00 | \$0.00 | \$25,000.00 |
| MSD Administration | \$9,134.00 | \$1,134.00 | \$8,000.00 |
| Miscellaneous Expense | \$6,738.00 | \$1,738.00 | \$5,000.00 |
| Interest / Financing | \$1,500.00 | \$0.00 | \$1,500.00 |
| Construction Admin | \$0.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$254,372.00 | \$34,872.00 | \$219,500.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$34,872.00 | \$219,500.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$254,372.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| Mar 2001 | | | | April 2005 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | CSO #487 Twin Outfall Sewer (Design) |
| CIP Number | 2004-06 |
| Schedule Start Date | 06/01/2005 |
| CIP Type | Combined Sewer Overflow Projects (CSOs) |

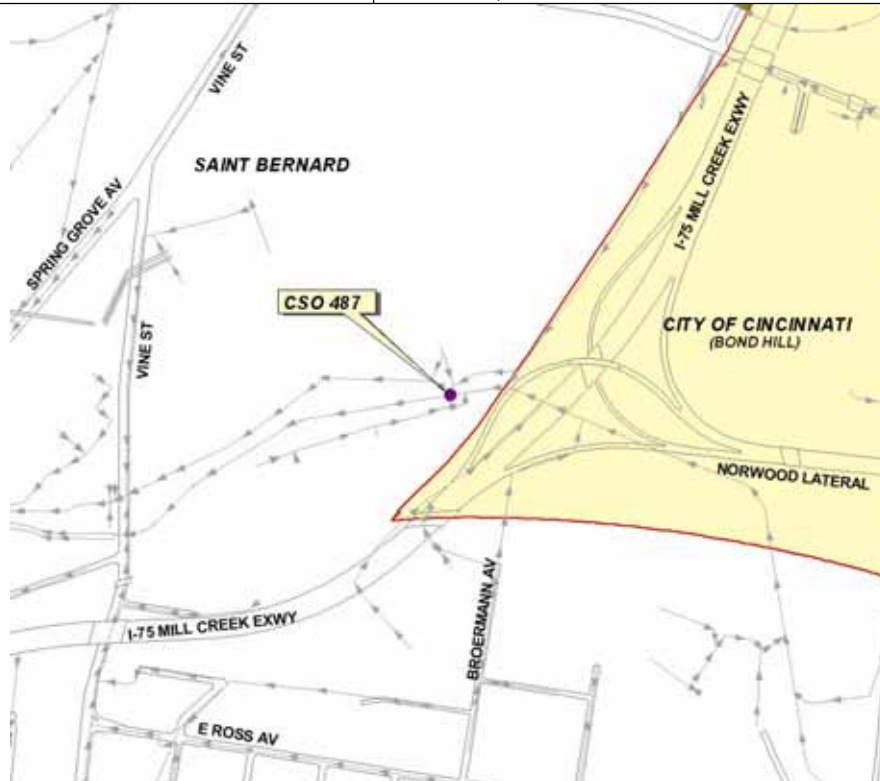
Description and Location
 This project consists of constructing movable dams and/or gates in order to utilize the existing capacity within the outfall pipes of CSO #487 for storage during various rain-induced overflow events. CSO #487 is located within the City of St. Bernard, approximately 200 feet west of the westbound ramp of the Norwood Lateral heading southbound to Interstate 75.

Purpose and Justification
 This project will use Real Time Control (RTC) strategies to create storage opportunities in existing large outfall pipes leading to the Mill Creek. The proposed facility is believed to be more cost effective than other options such as High Rate Treatment Facilities or traditional storage facilities to store CSO discharges for this CSO location. During preliminary RTC simulations, the proposed project was shown to significantly reduce wet weather discharges from the existing CSO outfall pipes for the smaller, more frequent rain events.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|-----------------------|---------------------|---------------------|
| Preliminary Studies | \$430,000.00 | \$430,000.00 | \$0.00 |
| Design | \$250,000.00 | \$0.00 | \$250,000.00 |
| Right-of-Way | \$100,000.00 | \$0.00 | \$100,000.00 |
| Construction | \$2,500,000.00 | \$0.00 | \$0.00 |
| Contingency | \$250,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$90,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$36,000.00 | \$9,000.00 | \$5,000.00 |
| Miscellaneous Expense | \$150,000.00 | \$30,000.00 | \$0.00 |
| Interest / Financing | \$199,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$0.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$4,005,000.00 | \$469,000.00 | \$355,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|--------------|--------------|----------------|----------------------------------|--------|--------|-------------|----------------|
| Sewer Service Charge | \$469,000.00 | \$355,000.00 | \$3,181,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$4,005,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| June 2004 | | | | Jun 2005, Nov 2006 | | | | |



Metropolitan Sewer District of Greater Cincinnati

Sanitary Sewer Overflow Projects (SSOs) FY 2005

| CIP Number | Project Type | Project Name | Priority | Funding | | |
|------------------------------------|--------------|--|----------|------------------|----------|------------------|
| | | | | MSD | Other | Total |
| 2003-08-02 | CD | Capacity Assurance Plan | 410 | 1,320,000 | | 1,320,000 |
| 2004-07 | GA | Laboiteaux Ave. Sewer Replacement - SSO 597 Elimination | 202 | 292,100 | | 292,100 |
| 2005-7 | GA | SSO 574 Elimination - North College Hill (Design) | 143 | 108,000 | | 108,000 |
| Total Planned Project Costs | | | | 1,720,100 | - | 1,720,100 |

CD Under consent decree
 GA Generally active SSO
 GI Generally in-active SSO
 HA Highly active SSO

Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Capacity Assurance Plan, Phase 2 |
| CIP Number | 2003-08-02 |
| Schedule Start Date | 01/01/2005 |
| CIP Type | Sanitary Sewer Overflow Projects (SSOs) |

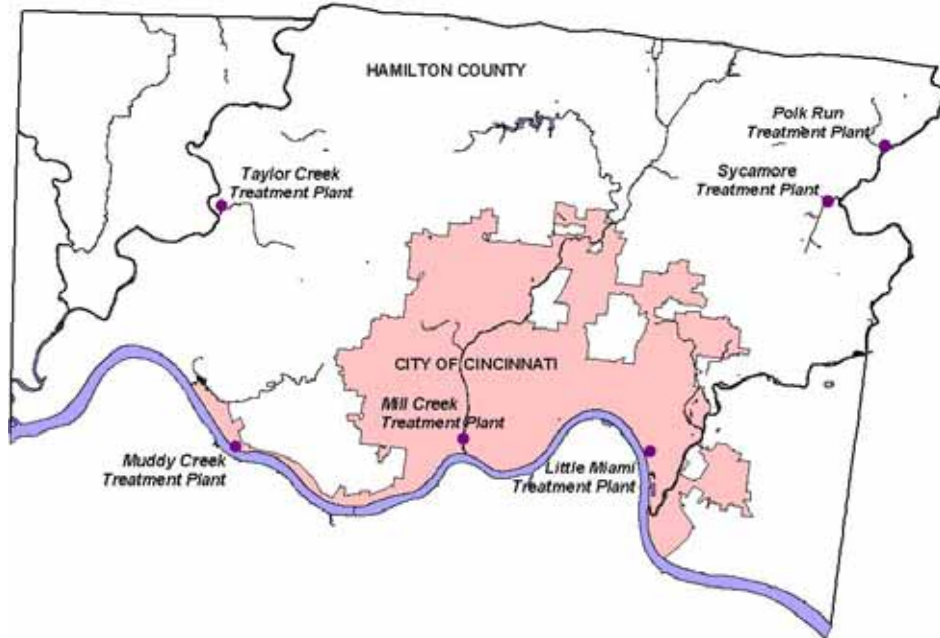
Description and Location
 This project will include coordination, prioritization, and scheduling of the Capacity Assurance Program Plan with the CSO Long Term Control Plan Update into a comprehensive Wet Weather Program, within the MSD service area.

Purpose and Justification
 This project will develop a plan to address all capacity related SSO and CSO issues within the MSD service area, as required by the SSO Consent Decree and Global Consent Decree.

Summary of Implication
 This project is required by the USEPA in order to meet the Partial SSO Consent Decree requirements as found in Section VII - E and within Exhibit 4.

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|-----------------------|-----------------------|-----------------------|
| Preliminary Studies | \$4,500,000.00 | \$3,300,000.00 | \$1,200,000.00 |
| Design | \$0.00 | \$0.00 | \$0.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$0.00 | \$0.00 | \$0.00 |
| Contingency | \$450,000.00 | \$330,000.00 | \$120,000.00 |
| Field Eng & Inspection | \$0.00 | \$0.00 | \$0.00 |
| MSD Administration | \$0.00 | \$0.00 | \$0.00 |
| Miscellaneous Expense | \$0.00 | \$0.00 | \$0.00 |
| Interest / Financing | \$0.00 | \$0.00 | \$0.00 |
| Construction Admin | \$0.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$4,950,000.00 | \$3,630,000.00 | \$1,320,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|----------------|----------------|--------|----------------------------------|--------|--------|-------------|----------------|
| Sewer Service Charge | \$3,630,000.00 | \$1,320,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$4,950,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| Mar 2004 | | | | Jan 2005 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | LaBoiteaux Avenue Sewer Replacement |
| CIP Number | 2004-07 |
| Schedule Start Date | 01/01/2005 |
| CIP Type | Sanitary Sewer Overflow Projects (SSOs) |

Description and Location
 This project consists of the installation of 562 feet of sanitary sewer from the intersection of Galbraith Road and La Boiteaux Avenue to the north on LaBoiteaux Avenue. This project is located within the City of North College Hill.

Purpose and Justification
 This project will eliminate the Generally Active SSO 597 by diverting flow to the recently constructed 15 inch sewer within Galbraith Road and provide relief from WIB complaints in the area.

Summary of Implication
 This project will eliminate the maintenance costs at the SSO by approximately \$3,500 per year, and eliminate a Generally Active SSO.

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|--------------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$19,800.00 | \$19,800.00 | \$0.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$220,000.00 | \$0.00 | \$220,000.00 |
| Contingency | \$41,000.00 | \$0.00 | \$41,000.00 |
| Field Eng & Inspection | \$25,200.00 | \$0.00 | \$25,200.00 |
| MSD Administration | \$4,000.00 | \$0.00 | \$4,000.00 |
| Miscellaneous Expense | \$8,000.00 | \$8,000.00 | \$0.00 |
| Interest / Financing | \$1,900.00 | \$0.00 | \$1,900.00 |
| Construction Admin | \$0.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$319,900.00 | \$27,800.00 | \$292,100.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$27,800.00 | \$292,100.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$319,900.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| Jun 2004 | | | | Jan 2005 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | SSO 574 Elimination - North College Hill Design |
| CIP Number | 2005-07 |
| Schedule Start Date | 02/01/2005 |
| CIP Type | Sanitary Sewer Overflow Projects (SSOs) |

Description and Location
 This project consists of the installation of approximately 950 feet of 15 inch sanitary sewer from the intersection of Betts Avenue and Dallas Avenue to the intersection of Dallas Avenue and Simpson Avenue. This project is located within the City of North College Hill.

Purpose and Justification
 This project will eliminate the generally inactive SSO No. 574 and remediate area Water in Basements.

Summary of Implication
 This project will eliminate the maintenance costs at the SSO by approximately \$3,500 per year, and eliminate a Generally Inactive SSO. This project will also remediate area Water in Basements.

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$82,500.00 | \$0.00 | \$82,500.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$550,000.00 | \$0.00 | \$0.00 |
| Contingency | \$55,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$31,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$5,500.00 | \$0.00 | \$5,500.00 |
| Miscellaneous Expense | \$25,000.00 | \$0.00 | \$20,000.00 |
| Interest / Financing | \$8,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$5,500.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$762,500.00 | \$0.00 | \$108,000.00 |

| Project Funding | Prior Years | 2004 | 2005 | 2006 | 2007 | 2008 | Beyond 2008 | Total |
|---------------------------------|-------------|--------------|--------------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$108,000.00 | \$654,500.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$762,500.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Feb 2005, Aug 2006 | | | | |



Metropolitan Sewer District of Greater Cincinnati

Water in Basement Projects (WIBs)

FY 2005

| CIP Number | Project Type | Project Name | Priority | Funding | | |
|------------------------------------|--------------|---|----------|------------------|----------|------------------|
| | | | | MSD | Other | Total |
| 2005-8 | COMB | Jamar Ave. Sewer Upgrade/Detention (Easement) | 249 | 202,000 | - | 202,000 |
| 2005-9 | SAN/ COMB | WIB Prevention Program | 130 | 7,500,000 | - | 7,500,000 |
| 2002-22 | SAN | Canyon Drive Sewer Replacement | 128 | 153,200 | - | 153,200 |
| Total Planned Project Costs | | | | 7,855,200 | - | 7,855,200 |

Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Jamar Drive Sewer Separation Easement Legislation |
| CIP Number | 2005-08 |
| Schedule Start Date | 02/01/2005 |
| CIP Type | Water In Basement (WIBs) |

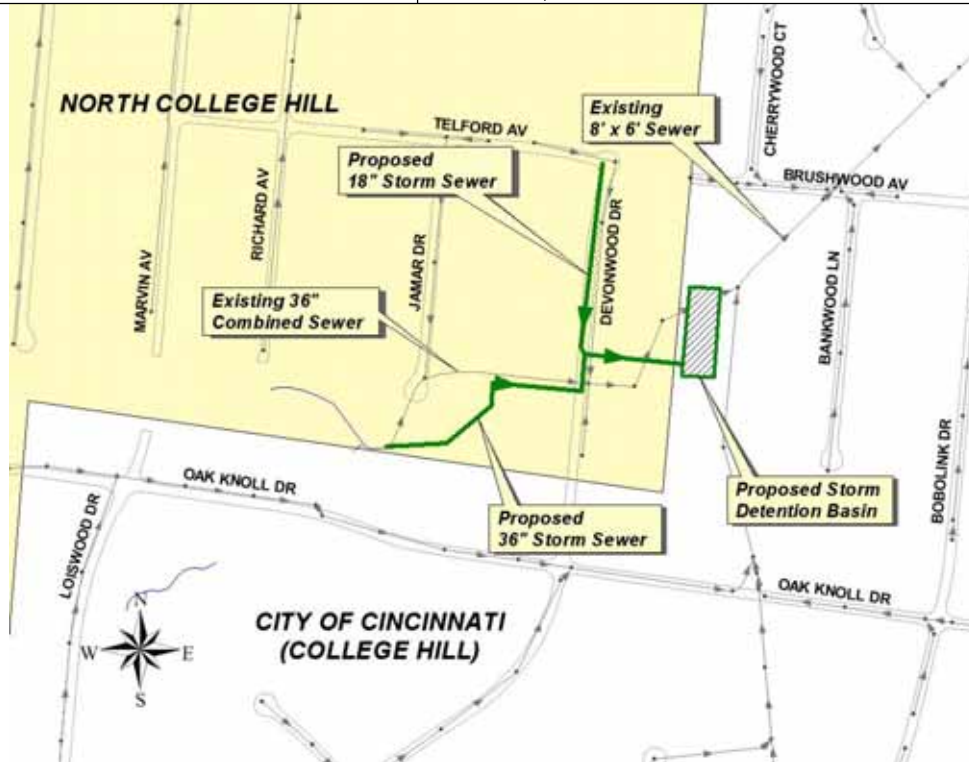
Description and Location
 This project consists of the installation of approximately 800 feet of 36 inch storm sewer from the rear yard of House No. 6695 Jamar Drive to 200 feet east of Devonwood Drive, 450 feet south of the intersection of Devonwood Drive and Telford Avenue, and approximately 450 feet of 18 inch storm sewer from the intersection of Devonwood Drive and Telford Avenue to 450 feet south along Devonwood Drive. The project also consists of the construction of a stormwater detention basin located within the City of Cincinnati 200 feet east of Devonwood Drive. This project is located in the City of North College Hill and in the College Hill neighborhood of the City of Cincinnati.

Purpose and Justification
 This project will remediate six water in basements and provide partial sewer separation of the area. This project will also remove a great amount of stormwater from the existing 36" surcharged combined sewer and provide capacity to the 8 foot by 6 foot combined sewer downstream. The Stormwater Management Utility will maintain the proposed stormwater detention basin. The City of North College Hill will design and fund up to 80% of the project costs through grants and the City of North College Hill funds. This project will provide for credits above the downstream Daly Road CSO No. 532.

Summary of Implication
 The City of North College Hill will fund up to 80% of the construction costs and will perform 100% of the design, including easement drawings.

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$0.00 | \$0.00 | \$0.00 |
| Right-of-Way | \$200,000.00 | \$0.00 | \$200,000.00 |
| Construction | \$200,000.00 | \$0.00 | \$0.00 |
| Contingency | \$20,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$20,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$2,000.00 | \$0.00 | \$2,000.00 |
| Miscellaneous Expense | \$10,000.00 | \$0.00 | \$0.00 |
| Interest / Financing | \$2,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$2,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$456,000.00 | \$0.00 | \$202,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$202,000.00 | \$254,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$456,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Feb 2005, Feb 2006 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Water In Basement Prevention Program |
| CIP Number | 2005-9 |
| Schedule Start Date | 02/01/2005 |
| CIP Type | Water In Basement (WIBs) |

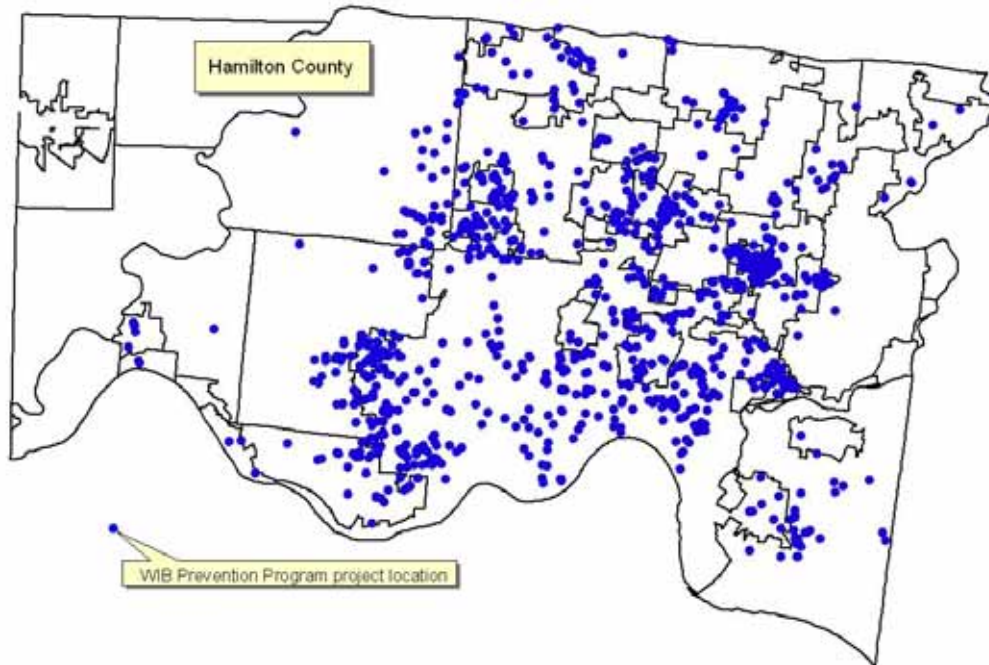
Description and Location
 This project consists of a countywide program that will use various modifications on private property to eliminate sewage backups in buildings from wet weather related surcharged sanitary and combined sewer systems. The program will investigate backup histories and if eligible, design and construct solutions to prevent future backups. These solutions could include: installation of backflow prevention valves, pumping systems, changes to plumbing, upgraded electrical services to handle modifications, water proofing of affected floors by sealing of windows/doors/garage doors, filling of recessed driveways, regrading of earth, or other new technologies as applicable.

Purpose and Justification
 This project will eliminate WIBs throughout the county in a more cost effective way than upgrading the area sewers. This project expects to eliminate WIBs of approximately 200 homes at an average cost of \$37,500 per home. This project is included within the Global Consent Decree.

Summary of Implication
 This project will eliminate WIBs in project locations that would be far more expensive to eliminate through sewer upgrades and detention facilities. This project is included within the Global Consent Decree.

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|-----------------------|----------------|-----------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$750,000.00 | \$0.00 | \$750,000.00 |
| Right-of-Way | \$4,687,500.00 | \$0.00 | \$4,687,500.00 |
| Construction | \$1,125,000.00 | \$0.00 | \$1,125,000.00 |
| Contingency | \$750,000.00 | \$0.00 | \$750,000.00 |
| Field Eng & Inspection | \$46,875.00 | \$0.00 | \$46,875.00 |
| MSD Administration | \$75,000.00 | \$0.00 | \$75,000.00 |
| Miscellaneous Expense | \$18,750.00 | \$0.00 | \$18,750.00 |
| Interest / Financing | \$46,875.00 | \$0.00 | \$46,875.00 |
| Construction Admin | \$0.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$7,500,000.00 | \$0.00 | \$7,500,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|----------------|--------|----------------------------------|--------|--------|-------------|----------------|
| Sewer Service Charge | \$0.00 | \$7,500,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$7,500,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Feb 2005 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Canyon Drive Sewer Replacement |
| CIP Number | 2002-22 |
| Schedule Start Date | 06/01/2005 |
| CIP Type | Water In Basement (WIBs) |

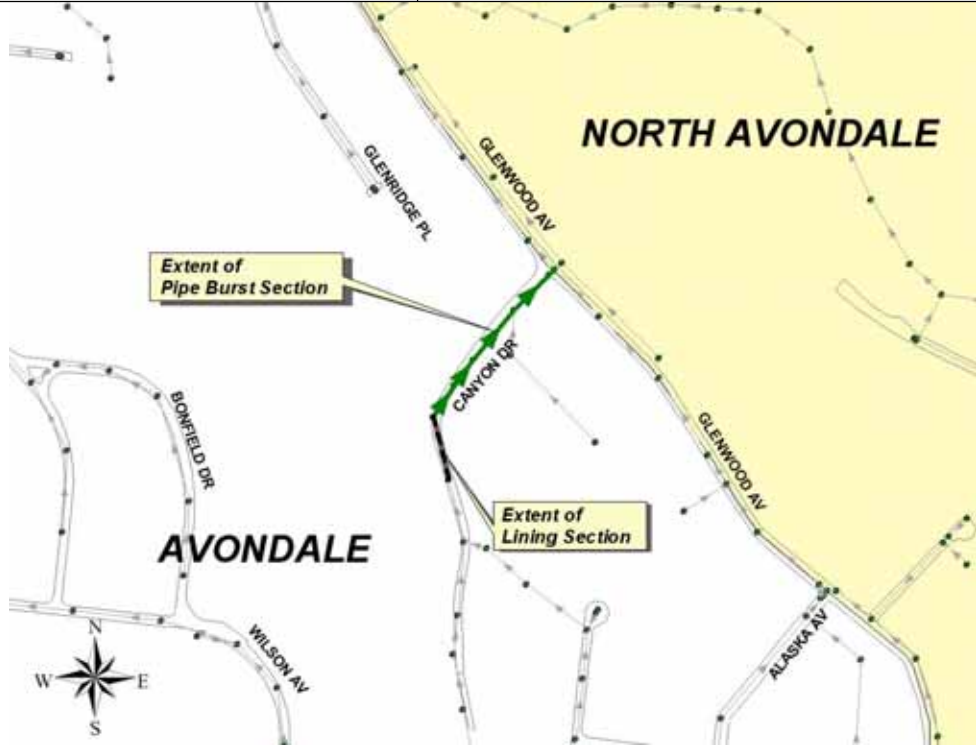
Description and Location
 This project consists of pipebursting approximately 470 linear feet of 12-inch and 15-inch gravity combined sewers to 18-inch gravity combined sewers and lining approximately 155 linear feet of 18-inch gravity combined sewers from the intersection of Glenwood Avenue and Canyon Drive west approximately 625 feet along Canyon Drive. This project is located in the Avondale neighborhood of the City of Cincinnati.

Purpose and Justification
 This project will address the WIB problems experienced by Canyon Drive residences during heavy rains, the inadequate hydraulic capacity issue and the several sections of combined sewers identified as constricting flow. This project will prevent sections of Canyon Drive from possibly collapsing.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|--------------------|---------------------|
| Preliminary Studies | \$31,000.00 | \$31,000.00 | \$0.00 |
| Design | \$18,500.00 | \$18,500.00 | \$0.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$123,000.00 | \$0.00 | \$123,000.00 |
| Contingency | \$12,300.00 | \$0.00 | \$12,300.00 |
| Field Eng & Inspection | \$11,000.00 | \$0.00 | \$11,000.00 |
| MSD Administration | \$2,900.00 | \$2,900.00 | \$0.00 |
| Miscellaneous Expense | \$5,200.00 | \$4,200.00 | \$1,000.00 |
| Interest / Financing | \$1,000.00 | \$0.00 | \$1,000.00 |
| Construction Admin | \$4,900.00 | \$0.00 | \$4,900.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$209,800.00 | \$56,600.00 | \$153,200.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$56,600.00 | \$153,200.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$209,800.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| Oct 1997, Dec 2004 | | | | June 2005 | | | | |



Metropolitan Sewer District of Greater Cincinnati

Treatment Projects FY 2005

| CIP Number | Project Name | Priority | Funding | | |
|------------------------------------|--|----------|-------------------|----------|-------------------|
| | | | MSD | Other | Total |
| 2005-10 | Sycamore WWTP Phase 4 Service Building & Mixed Liquid Pumps (Design) | 145 | 266,000 | - | 266,000 |
| 98-85 | Polk Run WWTP Plant Improvements Phase 3 PS Elimination | 110 | 2,163,000 | - | 2,163,000 |
| 98-85 | Polk Run WWTP Plant Expansion Phase 4 Secondary Treatment Improvements | 110 | 7,195,000 | - | 7,195,000 |
| 2005-11 | WWC Maintenance Shop Upgrade (Design) | 85 | 59,000 | - | 59,000 |
| 2004-16 | Mill Creek WWTP Coarse Screen Replacement - Phase 2 | 75 | 3,740,000 | - | 3,740,000 |
| 2005-12 | Little Miami WWTP Liquid/Solid Treatment Rehabilitation & Upgrade Study | 55 | 700,000 | | 700,000 |
| 2005-13 | Mill Creek WWTP Preliminary & Primary Grit Process Improvement (Design) | 45 | 1,100,000 | - | 1,100,000 |
| Total Planned Project Costs | | | 15,223,000 | - | 15,223,000 |

Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Sycamore WWTP - Plant Improvements , Phase 4 - Service Building and Mixed Liquid Pumps Design |
| CIP Number | 2005-10 |
| Schedule Start Date | 05/01/2005 |
| CIP Type | Treatment Projects |

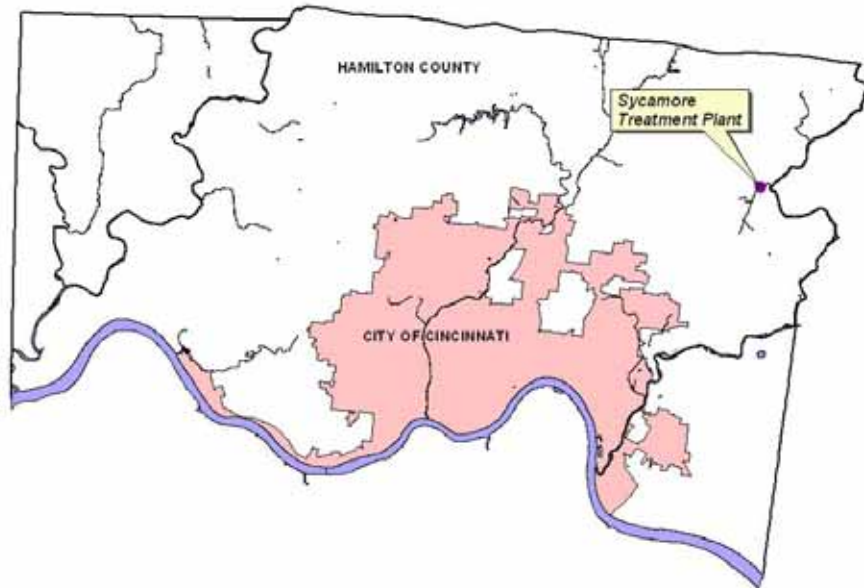
Description and Location
 This project will provide a replacement building to the Administration Building damaged in the 2001 flood at the Sycamore Wastewater Treatment Plant. It will upgrade solids management equipment and ancillary site utilities such as security lighting, and revise vehicles access routing. This project is located in Symmes Township.

Purpose and Justification
 This project will provide for the upgrade of the Sycamore Wastewater Treatment Plant that was included in the CSO Consent Decree. The existing Administration Building is unhealthy to utilize and plant workers currently are using trailers. MSD plans to apply for DEFA low interest loans for the construction of this upgrade.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|-----------------------|----------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$197,500.00 | \$0.00 | \$197,500.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$1,700,000.00 | \$0.00 | \$0.00 |
| Contingency | \$170,000.00 | \$0.00 | \$23,000.00 |
| Field Eng & Inspection | \$85,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$17,000.00 | \$0.00 | \$28,000.00 |
| Miscellaneous Expense | \$12,500.00 | \$0.00 | \$17,500.00 |
| Interest / Financing | \$68,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$127,500.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$2,377,500.00 | \$0.00 | \$266,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|----------------|----------------------------------|--------|--------|-------------|----------------|
| Sewer Service Charge | \$0.00 | \$266,000.00 | \$2,111,500.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$2,377,500.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | May 2005, May 2006 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Polk Run WWTP Plant Improvements, Phase 3 Polk Run Pump Station Elimination Sewer |
| CIP Number | 98-85-03 |
| Schedule Start Date | 01/01/2005 |
| CIP Type | Treatment Projects |

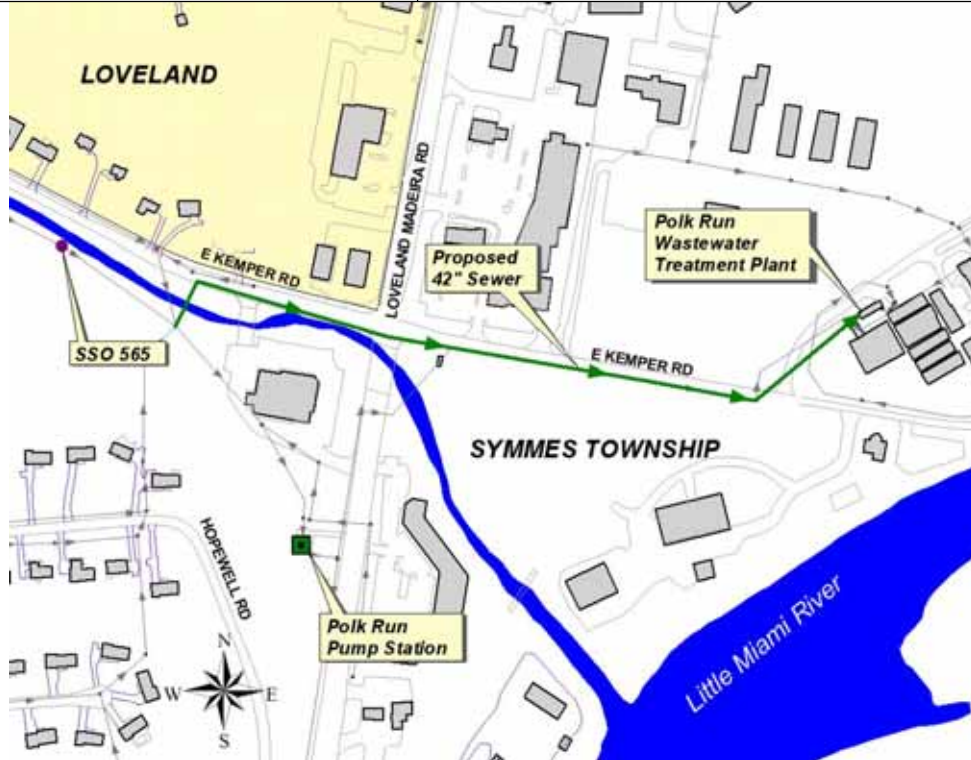
Description and Location
 This project consists of the installation of approximately 1,800 feet of 42 inch truck sewer to eliminate the Polk Run Wastewater Pumping Station and SSO 565. This project is located in Symmes Township.

Purpose and Justification
 This project will eliminate the Polk Run Pump Station and the generally inactive SSO No. 565. The Polk Run Pump Station was constructed in 1978 and experiences chronic failures which require expensive bypass pumping.

Summary of Implication
 This project will eliminate an SSO and a pump station. O&M costs will be reduced by about \$180,000 per year by consolidation of pumping activities at the Polk Run WWTP (new plant influent lift station constructed under Phase 2 of the Polk Run WWTP plant improvements program). This project will eliminate the maintenance costs at the SSO by \$3,500 per year.

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|-----------------------|---------------------|-----------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$65,000.00 | \$65,000.00 | \$0.00 |
| Right-of-Way | \$100,000.00 | \$100,000.00 | \$0.00 |
| Construction | \$1,800,000.00 | \$0.00 | \$1,800,000.00 |
| Contingency | \$180,000.00 | \$0.00 | \$180,000.00 |
| Field Eng & Inspection | \$75,000.00 | \$0.00 | \$75,000.00 |
| MSD Administration | \$42,000.00 | \$14,000.00 | \$28,000.00 |
| Miscellaneous Expense | \$50,000.00 | \$30,000.00 | \$20,000.00 |
| Interest / Financing | \$50,000.00 | \$0.00 | \$50,000.00 |
| Construction Admin | \$10,000.00 | \$0.00 | \$10,000.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$2,372,000.00 | \$209,000.00 | \$2,163,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|--------------|----------------|--------|----------------------------------|--------|--------|-------------|----------------|
| Sewer Service Charge | \$209,000.00 | \$2,163,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$2,372,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| June 2002 | | | | Jan 2005 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|--|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Polk Run WWTP Plant Expansion - Phase 4, Secondary Treatment Improvements Construction |
| CIP Number | 98-85 |
| Schedule Start Date | 11/01/2005 |
| CIP Type | Treatment Projects |

Description and Location

This project consists of improvements to the secondary treatment aeration tanks, waste sludge holding tanks and sludge holding facilities, and the plant's treatment process monitoring and data logging (SCADA) systems at the Polk Run Wastewater Treatment Plant. This project is located at 9744 East Kemper Road, 1/4 mile east of the intersection of East Kemper and Loveland-Madeira Roads within Symmes Township.

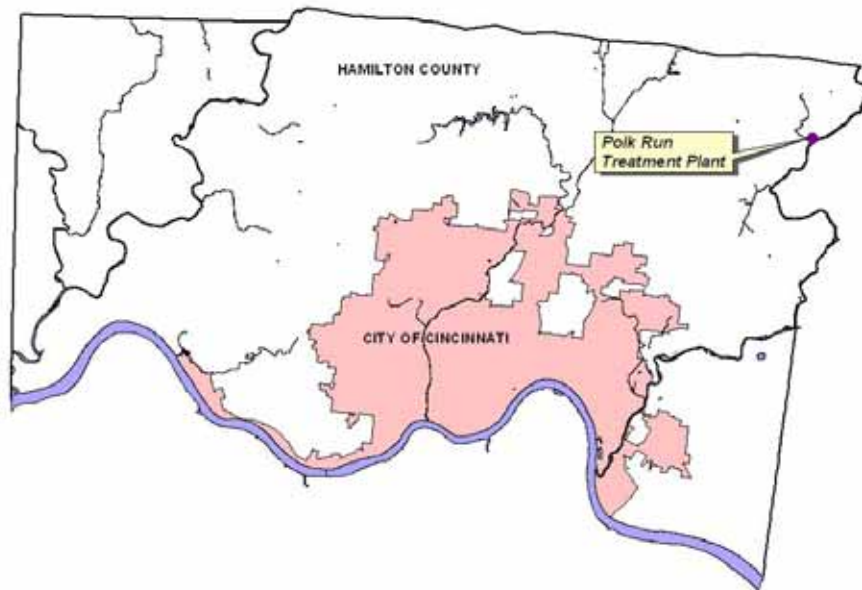
Purpose and Justification

This project will complete the ongoing program of plant improvements and bring the plant up to its planned capacity of 8 MGD from its current capacity of 6 MGD. This project is the fourth phase of the Polk Run Wastewater Treatment Plant Improvements. This project is necessary in order to provide the quality wastewater treatment services that will protect the environment and permit continued growth in the Polk Run sewer service area. Failure to expand and upgrade the capacity of the plant will eventually result in violation of the plant's OEPA operating permit.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|-----------------------|---------------------|-----------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$200,000.00 | \$200,000.00 | \$0.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$5,700,000.00 | \$0.00 | \$5,700,000.00 |
| Contingency | \$570,000.00 | \$0.00 | \$570,000.00 |
| Field Eng & Inspection | \$160,000.00 | \$0.00 | \$160,000.00 |
| MSD Administration | \$102,000.00 | \$45,000.00 | \$57,000.00 |
| Miscellaneous Expense | \$46,000.00 | \$26,000.00 | \$20,000.00 |
| Interest / Financing | \$343,000.00 | \$0.00 | \$343,000.00 |
| Construction Admin | \$345,000.00 | \$0.00 | \$345,000.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$7,466,000.00 | \$271,000.00 | \$7,195,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|--------------|----------------|--------|----------------------------------|--------|--------|-------------|----------------|
| Sewer Service Charge | \$271,000.00 | \$7,195,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$7,466,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| Dec 2004 | | | | Nov 2005 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | WWC Maintenance Shop Upgrade Design |
| CIP Number | 2005-11 |
| Schedule Start Date | 02/01/2005 |
| CIP Type | Treatment Projects |

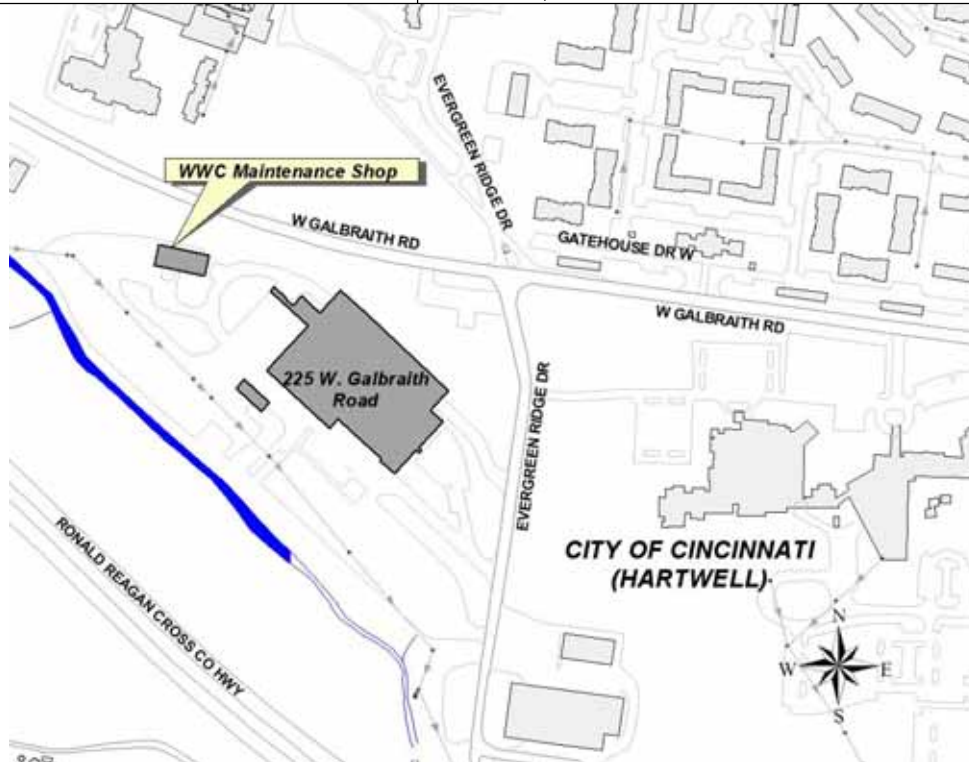
Description and Location
 This project consists of the upgrade of the MSD Wastewater Collections Maintenance Building. This project is located in the Carthage neighborhood of the City of Cincinnati.

Purpose and Justification
 This project will expand and upgrade the Wastewater Collections Division Maintenance Shop to improve efficiency and allow increase in tasks performed.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|--------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$40,000.00 | \$0.00 | \$40,000.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$450,000.00 | \$0.00 | \$0.00 |
| Contingency | \$75,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$0.00 | \$0.00 | \$0.00 |
| MSD Administration | \$9,000.00 | \$0.00 | \$9,000.00 |
| Miscellaneous Expense | \$10,000.00 | \$0.00 | \$10,000.00 |
| Interest / Financing | \$15,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$40,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$639,000.00 | \$0.00 | \$59,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|-------------|--------------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$59,000.00 | \$580,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$639,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Feb 2005, June 2006 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Mill Creek WWTP Coarse Screen Replacement Phase 2 |
| CIP Number | 2004-16 |
| Schedule Start Date | 05/01/2005 |
| CIP Type | Treatment Projects |

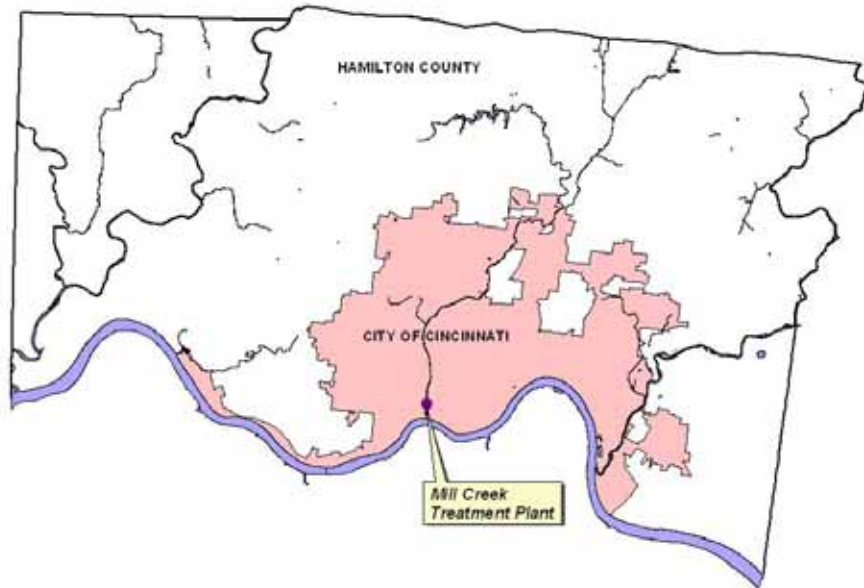
Description and Location
 This project consists of the upgrade of the liquid treatment processes at the Mill Creek Wastewater Treatment Plant by replacement of existing bar screens and by removal of the existing fine screens. These are the final two screens of a total of four to be replaced. This project is located in the Lower Price Hill neighborhood within the City of Cincinnati.

Purpose and Justification
 This project will improve the existing wet stream treatment system and processes used at the plant from the influent coarse bar screens to the final effluent of the plant. Plant operational problems, maintenance problems, and malfunctioning equipment, and control problems make it desirable to upgrade the existing liquid treatment process used at the plant. This project will complete the ongoing program of replacing the plant influent coarse screens which have met their useful life expectancy and currently require excessive maintenance.

Summary of Implication
 The new screens will operate more reliably than the existing screens and eliminate bypasses resulting from screen failure. The O&M costs related to the screen failures will be reduced by approximately \$125,000 per year.

| Cost Description | Total Cost | Prior Approval | Requested |
|-------------------------|-----------------------|-----------------------|-----------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$250,000.00 | \$250,000.00 | \$0.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$3,000,000.00 | \$0.00 | \$3,000,000.00 |
| Contingency | \$300,000.00 | \$0.00 | \$300,000.00 |
| Field Eng & Inspection | \$110,000.00 | \$0.00 | \$110,000.00 |
| MSD Administration | \$80,000.00 | \$50,000.00 | \$30,000.00 |
| Miscellaneous Expense | \$42,000.00 | \$22,000.00 | \$20,000.00 |
| Interest / Financing | \$120,000.00 | \$0.00 | \$120,000.00 |
| Construction Admin | \$160,000.00 | \$0.00 | \$160,000.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$4,062,000.00 | \$322,000.00 | \$3,740,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|--------------------|----------------|-------------|----------------------------------|-------------|-------------|--------------------|----------------|
| Sewer Service Charge | \$322,000.00 | \$3,740,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$4,062,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| Dec 2004 | | | | May 2005 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Little Miami WWTP Liquid/Solid Rehabilitation and Upgrade Study |
| CIP Number | 2005-12 |
| Schedule Start Date | 02/01/2005 |
| CIP Type | Treatment Projects |

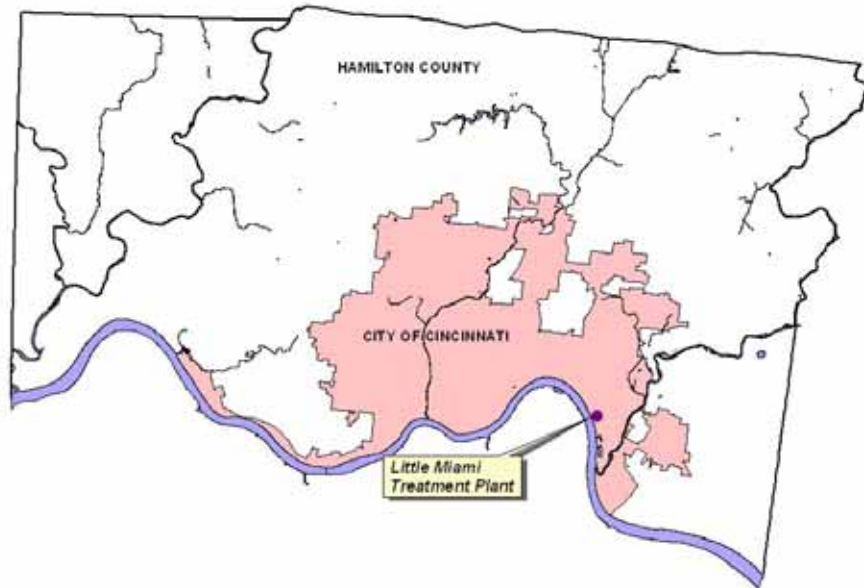
Description and Location
 This project consists of a study which will document challenges and opportunities to upgrade the wastewater treatment facility and provide a guide on how to implement the recommendations in logical order. This project is located at the Little Miami Wastewater Treatment Plant in the East End neighborhood of the City of Cincinnati.

Purpose and Justification
 This project will evaluate the many processes at the Little Miami Wastewater Treatment Plant that are reaching their useful life.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|---------------------|
| Preliminary Studies | \$700,000.00 | \$0.00 | \$700,000.00 |
| Design | \$0.00 | \$0.00 | \$0.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$0.00 | \$0.00 | \$0.00 |
| Contingency | \$0.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$0.00 | \$0.00 | \$0.00 |
| MSD Administration | \$0.00 | \$0.00 | \$0.00 |
| Miscellaneous Expense | \$0.00 | \$0.00 | \$0.00 |
| Interest / Financing | \$0.00 | \$0.00 | \$0.00 |
| Construction Admin | \$0.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$700,000.00 | \$0.00 | \$700,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$700,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$700,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Feb 2005 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|--|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Mill Creek WWTP Preliminary and Primary Process Improvement - Design |
| CIP Number | 2005-13 |
| Schedule Start Date | 02/01/2005 |
| CIP Type | Treatment Projects |

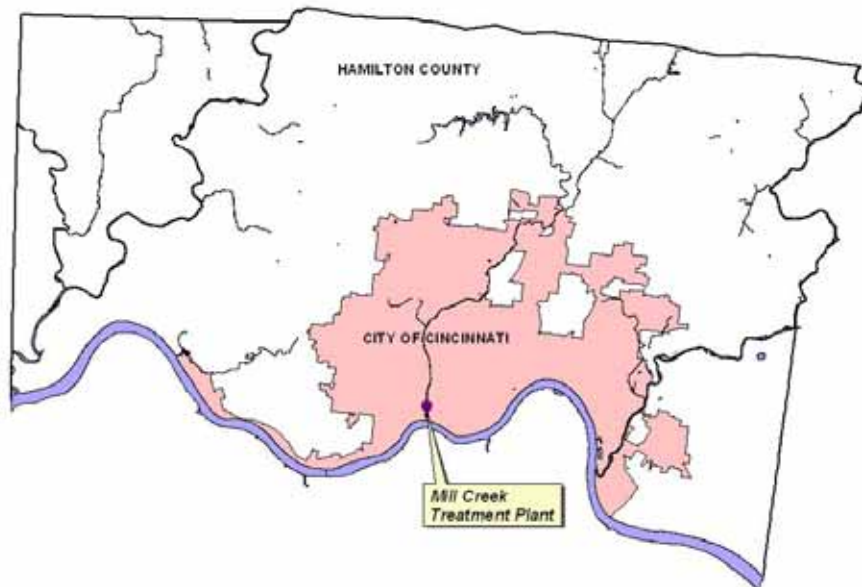
Description and Location
 This project consists of the rehabilitation of the grit removal and primary sludge grit removal processes. This project is located at the Mill Creek Wastewater Treatment Plant in the Lower Price Hill neighborhood of the City of Cincinnati.

Purpose and Justification
 This project will extend the useful life of the grit removal and primary grit removal processes at the Mill Creek Wastewater Treatment Plant. The grit passing through the removal process causes equipment to wear out sooner than its expected life.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|-----------------------|----------------|-----------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$1,000,000.00 | \$0.00 | \$1,000,000.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$5,000,000.00 | \$0.00 | \$0.00 |
| Contingency | \$500,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$218,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$50,000.00 | \$0.00 | \$50,000.00 |
| Miscellaneous Expense | \$50,000.00 | \$0.00 | \$50,000.00 |
| Interest / Financing | \$400,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$50,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$7,268,000.00 | \$0.00 | \$1,100,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|----------------|--------|----------------------------------|----------------|----------------|-------------|----------------|
| Sewer Service Charge | \$0.00 | \$1,100,000.00 | \$0.00 | \$6,168,000.00 | \$6,168,000.00 | \$6,168,000.00 | \$0.00 | \$7,268,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Feb 2005, June 2007 | | | | |



Metropolitan Sewer District of Greater Cincinnati

Sewer Projects FY 2005

| CIP Number | Project Type | Project Name | Priority | Funding | | |
|------------|--------------|--|----------|-----------|-------|-----------|
| | | | | MSD | Other | Total |
| 2005-1 | COLLAPSE | Emergency Sewer Repair | 590 | 5,000,000 | - | 5,000,000 |
| 2005-2 | REHAB | Trenchless Technology - Sewers | 440 | 6,000,000 | - | 6,000,000 |
| 2005-3 | REHAB | Trenchless Technology - MH Repair | 440 | 1,000,000 | - | 1,000,000 |
| 2005-4 | REHAB | Shotcrete | 210 | 500,000 | - | 500,000 |
| 96-16 | PS UP | Greenridge 5th PS Upgrade | 485 | 533,000 | - | 533,000 |
| 2005-14 | PS ELIM | Berkley Woods PS Elimination (Design Supplement) | 475 | 255,000 | - | 255,000 |
| 2005-39 | PS UP | Millbrook No. 1 PS Upgrade (Design Suppl.) | 465 | 55,000 | - | 55,000 |
| 2005-40 | PS ELIM | Palisades Park PS Elimination (Design) | 430 | 230,000 | - | 230,000 |
| 2005-15 | REHAB | National Distilleries Replacement Sewer (Design) | 415 | 109,000 | - | 109,000 |
| 2005-16 | REHAB | Sewer 161 Replacement: Daly Rd. to Compton Rd. (Design) | 410 | 480,000 | - | 480,000 |
| 2005-17 | REHAB | Glenwood Ave. Sewer Replacement (Design) | 380 | 56,000 | - | 56,000 |
| 2005-18 | REHAB | Sunnybrook Drive Sewer Replacement (Design) | 360 | 50,000 | - | 50,000 |
| 2005-19 | REHAB | Losantiville Ave & Schubert Ave Sewer Replacement (Design) | 360 | 79,500 | - | 79,500 |
| 2005-20 | PS ELIM | Diamond Oaks, Windmere 3rd, Regency Ridge PS Elim. (Design) | 355 | 327,000 | - | 327,000 |
| 2003-14 | REHAB | Mill Creek Interceptor Diversion Chamber Phase 1 Anthony Wayne Ave | 350 | 1,031,000 | - | 1,031,000 |
| 2005-21 | REHAB | Aster Place Sewer Replacement (Design) | 350 | 16,000 | - | 16,000 |
| 2005-21 | REHAB | Aster Place Sewer Replacement | 350 | 86,000 | - | 86,000 |
| 2005-22 | REHAB | Rhode Island Ave. at Dale Rd. Sewer Replacement (Design) | 330 | 18,000 | - | 18,000 |
| 2005-23 | REHAB | Harwinton Lane Sewer Replacement (Design) | 300 | 282,000 | - | 282,000 |
| 2005-24 | REHAB | 1852 Columbia Pkwy Sewer Replacement (Study) | 280 | 50,000 | - | 50,000 |
| 2005-25 | REHAB | Mt St Joseph Sewer Replacement (Design) | 280 | 140,500 | - | 140,500 |
| 2005-26 | REHAB | Rutledge Ave Area Sewer Replacement (Design) | 280 | 154,000 | - | 154,000 |
| 2005-27 | REHAB | Montgomery Rd & Lester Ave Sewer Replacement (Design) | 270 | 342,000 | - | 342,000 |
| 2005-28 | REHAB | Cornelia Ave. Sewer Replacement (Design) | 260 | 28,000 | - | 28,000 |

Metropolitan Sewer District of Greater Cincinnati

Sewer Projects FY 2005

| CIP Number | Project Type | Project Name | Priority | Funding | | |
|------------------------------------|-----------------|---|----------|-------------------|----------|-------------------|
| | | | | MSD | Other | Total |
| 2005-29 | REHAB | Mockingbird Lane Sewer Replacement (Design) | 260 | 18,500 | - | 18,500 |
| 2005-29 | REHAB | Mockingbird Lane Sewer Replacement | 260 | 103,000 | - | 103,000 |
| 2005-30 | REHAB | Harvey Ave. Sewer Replacement (Design) | 260 | 71,000 | - | 71,000 |
| 2005-31 | REHAB | Fleming Rd. at Springfield Pike Sewer Replacement (Design) | 260 | 36,500 | - | 36,500 |
| 2005-32 | REHAB | N. Edgewood Ave. & Hand Ave. Sewer Replacement (Design) | 260 | 28,500 | - | 28,500 |
| 2005-33 | REHAB | Kemper Lane Sewer Repair (Design) | 260 | 100,000 | - | 100,000 |
| 2005-34 | REHAB | Burnet Ave. & Northern Ave. Sewer Replacement (Design) | 240 | 56,500 | - | 56,500 |
| 2005-35 | PS ELIM | Centurion Estates PS Elimination (Design) | 210 | 180,000 | - | 180,000 |
| 2004-38 | IMPROV | Dry Run PS Access Drive Drainage Improvement | 190 | 100,100 | - | 100,100 |
| Total Planned Project Costs | | | | 17,516,100 | - | 17,516,100 |

ASSESS Needed for assessment project
 CAPACITY Sewer is under capacity
 COLLAPSE Sewer has collapsed or is in imminent danger of collapse
 IMPROV Dependent upon outside project
 PS ELIM Pump/lift station elimination
 PS UP Pump station upgrade/replacement
 REHAB Rehabilitation of sewer
 TP ELIM Package or treatment plant elimination

Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Emergency Sewer Repairs |
| CIP Number | 2005-1 |
| Schedule Start Date | 01/01/2005 |
| CIP Type | Sewer Projects |

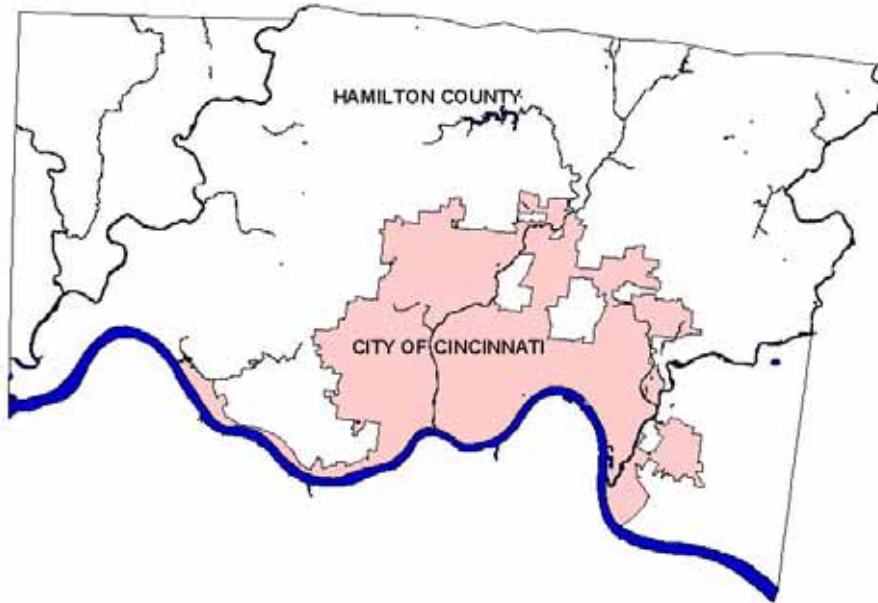
Description and Location
 This project consists of funding emergency sewer contracts to address immediate sewer repairs throughout the Metropolitan Sewer District sewer system.

Purpose and Justification
 This project will enable the District to respond to emergency sewer situations that require immediate attention in order to preserve the public health and welfare

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|-----------------------|----------------|-----------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$0.00 | \$0.00 | \$0.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$5,000,000.00 | \$0.00 | \$5,000,000.00 |
| Contingency | \$0.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$0.00 | \$0.00 | \$0.00 |
| MSD Administration | \$0.00 | \$0.00 | \$0.00 |
| Miscellaneous Expense | \$0.00 | \$0.00 | \$0.00 |
| Interest / Financing | \$0.00 | \$0.00 | \$0.00 |
| Construction Admin | \$0.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$5,000,000.00 | \$0.00 | \$5,000,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|----------------|--------|----------------------------------|--------|--------|-------------|----------------|
| Sewer Service Charge | \$0.00 | \$5,000,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$5,000,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Jan 2005 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Greenridge 5th Pump Station Upgrade |
| CIP Number | 96-16 |
| Schedule Start Date | 02/01/2005 |
| CIP Type | Sewer Projects |

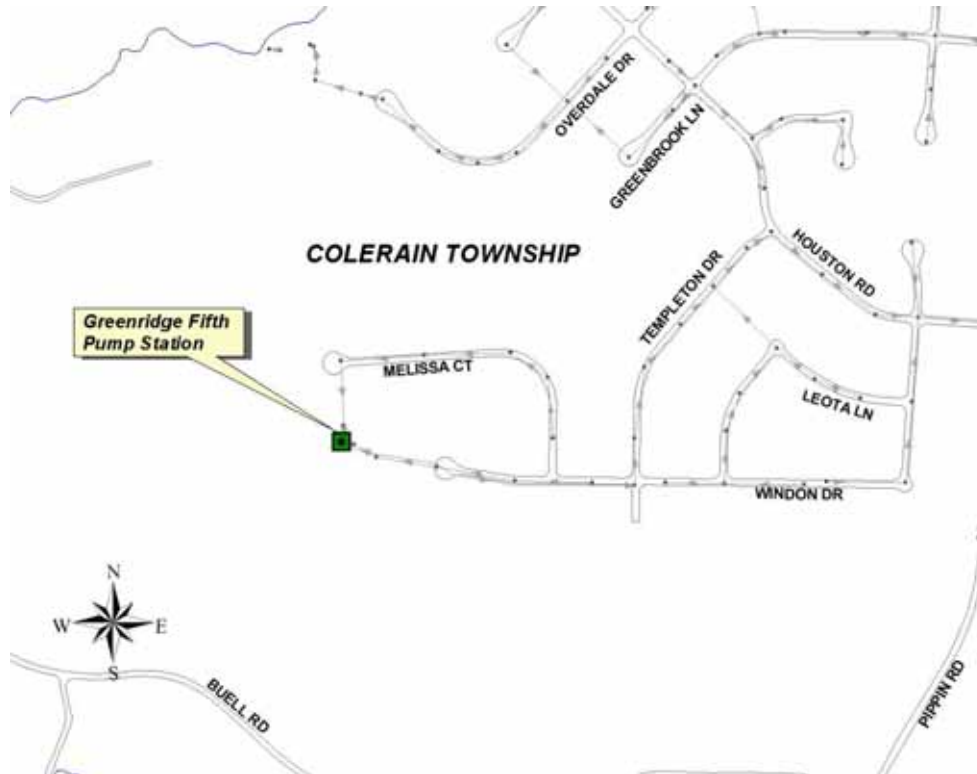
Description and Location
 This project consists of replacing and upgrading an existing pump station which is nearing the end of its service life. The capacity of the station is 100 GPM. The station is located at the end of Windon Drive in Colerain Township

Purpose and Justification
 This project will replace an old pump station in need of repair. Topographic conditions of the area not favorable for the installation of a gravity elimination sewer. This project will eliminate an overflow, PSO 761, at the station. This station was built in 1966.

Summary of Implication
 This project is included under the Capacity Assessment and Assurance Plans for evaluation, per the Global Consent Decree as a capacity deficiency within the sewer system. This project will eliminate an existing overflow.

| Cost Description | Total Cost | Prior Approval | Requested |
|-------------------------|---------------------|-----------------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$28,500.00 | \$28,500.00 | \$0.00 |
| Right-of-Way | \$24,000.00 | \$24,000.00 | \$0.00 |
| Construction | \$425,000.00 | \$0.00 | \$425,000.00 |
| Contingency | \$40,000.00 | \$0.00 | \$40,000.00 |
| Field Eng & Inspection | \$50,000.00 | \$0.00 | \$50,000.00 |
| MSD Administration | \$1,800.00 | \$1,800.00 | \$0.00 |
| Miscellaneous Expense | \$8,000.00 | \$8,000.00 | \$0.00 |
| Interest / Financing | \$15,000.00 | \$0.00 | \$15,000.00 |
| Construction Admin | \$3,000.00 | \$0.00 | \$3,000.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$595,300.00 | \$62,300.00 | \$533,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|--------------------|--------------|-------------|----------------------------------|-------------|-------------|--------------------|--------------|
| Sewer Service Charge | \$62,300.00 | \$533,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$595,300.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| Jan 1996, July 2002 | | | | Feb 2005 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Berkley Woods Pump Station Elimination Design |
| CIP Number | 2005-14 |
| Schedule Start Date | 02/01/2005 |
| CIP Type | Sewer Projects |

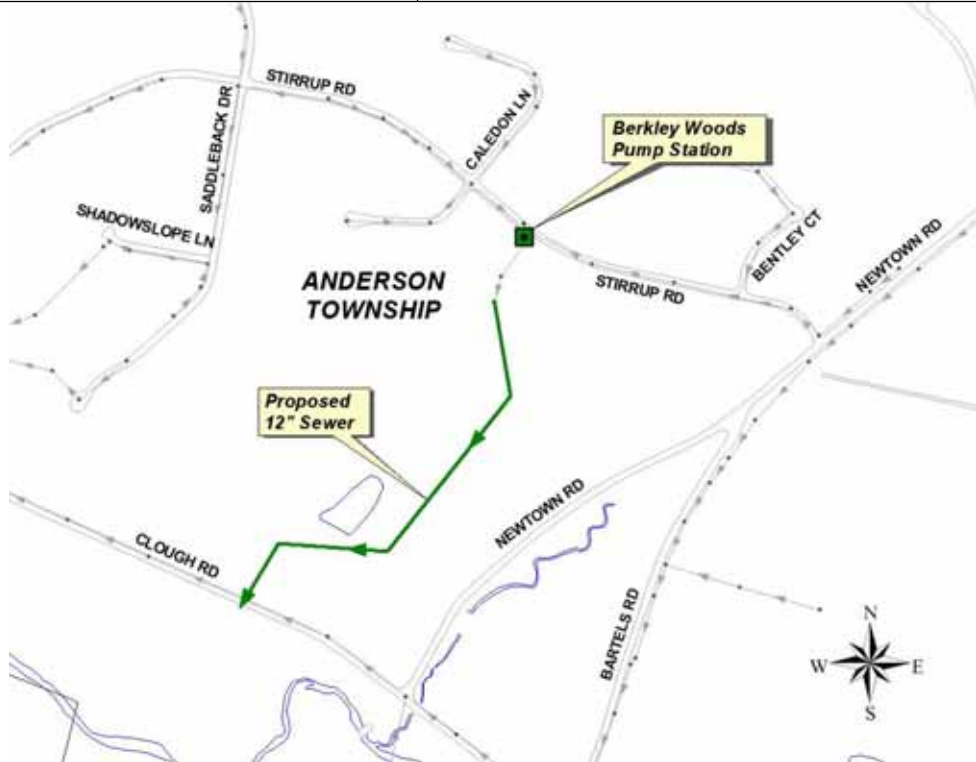
Description and Location
 This project consists of the installation of approximately 1745 feet of 12 inch sanitary sewer from approximately 680 feet west of the intersection of Newtown Road and Clough Road along Clough Road to a dry line sewer 160 feet southwest of the pump station, approximately 275 feet east of the intersection of Stirrup Road and Caledon Lane. This project is located in Anderson Township.

Purpose and Justification
 This project will eliminate the deteriorated Berkley Woods Pump Station installed in 1967. This is an older deteriorated station with odor and safety problems. The station has an active existing overflow, PSO #851, which will be eliminated.

Summary of Implication
 This project will eliminate maintenance costs at the pump station by approximately \$25,000 per year. The project will add maintenance costs by \$1300 per year on average. This project is included under the Capacity Assessment and Assurance Plans for evaluation, per the Global Consent Decree as a capacity deficiency within the sewer system. This project will eliminate an existing overflow.

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|-------------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$38,000.00 | \$8,000.00 | \$30,000.00 |
| Right-of-Way | \$200,000.00 | \$0.00 | \$200,000.00 |
| Construction | \$330,000.00 | \$0.00 | \$0.00 |
| Contingency | \$33,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$38,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$5,000.00 | \$0.00 | \$5,000.00 |
| Miscellaneous Expense | \$30,000.00 | \$0.00 | \$20,000.00 |
| Interest / Financing | \$5,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$5,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$684,000.00 | \$8,000.00 | \$255,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$8,000.00 | \$255,000.00 | \$421,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$684,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| Jan 1992 | | | | Feb 2005, Oct 2006 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Millbrook No. 1 Pump Station Upgrade Design |
| CIP Number | 2005-39 |
| Schedule Start Date | 02/01/2005 |
| CIP Type | Sewer Projects |

Description and Location
 This project consists of the replacement of approximately 400 feet of 4 inch force main with a 6 inch force main sewer along Leecrest Drive from approximately 270 feet south of the intersection of Leebrook Drive and Allencrest Court to the pump station, approximately 100 feet north of the intersection of Leebrook Drive and Allencrest Court and west of Leebrook Drive. This project will also replace and upgrade the existing pump station. This project is located in Springfield Township.

Purpose and Justification
 This project will replace and upgrade the deteriorated Millbrook No. 1 Pump Station installed in 1964. This is an older deteriorated station with odor and safety problems. The station currently has an active existing overflow, PSO #799, which will be eliminated.

Summary of Implication
 This project is included under the Capacity Assessment and Assurance Plans for evaluation, per the Global Consent Decree as a capacity deficiency within the sewer system. This project will eliminate an existing overflow.

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|--------------------|--------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$71,000.00 | \$51,000.00 | \$20,000.00 |
| Right-of-Way | \$20,000.00 | \$0.00 | \$20,000.00 |
| Construction | \$490,000.00 | \$0.00 | \$0.00 |
| Contingency | \$49,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$75,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$5,000.00 | \$0.00 | \$5,000.00 |
| Miscellaneous Expense | \$15,000.00 | \$0.00 | \$10,000.00 |
| Interest / Financing | \$14,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$5,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$744,000.00 | \$51,000.00 | \$55,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|-------------|--------------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$51,000.00 | \$55,000.00 | \$638,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$744,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| Mar 1997 | | | | Feb 2005, Oct 2006 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Trenchless Technology Sewer Rehabilitation |
| CIP Number | 2005-2 |
| Schedule Start Date | 01/01/2005 |
| CIP Type | Sewer Projects |

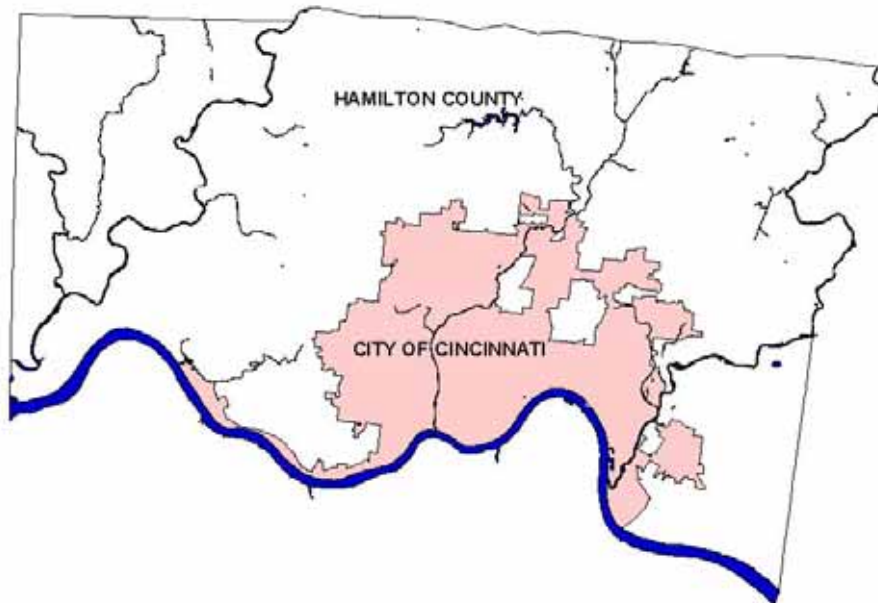
Description and Location
This project consists of miscellaneous sewer rehabilitation work throughout Hamilton County using trenchless technology.

Purpose and Justification
This project will use an innovative construction technique (internal lining) to provide cost effective method of optimizing the wastewater collection system by rehabilitating deteriorated sewers (including some manholes), while improving the hydraulic performance of the sewer.

Summary of Implication
This project is required by the USEPA in order to meet the Partial SSO Consent Decree requirements as found in Exhibit 7, Section 5. This project will reduce costs to less than half as compared to open cut construction. There is little disruption to traffic as opposed to open cut construction. The lining project can be completed in a day, where an open cut project may take weeks

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|-----------------------|----------------|-----------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$0.00 | \$0.00 | \$0.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$5,280,000.00 | \$0.00 | \$5,280,000.00 |
| Contingency | \$540,000.00 | \$0.00 | \$540,000.00 |
| Field Eng & Inspection | \$0.00 | \$0.00 | \$0.00 |
| MSD Administration | \$0.00 | \$0.00 | \$0.00 |
| Miscellaneous Expense | \$0.00 | \$0.00 | \$0.00 |
| Interest / Financing | \$180,000.00 | \$0.00 | \$180,000.00 |
| Construction Admin | \$0.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$6,000,000.00 | \$0.00 | \$6,000,000.00 |

| Project Funding | Prior Years | 2004 | 2005 | 2006 | 2007 | 2008 | Beyond 2008 | Total |
|---------------------------------|-------------|------|------|----------------------------------|------|------|-------------|----------------|
| Sewer Service Charge | \$0.00 | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | \$6,000,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Jan 2005 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Trenchless Technology Manhole Repair |
| CIP Number | 2005-3 |
| Schedule Start Date | 01/01/2005 |
| CIP Type | Sewer Projects |

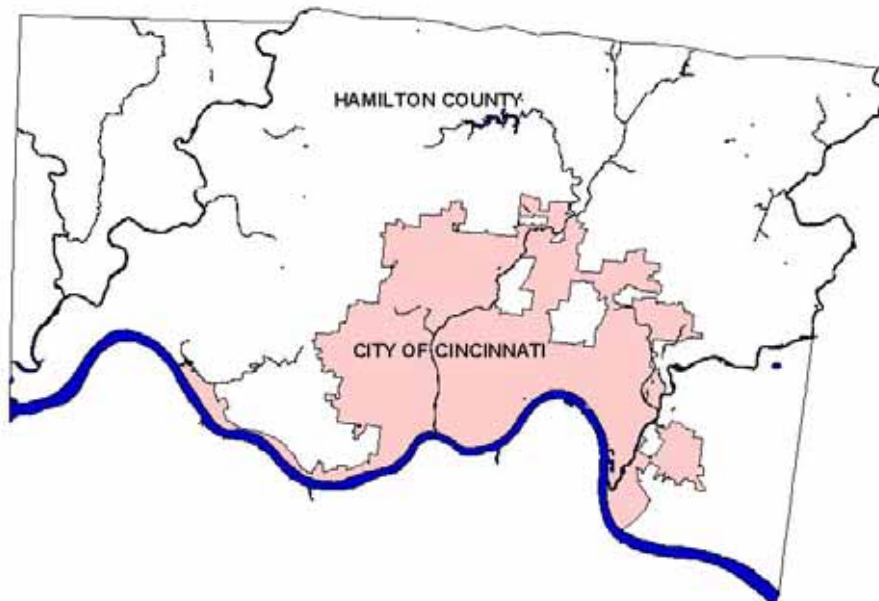
Description and Location
This project consists of miscellaneous sewer rehabilitation work throughout Hamilton County using trenchless technology.

Purpose and Justification
This project will use an innovative construction technique (internal lining) to optimize the wastewater collection system by rehabilitating deteriorated manholes. The Consent Decree obligates MSD to rehabilitate 150 manhole each year to reduce infiltration and inflow upstream of SSOs to reduce overflow activity. This project also creates development credits upstream of an SSO.

Summary of Implication
This project is required by the USEPA in order to meet Consent Decree requirements as found in Exhibit 7, Section 5. This project will reduce costs by one half compared to manhole replacement. There is little disruption to traffic. The work can be completed more quickly than manhole replacement.

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|-----------------------|----------------|-----------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$0.00 | \$0.00 | \$0.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$880,000.00 | \$0.00 | \$880,000.00 |
| Contingency | \$88,000.00 | \$0.00 | \$88,000.00 |
| Field Eng & Inspection | \$0.00 | \$0.00 | \$0.00 |
| MSD Administration | \$0.00 | \$0.00 | \$0.00 |
| Miscellaneous Expense | \$0.00 | \$0.00 | \$0.00 |
| Interest / Financing | \$32,000.00 | \$0.00 | \$32,000.00 |
| Construction Admin | \$0.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$1,000,000.00 | \$0.00 | \$1,000,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|----------------|--------|----------------------------------|--------|--------|-------------|----------------|
| Sewer Service Charge | \$0.00 | \$1,000,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$1,000,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Jan 2005 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Palisades Park Pump Station 1 & 2 Eliminations Design |
| CIP Number | 2005-40 |
| Schedule Start Date | 02/01/2005 |
| CIP Type | Sewer Projects |

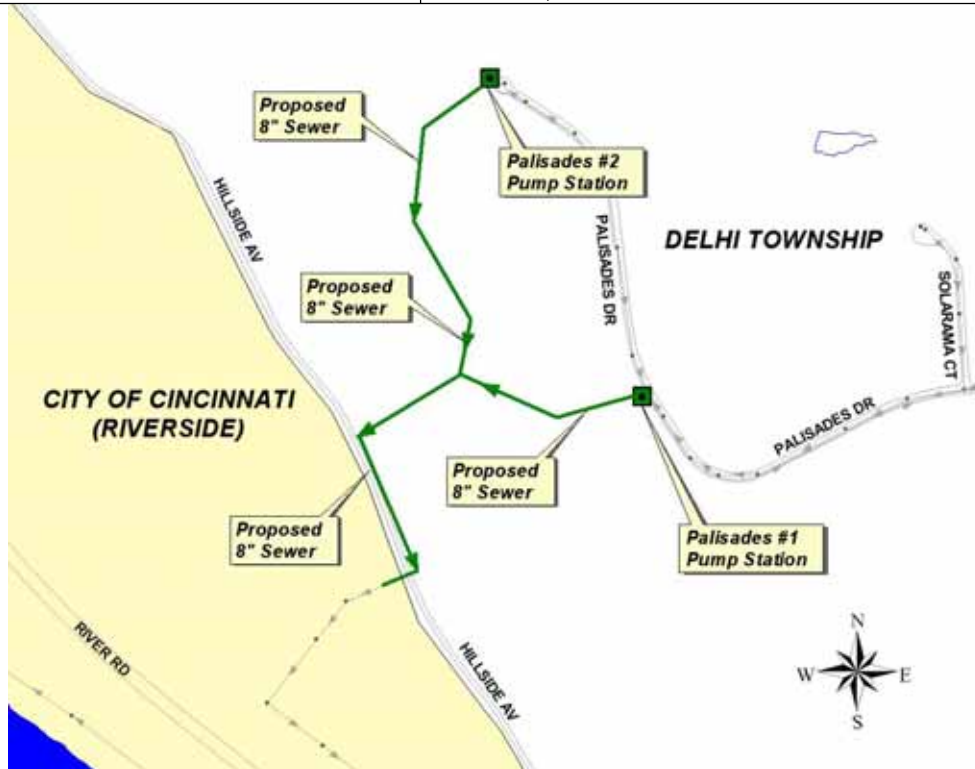
Description and Location
 This project consists of the installation of approximately 3374 feet of 8 inch sanitary sewer from approximately 3700 feet west of the intersection of Anderson Ferry Road and Hillside Avenue and 100 feet south of Hillside Avenue to the two pump stations located along Palisades Drive. This project is located in Delhi Township and the neighborhood of Riverside in the City of Cincinnati.

Purpose and Justification
 This project will eliminate the Palisades Park Pump Stations 1 and 2, installed in 1966 and 1968, respectively. These are older deteriorated stations causing odor and safety problems. The stations have existing overflows, PSO 745 and PSO 746, that will be eliminated.

Summary of Implication
 This project will eliminate maintenance costs at the pump stations by approximately \$50,000 per year. The project will add maintenance costs by \$2500 per year on average. This project will also eliminate two pump station overflows.

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|--------------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$59,000.00 | \$29,000.00 | \$30,000.00 |
| Right-of-Way | \$175,000.00 | \$0.00 | \$175,000.00 |
| Construction | \$510,000.00 | \$0.00 | \$0.00 |
| Contingency | \$51,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$75,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$5,000.00 | \$0.00 | \$5,000.00 |
| Miscellaneous Expense | \$25,000.00 | \$0.00 | \$20,000.00 |
| Interest / Financing | \$17,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$5,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$922,000.00 | \$29,000.00 | \$230,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$29,000.00 | \$230,000.00 | \$663,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$922,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| Jan 1999 | | | | Feb 2005, Oct 2006 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | National Distilleries Sewer Replacement Design |
| CIP Number | 2005-15 |
| Schedule Start Date | 03/01/2005 |
| CIP Type | Sewer Projects |

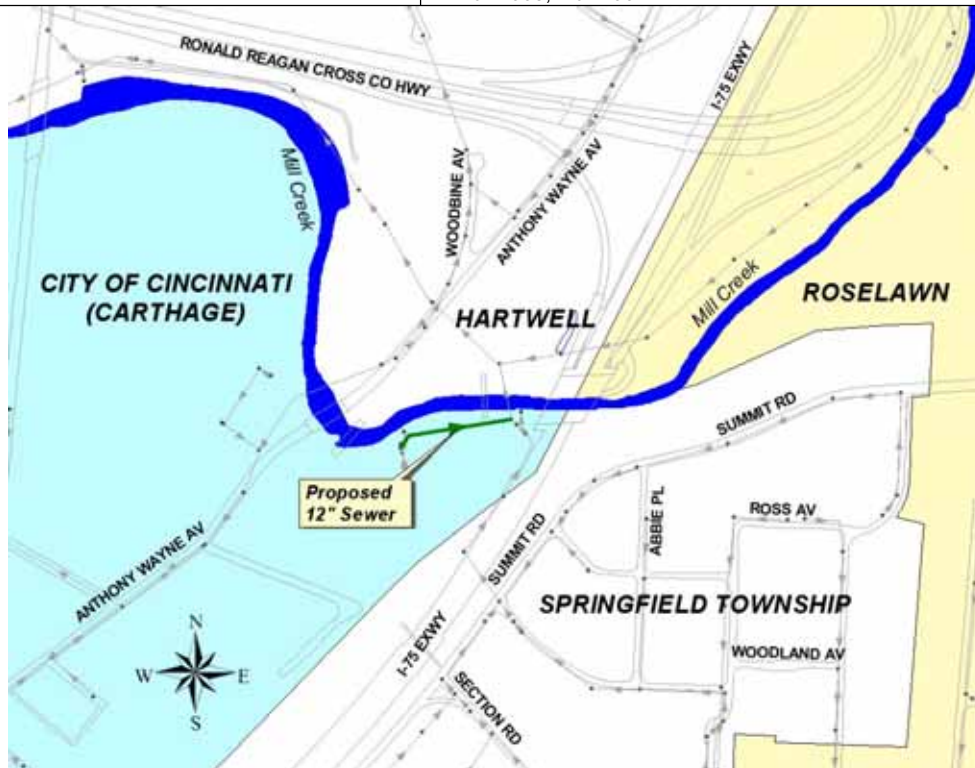
Description and Location
 This project consists of the replacement of approximately 440 feet of 12 inch sewer, beginning west of I-75 and south of the Mill Creek to the National Distilleries Building to the west. This project is located in the Hartwell neighborhood of the City of Cincinnati.

Purpose and Justification
 This project will replace and relocate sections of collapsed sewer near the Mill Creek slide area to a more stable location.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$15,000.00 | \$0.00 | \$15,000.00 |
| Right-of-Way | \$80,000.00 | \$0.00 | \$80,000.00 |
| Construction | \$88,000.00 | \$0.00 | \$0.00 |
| Contingency | \$9,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$15,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$5,000.00 | \$0.00 | \$5,000.00 |
| Miscellaneous Expense | \$9,000.00 | \$0.00 | \$9,000.00 |
| Interest / Financing | \$1,500.00 | \$0.00 | \$0.00 |
| Construction Admin | \$2,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$224,500.00 | \$0.00 | \$109,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------|----------------------------------|--------------|--------------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$109,000.00 | \$0.00 | \$115,500.00 | \$115,500.00 | \$115,500.00 | \$0.00 | \$224,500.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Mar 2005, Mar 2007 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|--|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Sewer 161 Replacement Daly Road to Compton Road Design |
| CIP Number | 2005-16 |
| Schedule Start Date | 06/01/2005 |
| CIP Type | Sewer Projects |

Description and Location
 This project consists of the replacement of approximately 6500 feet of 21 inch and 30 inch sanitary sewer from Compton Road, approximately 1000 feet east of the intersection of Compton Road and Daly Road, to the MSD Daly Road Vortex Separator located approximately 100 feet west and 50 feet north of the intersection of Daly Road and Pinehollow Drive. This project is located within Springfield Township.

Purpose and Justification
 This project will replace a severely deteriorated sanitary sewer. This project will mitigate area basement flooding, surface flooding at manholes and heavy inflow/infiltration into the existing sewer.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|-----------------------|----------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$350,000.00 | \$0.00 | \$350,000.00 |
| Right-of-Way | \$625,000.00 | \$0.00 | \$0.00 |
| Construction | \$3,000,000.00 | \$0.00 | \$0.00 |
| Contingency | \$300,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$136,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$30,000.00 | \$0.00 | \$30,000.00 |
| Miscellaneous Expense | \$250,000.00 | \$0.00 | \$100,000.00 |
| Interest / Financing | \$150,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$30,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$4,871,000.00 | \$0.00 | \$480,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------------|----------------------------------|--------|--------|-------------|----------------|
| Sewer Service Charge | \$0.00 | \$480,000.00 | \$625,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$4,871,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | June 2005, June 2006, May 2008 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Glenwood Ave. Sewer Repair Design |
| CIP Number | 2005-17 |
| Schedule Start Date | 06/01/2005 |
| CIP Type | Sewer Projects |

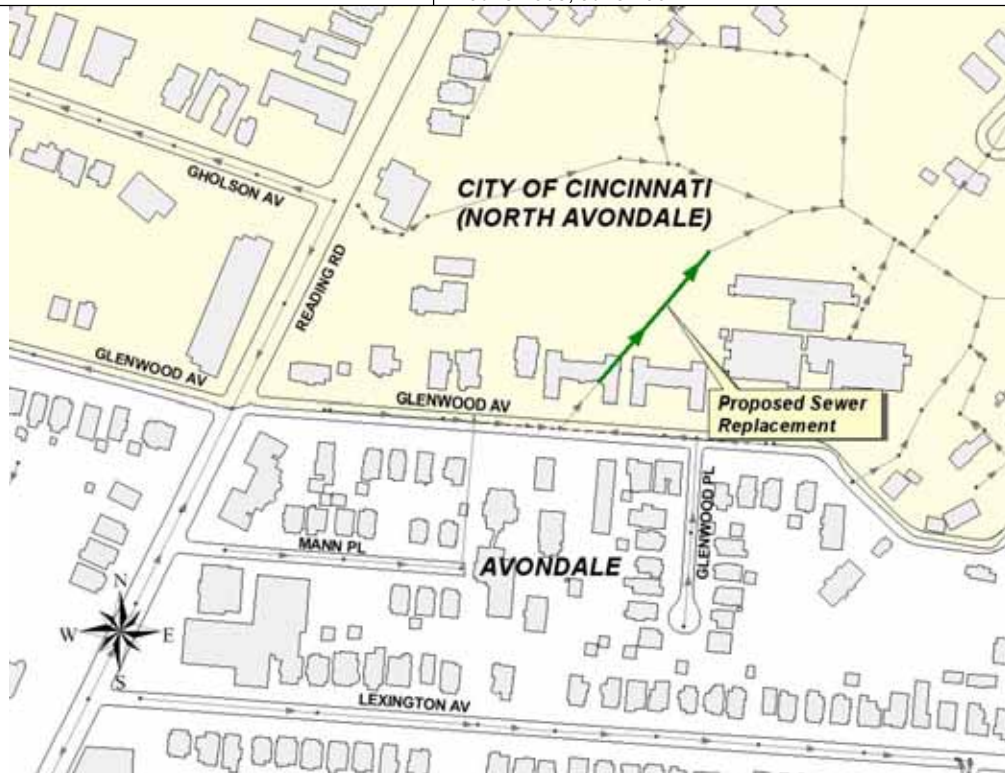
Description and Location
 This project consists of the replacement of approximately 210 feet of sanitary sewer from 800 feet east of the intersection of Reading Road and Glenwood Avenue and 300 feet north of Glenwood Avenue to 700 feet east of the intersection Reading Road and Glenwood Avenue and 100 feet north of Glenwood Avenue. This project is located in the Avondale neighborhood of the City of Cincinnati.

Purpose and Justification
 This project will replace a severely deteriorated sanitary sewer.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|--------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$15,000.00 | \$0.00 | \$15,000.00 |
| Right-of-Way | \$30,000.00 | \$0.00 | \$30,000.00 |
| Construction | \$75,000.00 | \$0.00 | \$0.00 |
| Contingency | \$15,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$17,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$1,000.00 | \$0.00 | \$1,000.00 |
| Miscellaneous Expense | \$15,000.00 | \$0.00 | \$10,000.00 |
| Interest / Financing | \$3,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$1,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$172,000.00 | \$0.00 | \$56,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|-------------|--------|----------------------------------|--------------|--------------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$56,000.00 | \$0.00 | \$116,000.00 | \$116,000.00 | \$116,000.00 | \$0.00 | \$172,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | June 2005, June 2007 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Sunnybrook Dr. Sewer Lining & Replacement Design |
| CIP Number | 2005-18 |
| Schedule Start Date | 03/01/2005 |
| CIP Type | Sewer Projects |

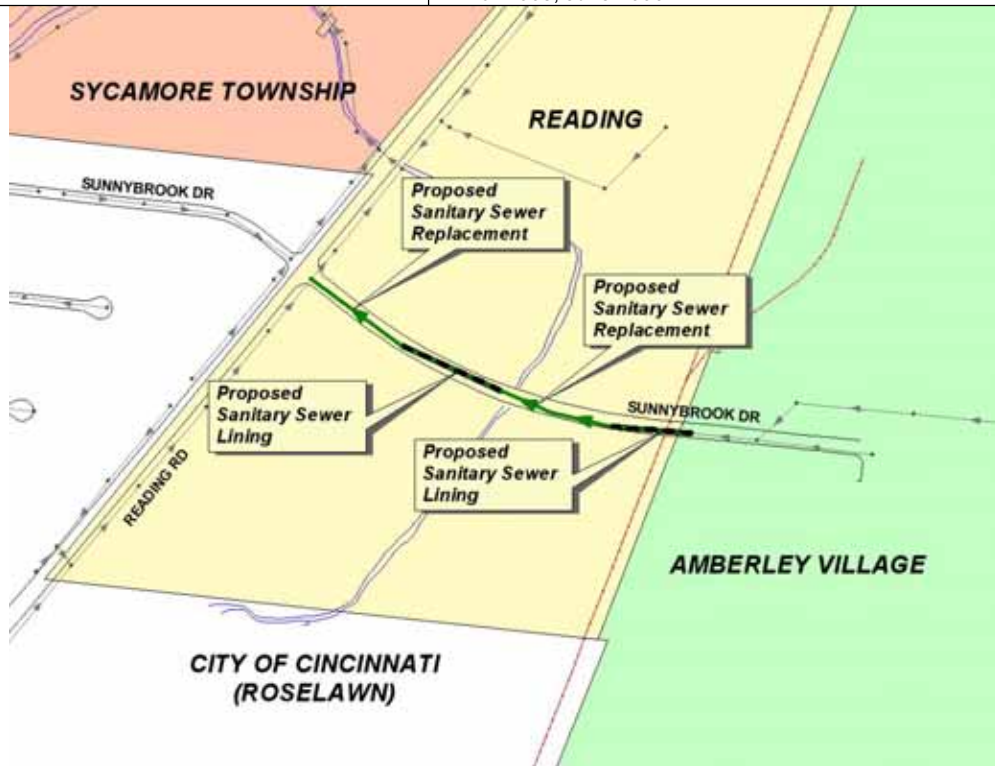
Description and Location
 This project consists of the lining of approximately 585 feet and the replacement of approximately 420 feet of 12 inch sanitary sewer from the intersection of Reading Road and Sunnybrook Drive to approximately 1000 feet east along Sunnybrook Drive. This project is located in the City of Reading and Amberly Village.

Purpose and Justification
 This project will line and replace a severely deteriorated sanitary sewer.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|--------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$32,000.00 | \$0.00 | \$32,000.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$212,000.00 | \$0.00 | \$0.00 |
| Contingency | \$42,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$33,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$3,000.00 | \$0.00 | \$3,000.00 |
| Miscellaneous Expense | \$15,000.00 | \$0.00 | \$15,000.00 |
| Interest / Financing | \$3,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$3,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$343,000.00 | \$0.00 | \$50,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|-------------|--------------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$50,000.00 | \$293,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$343,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Mar 2005, June 2006 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Losantiville & Schubert Ave. Sewer Replacement Design |
| CIP Number | 2005-19 |
| Schedule Start Date | 05/01/2005 |
| CIP Type | Sewer Projects |

Description and Location
 This project consists of the replacement of approximately 528 feet of 8 inch and 10 inch sanitary sewer from approximately 400 feet west of the intersection of Schubert Avenue and Woodford Road to approximately 160 feet east of the intersection of Schubert Avenue and Woodford Road. This project is located in the Pleasant Ridge neighborhood of the City of Cincinnati.

Purpose and Justification
 This project will replace a severely deteriorated sanitary sewer.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|--------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$19,000.00 | \$0.00 | \$19,000.00 |
| Right-of-Way | \$53,500.00 | \$0.00 | \$53,500.00 |
| Construction | \$125,000.00 | \$0.00 | \$0.00 |
| Contingency | \$25,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$19,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$2,000.00 | \$0.00 | \$2,000.00 |
| Miscellaneous Expense | \$5,000.00 | \$0.00 | \$5,000.00 |
| Interest / Financing | \$1,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$2,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$251,500.00 | \$0.00 | \$79,500.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|-------------|--------|----------------------------------|--------------|--------------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$79,500.00 | \$0.00 | \$172,000.00 | \$172,000.00 | \$172,000.00 | \$0.00 | \$251,500.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | May 2005, Oct 2007 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Diamond Oaks, Regency Ridge and Windmere Third Pump Station Eliminations Design |
| CIP Number | 2005-20 |
| Schedule Start Date | 02/01/2005 |
| CIP Type | Sewer Projects |

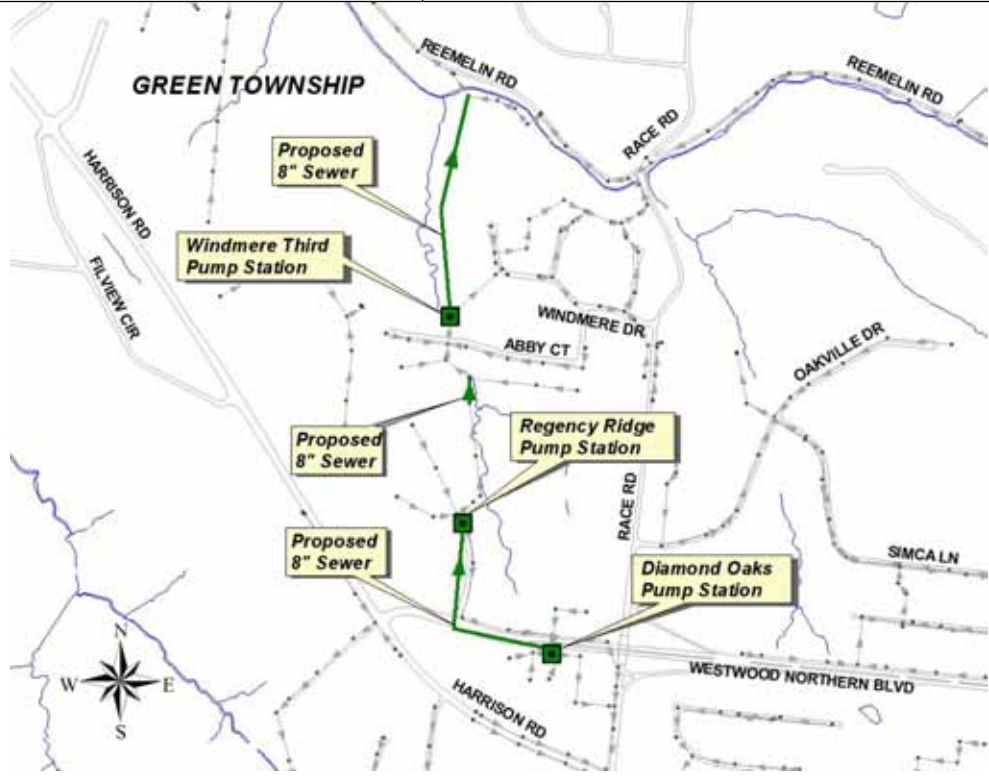
Description and Location
 This project consists of the installation of approximately 3200 feet of 8 inch sanitary sewer from approximately 1200 feet west of the intersection of Race Road and Reemelin Road and 125 feet south of Reemelin Road to the three pump stations and ending at the Diamond Oaks pump station located on the south side of Westwood Northern Boulevard, 400 feet west of the intersection of Westwood Northern Boulevard and Race Road. This project is located in Green Township.

Purpose and Justification
 This project will eliminate the Diamond Oaks, Regency Ridge and Windmere Third pump stations, installed in 1972, 1994 and 1991 respectively. The Diamond Oaks Pump Station is an older deteriorated station causing chronic odor and safety problems. The Windmere Third and Regency Ridge stations must be eliminated in order to eliminate the problematic Diamond Oaks station. This project will provide for the Race Road Sewer Assessment project.

Summary of Implication
 This project will eliminate maintenance costs at the pump stations by approximately \$75,000 per year. The project will add maintenance costs by \$2400 per year on average.

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|-----------------------|----------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$86,000.00 | \$0.00 | \$86,000.00 |
| Right-of-Way | \$210,000.00 | \$0.00 | \$210,000.00 |
| Construction | \$577,000.00 | \$0.00 | \$0.00 |
| Contingency | \$57,700.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$75,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$6,000.00 | \$0.00 | \$6,000.00 |
| Miscellaneous Expense | \$30,000.00 | \$0.00 | \$25,000.00 |
| Interest / Financing | \$16,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$6,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$1,063,700.00 | \$0.00 | \$327,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------|----------------------------------|--------------|--------------|-------------|----------------|
| Sewer Service Charge | \$0.00 | \$327,000.00 | \$0.00 | \$736,700.00 | \$736,700.00 | \$736,700.00 | \$0.00 | \$1,063,700.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Feb 2005, Jun 2007 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Aster Place Sewer Replacement Design |
| CIP Number | 2005-21 |
| Schedule Start Date | 03/01/2005 |
| CIP Type | Sewer Projects |

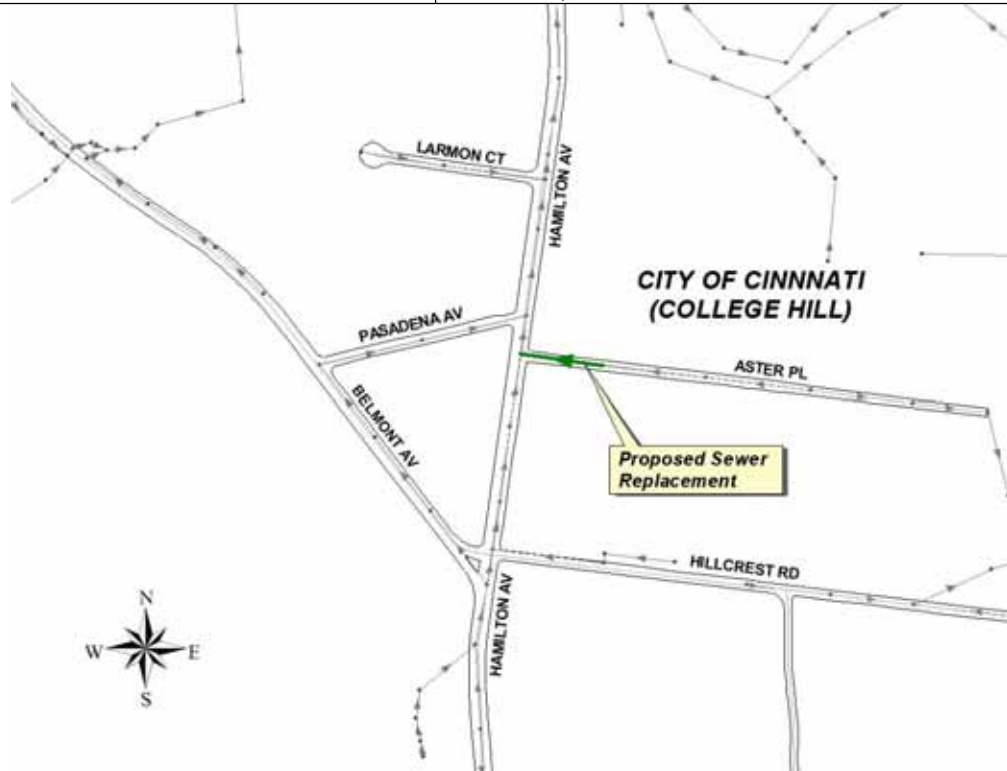
Description and Location
 This project consists of the replacement of approximately 200 feet sanitary sewer from the intersection of Aster Place and Hamilton Avenue eastward on Aster Place. This project is located in the College Hill neighborhood of the City of Cincinnati.

Purpose and Justification
 This project will replace a severely deteriorated sanitary sewer.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|--------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$10,000.00 | \$0.00 | \$10,000.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$60,000.00 | \$0.00 | \$0.00 |
| Contingency | \$15,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$0.00 | \$0.00 | \$0.00 |
| MSD Administration | \$1,000.00 | \$0.00 | \$1,000.00 |
| Miscellaneous Expense | \$5,000.00 | \$0.00 | \$5,000.00 |
| Interest / Financing | \$1,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$10,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$102,000.00 | \$0.00 | \$16,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$102,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$102,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Mar 2005, Oct 2005 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Aster Place Sewer Replacement |
| CIP Number | 2005-21. |
| Schedule Start Date | 10/01/2005 |
| CIP Type | Sewer Projects |

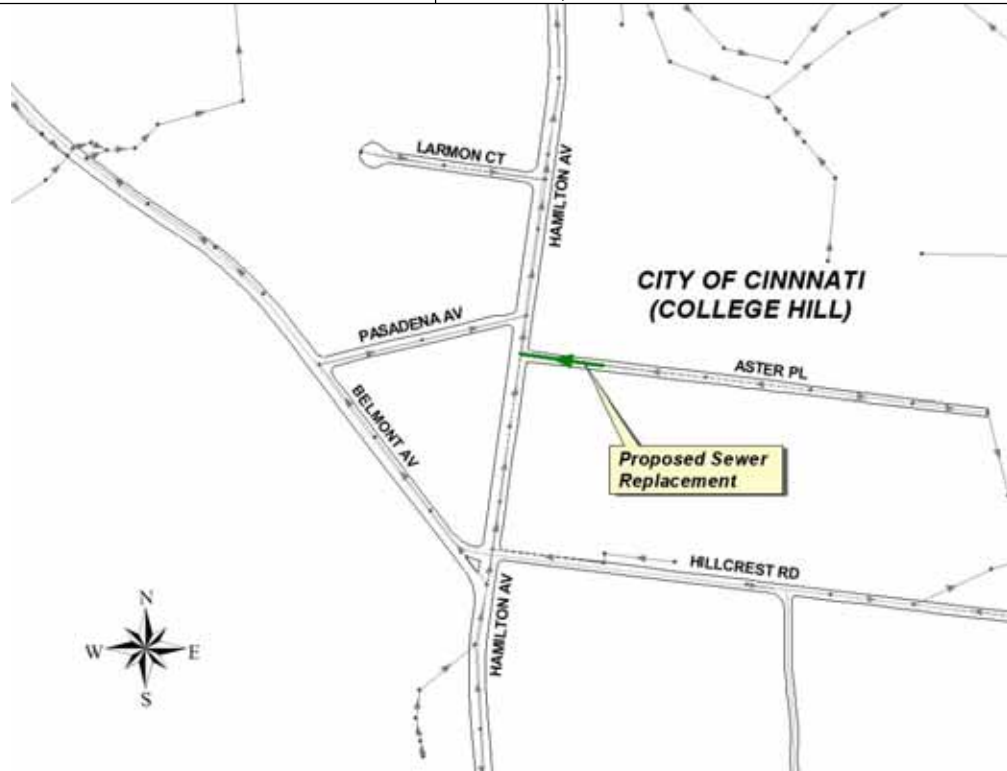
Description and Location
 This project consists of the replacement of approximately 200 feet sanitary sewer from the intersection of Aster Place and Hamilton Avenue eastward on Aster Place. This project is located in the College Hill neighborhood of the City of Cincinnati.

Purpose and Justification
 This project will replace a severely deteriorated sanitary sewer.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|--------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$10,000.00 | \$0.00 | \$0.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$60,000.00 | \$0.00 | \$60,000.00 |
| Contingency | \$15,000.00 | \$0.00 | \$15,000.00 |
| Field Eng & Inspection | \$0.00 | \$0.00 | \$0.00 |
| MSD Administration | \$1,000.00 | \$0.00 | \$0.00 |
| Miscellaneous Expense | \$5,000.00 | \$0.00 | \$0.00 |
| Interest / Financing | \$1,000.00 | \$0.00 | \$1,000.00 |
| Construction Admin | \$10,000.00 | \$0.00 | \$10,000.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$102,000.00 | \$0.00 | \$86,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$102,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$102,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Mar 2005, Oct 2005 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|--|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Mill Creek Interceptor Diversion Chamber Phase 1 - Anthony Wayne |
| CIP Number | 2003-14 |
| Schedule Start Date | 03/01/2005 |
| CIP Type | Sewer Projects |

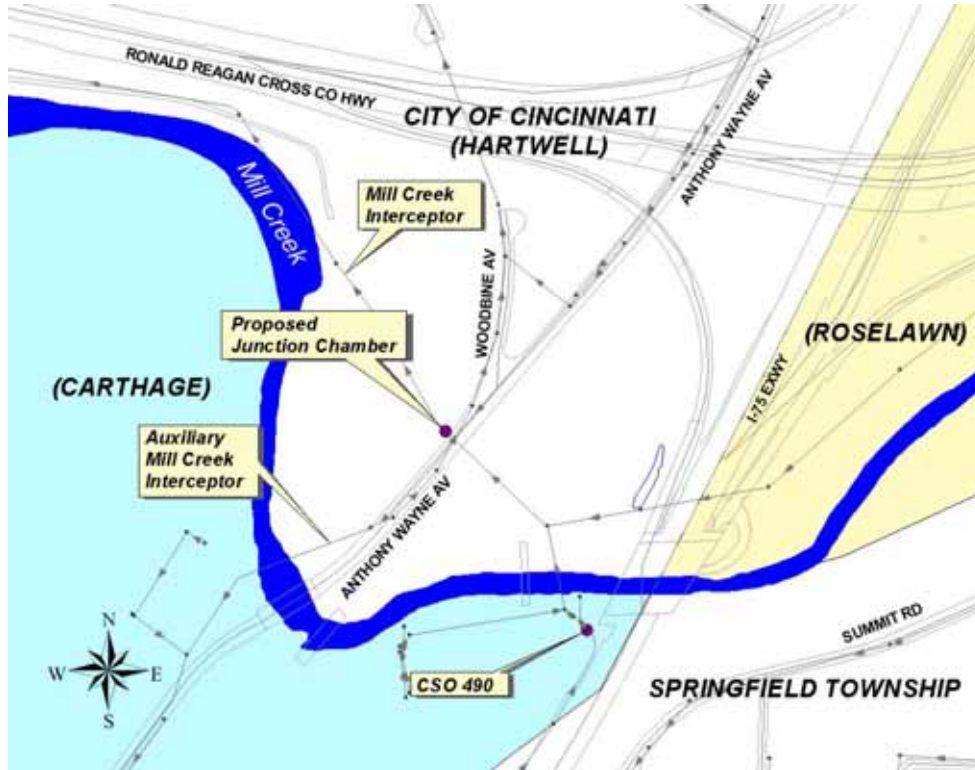
Description and Location
 This project will install a new diversion chamber from the Mill Creek interceptor to the Auxiliary Mill Creek interceptor. This is the first phase of three total phases. Two existing diversion chambers located at the existing Bloody Run Diversion Chamber and the Spring Grove Diversion Chamber will replace the existing cast iron sluice gates as part of the final two phases. This project is located in the Mill Creek Drainage Basin in the Hartwell neighborhood of the City of Cincinnati.

Purpose and Justification
 This project will allow dry weather diversion of the Mill Creek Interceptor to the auxiliary Mill Creek Interceptor for maintenance and inspection. This project will allow MSD to clean, investigate and repair the Mill Creek Interceptor, thereby increasing the capacity of the sewer. It will add flexibility to the system. This project is part of Real Time Control (RTC) for the Mill Creek and Auxiliary Mill Creek Interceptors.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|-----------------------|---------------------|-----------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$140,000.00 | \$140,000.00 | \$0.00 |
| Right-of-Way | \$30,000.00 | \$0.00 | \$30,000.00 |
| Construction | \$1,500,000.00 | \$0.00 | \$800,000.00 |
| Contingency | \$225,000.00 | \$0.00 | \$120,000.00 |
| Field Eng & Inspection | \$70,000.00 | \$0.00 | \$35,000.00 |
| MSD Administration | \$15,000.00 | \$0.00 | \$8,000.00 |
| Miscellaneous Expense | \$30,000.00 | \$10,000.00 | \$0.00 |
| Interest / Financing | \$60,000.00 | \$0.00 | \$30,000.00 |
| Construction Admin | \$15,000.00 | \$0.00 | \$8,000.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$2,085,000.00 | \$150,000.00 | \$1,031,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|--------------|----------------|--------------|----------------------------------|--------|--------|-------------|----------------|
| Sewer Service Charge | \$150,000.00 | \$1,031,000.00 | \$904,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$2,085,000.00 |
| Legislative Action Taken | | | | Future Legislation Action | | | | |
| Oct 2003 | | | | Oct 2005, Oct 2006 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Rhode Island Avenue at Dale Road Sewer Replacement Design |
| CIP Number | 2005-22 |
| Schedule Start Date | 03/01/2005 |
| CIP Type | Sewer Projects |

Description and Location
 This project consists of the replacement of approximately 350 feet of 8" sanitary sewer from approximately 65 feet west of the intersection of Dale Road and Rhode Island Avenue to approximately 290 feet north of the intersection of Dale Avenue and Rhode Island Avenue. This project is located in the City of Norwood and in the neighborhood of Bond Hill of the City of Cincinnati.

Purpose and Justification
 This project will replace a severely deteriorated sanitary sewer.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|--------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$12,000.00 | \$0.00 | \$12,000.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$80,000.00 | \$0.00 | \$0.00 |
| Contingency | \$16,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$16,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$1,000.00 | \$0.00 | \$1,000.00 |
| Miscellaneous Expense | \$5,000.00 | \$0.00 | \$5,000.00 |
| Interest / Financing | \$1,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$1,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$132,000.00 | \$0.00 | \$18,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|-------------|--------------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$18,000.00 | \$114,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$132,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Mar 2005, Oct 2006 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Harwinton Lane Sewer Replacement Design |
| CIP Number | 2005-23 |
| Schedule Start Date | 05/01/2005 |
| CIP Type | Sewer Projects |

Description and Location
 This project consists of the replacement of approximately 2000 feet of 12" sanitary sewer from 50 feet west of Harborside Drive, 275 feet northeast of the intersection of Harborpoint Drive and Harborside Drive, to Lawrence Road, 270 feet west of the intersection of Lawrence Road and Tolland Court. This project is located in Green Township.

Purpose and Justification
 This project will replace a severely deteriorated sanitary sewer.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|-----------------------|----------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$98,000.00 | \$0.00 | \$98,000.00 |
| Right-of-Way | \$162,000.00 | \$0.00 | \$162,000.00 |
| Construction | \$650,000.00 | \$0.00 | \$0.00 |
| Contingency | \$97,500.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$61,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$7,000.00 | \$0.00 | \$7,000.00 |
| Miscellaneous Expense | \$30,000.00 | \$0.00 | \$15,000.00 |
| Interest / Financing | \$20,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$7,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$1,132,500.00 | \$0.00 | \$282,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------|----------------------------------|--------------|--------------|-------------|----------------|
| Sewer Service Charge | \$0.00 | \$282,000.00 | \$0.00 | \$850,500.00 | \$850,500.00 | \$850,500.00 | \$0.00 | \$1,132,500.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | May 2005, Oct 2007 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Rutledge Area Sewer Replacement Design |
| CIP Number | 2005-26 |
| Schedule Start Date | 05/01/2005 |
| CIP Type | Sewer Projects |

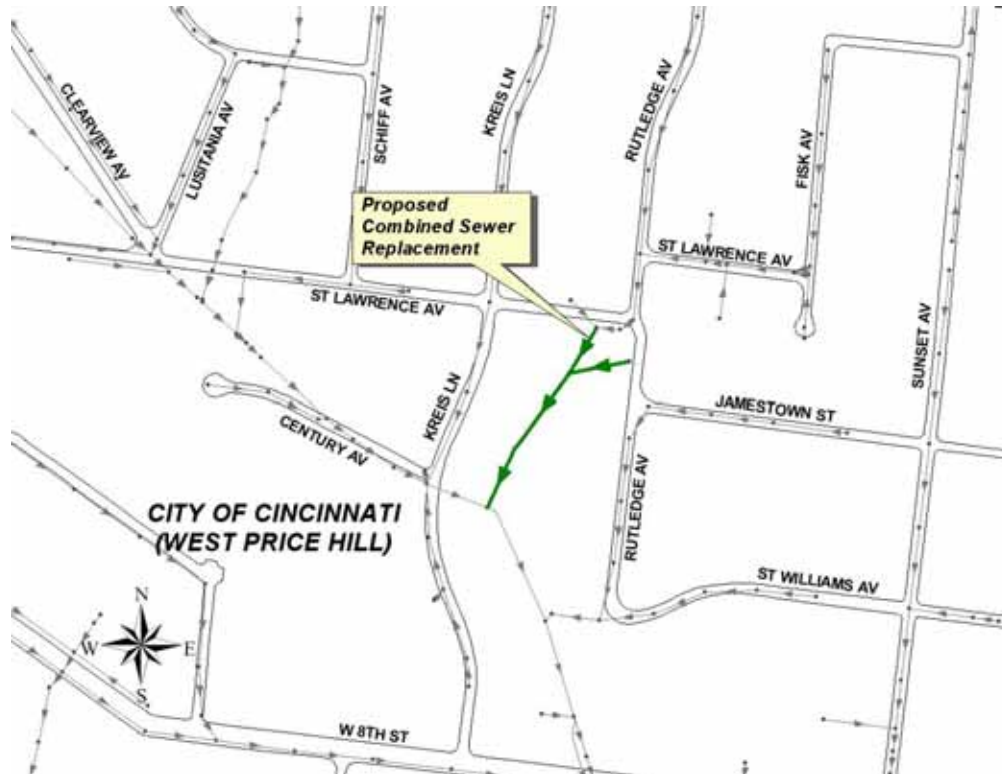
Description and Location
 This project consists of the replacement of approximately 650 feet of 18 inch and 20 inch combined sewer from approximately 150 feet southeast of the intersection of Century Avenue and Kreis Lane to approximately 85 feet west of the intersection of S. Lawrence Avenue and Rutledge Avenue on the south side of St. Lawrence Avenue. This project is located in the Price Hill neighborhood of the City of Cincinnati.

Purpose and Justification
 This project will replace a severely deteriorated combined sewer.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$36,000.00 | \$0.00 | \$36,000.00 |
| Right-of-Way | \$100,000.00 | \$0.00 | \$100,000.00 |
| Construction | \$240,000.00 | \$0.00 | \$0.00 |
| Contingency | \$48,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$22,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$3,000.00 | \$0.00 | \$3,000.00 |
| Miscellaneous Expense | \$15,000.00 | \$0.00 | \$15,000.00 |
| Interest / Financing | \$3,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$3,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$470,000.00 | \$0.00 | \$154,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------|----------------------------------|--------------|--------------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$154,000.00 | \$0.00 | \$316,000.00 | \$316,000.00 | \$316,000.00 | \$0.00 | \$470,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | May 2005, Oct 2007 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | 1852 Columbia Parkway Sewer Replacement Study |
| CIP Number | 2005-24 |
| Schedule Start Date | 02/01/2005 |
| CIP Type | Sewer Projects |

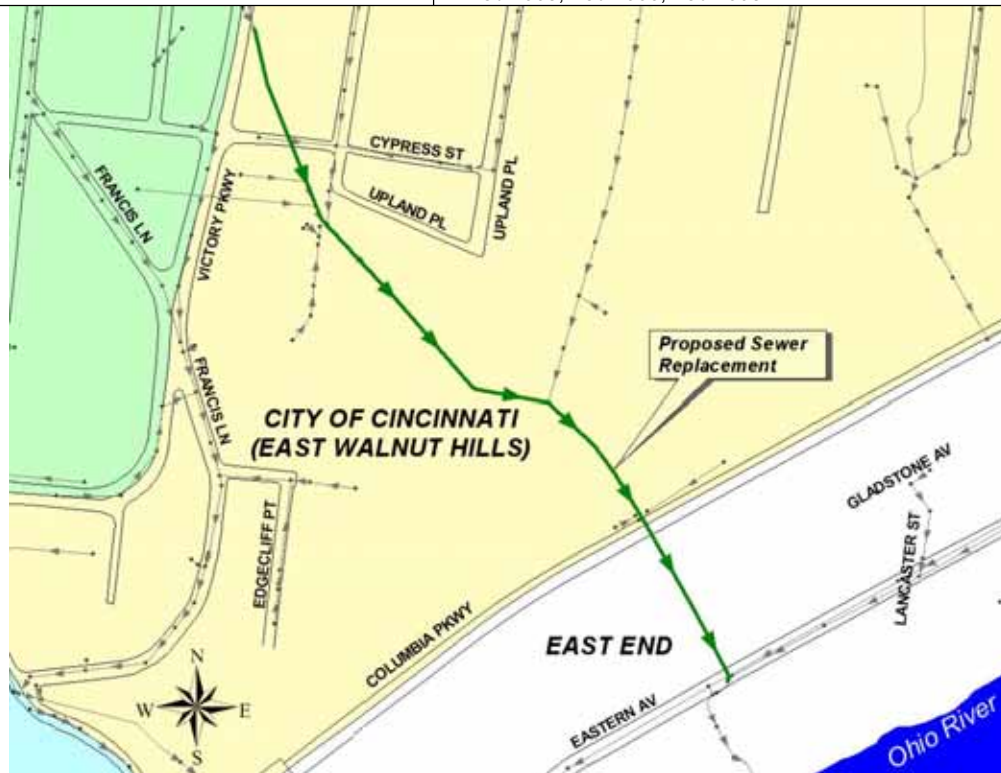
Description and Location
 This project consists of the replacement of approximately 2,200 feet of 36", 48" and 60" combined sewers from Eastern Avenue, 560 feet west of the intersection of Eastern Avenue and Lancaster Street, northwest to House Number 2320 Victory Parkway, 250 feet north of the intersection of Victory Parkway and Cypress Street. This project is located in the East Walnut Hills and East End neighborhoods of the City of Cincinnati.

Purpose and Justification
 This project will replace a severely deteriorated combined sewer.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|-----------------------|----------------|--------------------|
| Preliminary Studies | \$50,000.00 | \$0.00 | \$50,000.00 |
| Design | \$225,000.00 | \$0.00 | \$0.00 |
| Right-of-Way | \$360,000.00 | \$0.00 | \$0.00 |
| Construction | \$1,500,000.00 | \$0.00 | \$0.00 |
| Contingency | \$150,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$93,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$15,000.00 | \$0.00 | \$0.00 |
| Miscellaneous Expense | \$50,000.00 | \$0.00 | \$0.00 |
| Interest / Financing | \$60,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$15,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$2,518,000.00 | \$0.00 | \$50,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|-------------|--------------|----------------------------------|--------|--------|-------------|----------------|
| Sewer Service Charge | \$0.00 | \$50,000.00 | \$650,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$2,518,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Feb 2005, Feb 2006, Feb 2008 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Mt. St. Joseph Sewer Replacement Design |
| CIP Number | 2005-25 |
| Schedule Start Date | 05/01/2005 |
| CIP Type | Sewer Projects |

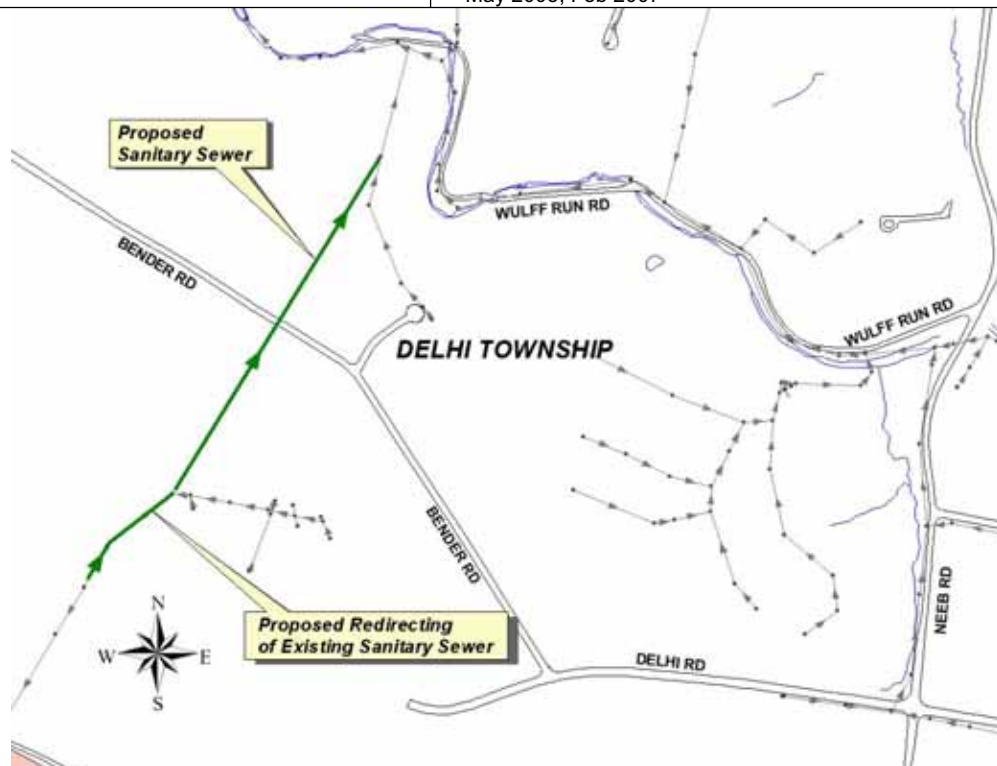
Description and Location
 This project consists of the installation of approximately 1200 feet of 8" sanitary sewer from south of Mount St Joseph College, approximately 1700 feet west of the intersection of Bender Road and Delhi Road, to approximately 700 feet north of Bender Road and 1500 feet northwest of the intersection of Bender Road and Delhi Road. This project is located in Delhi Township.

Purpose and Justification
 This project will replace a severely deteriorated sanitary sewer. The instability of the hillside near the deteriorated sewer requires the sewer to be redirected to the north side of Bender Road.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$37,500.00 | \$0.00 | \$37,500.00 |
| Right-of-Way | \$90,000.00 | \$0.00 | \$90,000.00 |
| Construction | \$250,000.00 | \$0.00 | \$0.00 |
| Contingency | \$37,500.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$40,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$3,000.00 | \$0.00 | \$3,000.00 |
| Miscellaneous Expense | \$15,000.00 | \$0.00 | \$10,000.00 |
| Interest / Financing | \$10,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$3,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$486,000.00 | \$0.00 | \$140,500.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------|----------------------------------|--------------|--------------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$140,500.00 | \$0.00 | \$345,500.00 | \$345,500.00 | \$345,500.00 | \$0.00 | \$486,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | May 2005, Feb 2007 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Montgomery & Lester Sewer Replacement Design |
| CIP Number | 2005-27 |
| Schedule Start Date | 05/01/2005 |
| CIP Type | Sewer Projects |

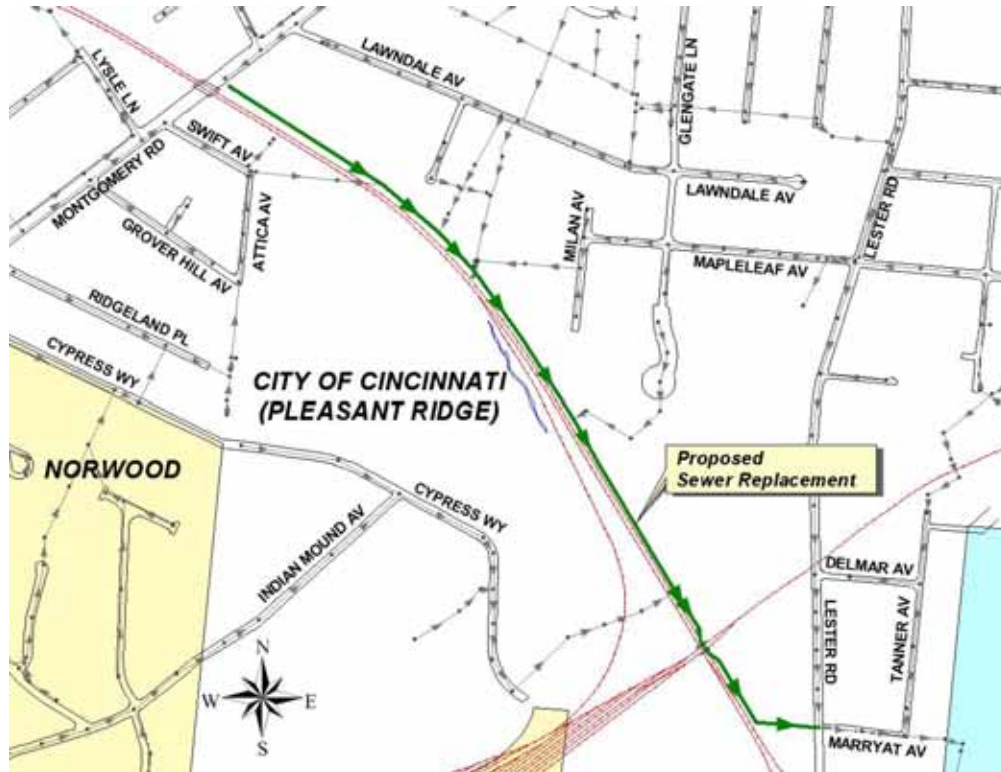
Description and Location
 This project consists of the replacement of approximately 3230 feet of 15" sanitary sewer from the intersection of Lester Road and Marryat Avenue along the north side of the existing railroad to the east side of Montgomery Road, approximately 290 feet south of the intersection of Montgomery Road and Lawndale Avenue. This project is located in the Pleasant Ridge neighborhood of the City of Cincinnati.

Purpose and Justification
 This project will replace a severely deteriorated sanitary sewer.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|-----------------------|----------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$180,000.00 | \$0.00 | \$180,000.00 |
| Right-of-Way | \$100,000.00 | \$0.00 | \$100,000.00 |
| Construction | \$1,200,000.00 | \$0.00 | \$0.00 |
| Contingency | \$180,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$78,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$12,000.00 | \$0.00 | \$12,000.00 |
| Miscellaneous Expense | \$100,000.00 | \$0.00 | \$50,000.00 |
| Interest / Financing | \$48,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$12,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$1,910,000.00 | \$0.00 | \$342,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------|----------------------------------|----------------|----------------|-------------|----------------|
| Sewer Service Charge | \$0.00 | \$342,000.00 | \$0.00 | \$1,568,000.00 | \$1,568,000.00 | \$1,568,000.00 | \$0.00 | \$1,910,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | May 2005, Oct 2007 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Mockingbird Lane Sewer Replacement |
| CIP Number | 2005-29. |
| Schedule Start Date | 02/01/2005 |
| CIP Type | Sewer Projects |

Description and Location
 This project consists of replacing approximately 200 feet of 12 inch sanitary sewer from 110 feet northeast of the intersection of Cottonwood Drive and Mockingbird Lane to approximately 200 feet northeast along Mockingbird Lane. This project is located in Springfield Township.

Purpose and Justification
 This project will replace a deteriorated and bellied sewer built in 1955.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$12,000.00 | \$0.00 | \$0.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$75,000.00 | \$0.00 | \$75,000.00 |
| Contingency | \$15,000.00 | \$0.00 | \$15,000.00 |
| Field Eng & Inspection | \$0.00 | \$0.00 | \$0.00 |
| MSD Administration | \$1,500.00 | \$0.00 | \$0.00 |
| Miscellaneous Expense | \$5,000.00 | \$0.00 | \$0.00 |
| Interest / Financing | \$3,000.00 | \$0.00 | \$3,000.00 |
| Construction Admin | \$10,000.00 | \$0.00 | \$10,000.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$121,500.00 | \$0.00 | \$103,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$121,500.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$121,500.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Feb 2005, Oct 2005 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Fleming Road at Springfield Pike Sewer Replacement Design |
| CIP Number | 2005-31 |
| Schedule Start Date | 05/01/2005 |
| CIP Type | Sewer Projects |

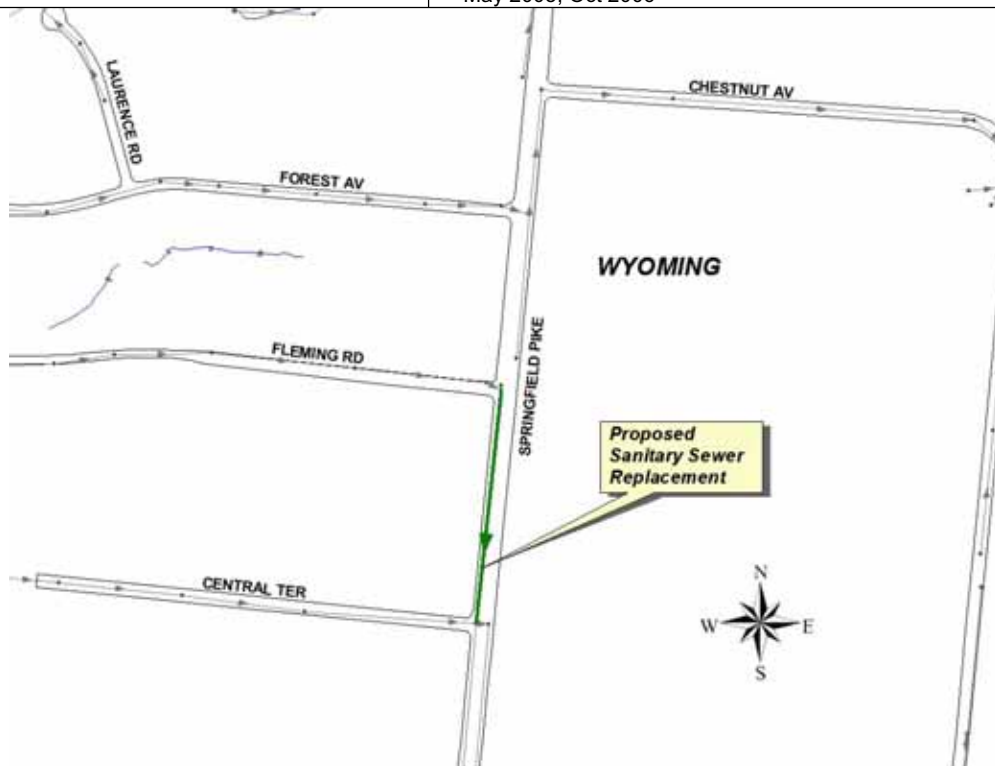
Description and Location
 This project consists of the replacement of approximately 570 feet of 8 inch sanitary sewer from the intersection of Central Terrace and Springfield Pike to the intersection of Fleming Road and Springfield Pike. This project is located in the City of Wyoming.

Purpose and Justification
 This project will replace a deteriorated sanitary sewer that has a severe grade problem.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|--------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$22,500.00 | \$0.00 | \$22,500.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$150,000.00 | \$0.00 | \$0.00 |
| Contingency | \$30,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$20,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$2,000.00 | \$0.00 | \$2,000.00 |
| Miscellaneous Expense | \$10,000.00 | \$0.00 | \$10,000.00 |
| Interest / Financing | \$3,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$2,000.00 | \$0.00 | \$2,000.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$239,500.00 | \$0.00 | \$36,500.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|-------------|--------------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$36,500.00 | \$203,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$239,500.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | May 2005, Oct 2006 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Cornelia Avenue Sewer Replacement Design |
| CIP Number | 2005-28 |
| Schedule Start Date | 05/01/2005 |
| CIP Type | Sewer Projects |

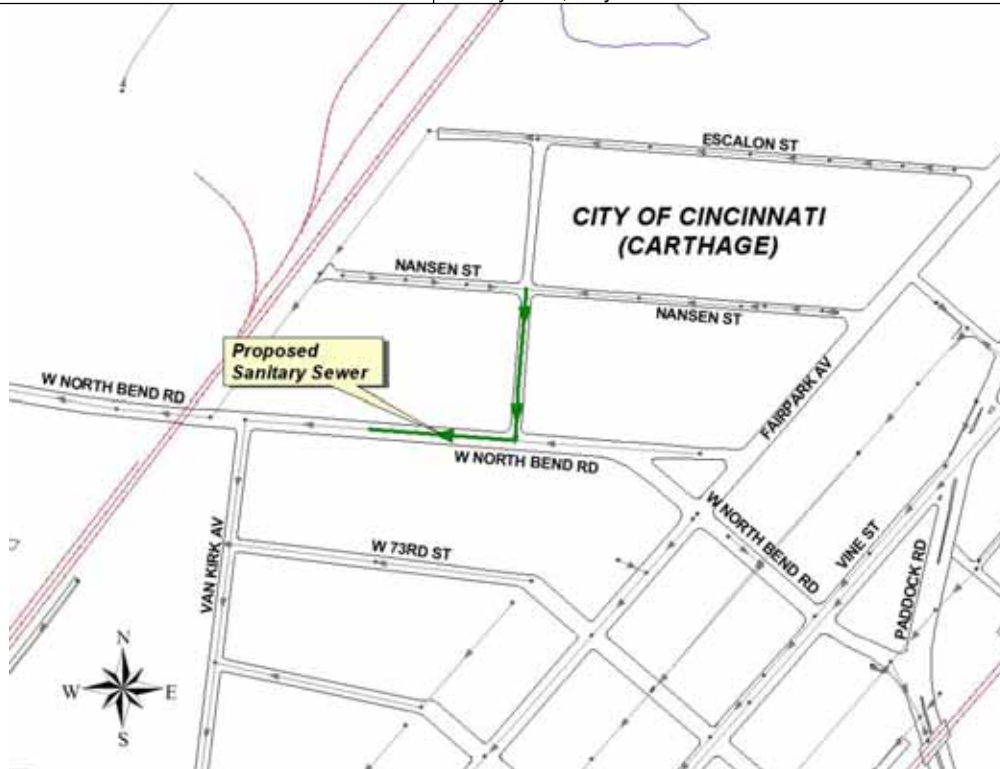
Description and Location
 This project consists of the replacement of approximately 704 feet of 8" sanitary sewer from West North Bend Road, approximately 345 feet west of the intersection of Cornelia Avenue and West North Bend Road, to the intersection at Cornelia Avenue and Nansen Street. This project is located in the Carthage neighborhood of the City of Cincinnati.

Purpose and Justification
 This project will replace a deteriorated sanitary sewer and eliminate severe ponding.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|--------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$21,000.00 | \$0.00 | \$21,000.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$140,000.00 | \$0.00 | \$0.00 |
| Contingency | \$28,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$23,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$2,000.00 | \$0.00 | \$2,000.00 |
| Miscellaneous Expense | \$5,000.00 | \$0.00 | \$5,000.00 |
| Interest / Financing | \$3,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$2,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$224,000.00 | \$0.00 | \$28,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|-------------|--------------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$28,000.00 | \$196,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$224,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | May 2005, May 2006 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Mockingbird Lane Sewer Replacement Design |
| CIP Number | 2005-29 |
| Schedule Start Date | 02/01/2005 |
| CIP Type | Sewer Projects |

Description and Location
 This project consists of replacing approximately 200 feet of 12 inch sanitary sewer from 110 feet northeast of the intersection of Cottonwood Drive and Mockingbird Lane to approximately 200 feet northeast along Mockingbird Lane. This project is located in Springfield Township.

Purpose and Justification
 This project will replace a deteriorated and bellied sewer built in 1955.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|--------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$12,000.00 | \$0.00 | \$12,000.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$75,000.00 | \$0.00 | \$0.00 |
| Contingency | \$15,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$0.00 | \$0.00 | \$0.00 |
| MSD Administration | \$1,500.00 | \$0.00 | \$1,500.00 |
| Miscellaneous Expense | \$5,000.00 | \$0.00 | \$5,000.00 |
| Interest / Financing | \$3,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$10,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$121,500.00 | \$0.00 | \$18,500.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$121,500.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$121,500.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Feb 2005, Oct 2006 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Kemper Lane Sewer Repair Design |
| CIP Number | 2005-33 |
| Schedule Start Date | 05/01/2005 |
| CIP Type | Sewer Projects |

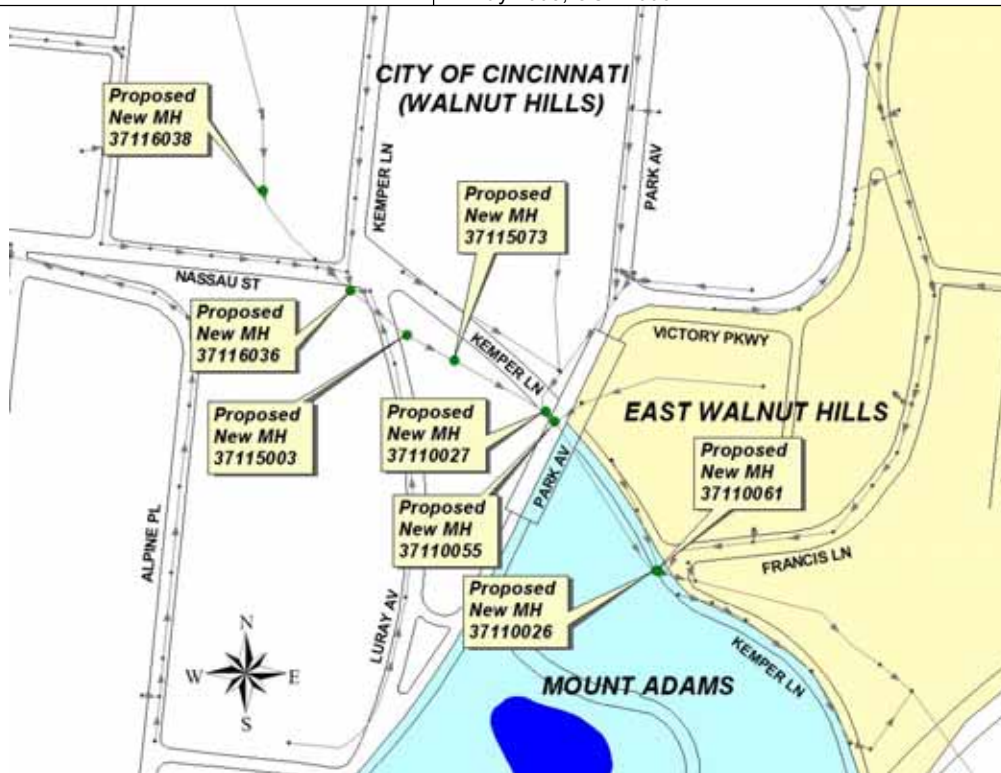
Description and Location
 This project consists of the installation of up to eight manholes along a 48 inch through 66 inch combined stone sewer to provide access to the sewer for evaluation from 25 feet south of the intersection of Francis Lane and Kemper Lane to approximately 150 feet west and 130 feet north of the intersection of Kemper Lane and Nassau Street. This project is located in the East Walnut Hills neighborhood of the City of Cincinnati.

Purpose and Justification
 This project will install new manholes on an existing old combined stone sewer, allowing assessment and further repair of the sewer.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$75,000.00 | \$0.00 | \$75,000.00 |
| Right-of-Way | \$10,000.00 | \$0.00 | \$10,000.00 |
| Construction | \$500,000.00 | \$0.00 | \$0.00 |
| Contingency | \$75,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$61,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$5,000.00 | \$0.00 | \$5,000.00 |
| Miscellaneous Expense | \$10,000.00 | \$0.00 | \$10,000.00 |
| Interest / Financing | \$20,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$5,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$761,000.00 | \$0.00 | \$100,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$100,000.00 | \$661,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$761,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | May 2005, OCT 2006 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|--|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | North Edgewood Ave. & Hand Ave. Sewer Replacement Design |
| CIP Number | 2005-32 |
| Schedule Start Date | 03/01/2005 |
| CIP Type | Sewer Projects |

Description and Location
 This project consists of the replacement of approximately 450 feet of an 8 inch sanitary sewer from the intersection of Froome Avenue and North Edgewood Avenue to the intersection of Hand Avenue and North Edgewood Avenue. This project is located in the Winton Place neighborhood of the City of Cincinnati.

Purpose and Justification
 This project will replace a severely deteriorated sanitary sewer.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|--------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$16,500.00 | \$0.00 | \$16,500.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$110,000.00 | \$0.00 | \$0.00 |
| Contingency | \$22,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$18,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$2,000.00 | \$0.00 | \$2,000.00 |
| Miscellaneous Expense | \$10,000.00 | \$0.00 | \$10,000.00 |
| Interest / Financing | \$2,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$2,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$182,500.00 | \$0.00 | \$28,500.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|-------------|--------------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$28,500.00 | \$154,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$182,500.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Mar 2005, Oct 2006 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Harvey Ave. Sewer Replacement Design |
| CIP Number | 2005-30 |
| Schedule Start Date | 05/01/2005 |
| CIP Type | Sewer Projects |

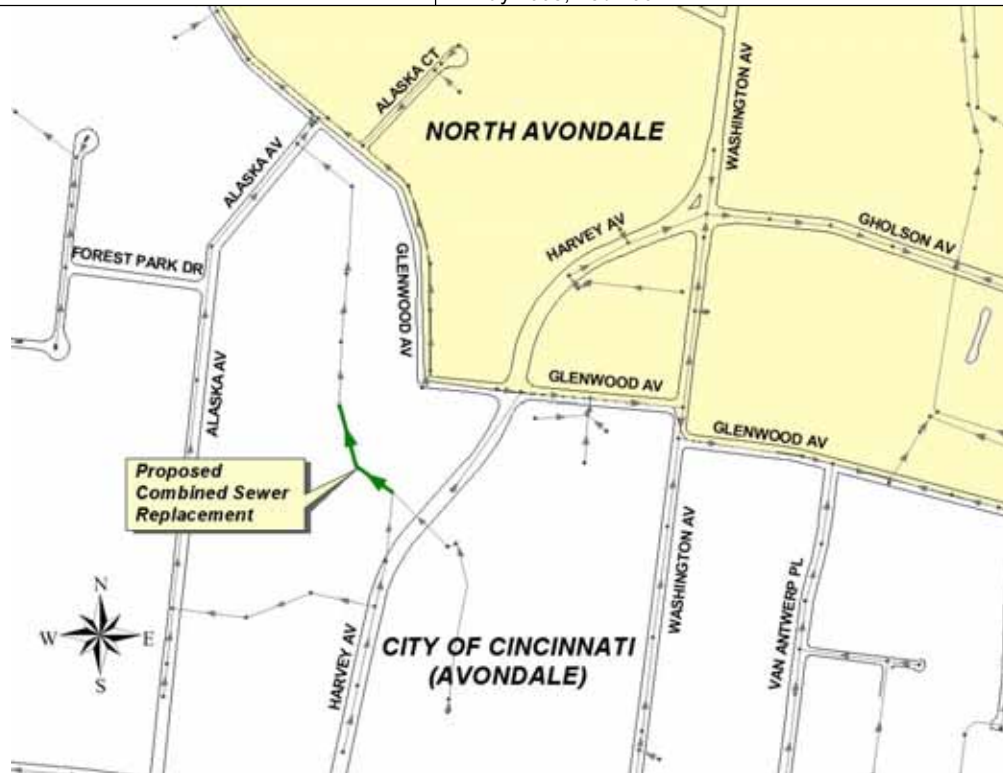
Description and Location
 This project consists of the replacement of approximately 250 feet of an 18 inch combined sewer from approximately 400 feet west of the intersection of Glenwood Avenue and Harvey Avenue to approximately 100 feet northwest of Harvey Avenue, 375 feet southwest of the intersection of Glenwood Avenue and Harvey Avenue. This project is located in the Avondale neighborhood of the City of Cincinnati.

Purpose and Justification
 This project will replace a severely deteriorated combined sewer.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|--------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$20,000.00 | \$0.00 | \$20,000.00 |
| Right-of-Way | \$40,000.00 | \$0.00 | \$40,000.00 |
| Construction | \$100,000.00 | \$0.00 | \$0.00 |
| Contingency | \$20,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$14,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$1,000.00 | \$0.00 | \$1,000.00 |
| Miscellaneous Expense | \$10,000.00 | \$0.00 | \$10,000.00 |
| Interest / Financing | \$5,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$1,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$211,000.00 | \$0.00 | \$71,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|-------------|--------|----------------------------------|--------------|--------------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$71,000.00 | \$0.00 | \$140,000.00 | \$140,000.00 | \$140,000.00 | \$0.00 | \$211,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | May 2005, Feb 2007 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|--|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Burnet Ave. & Northern Ave. Sewer Replacement Design |
| CIP Number | 2005-34 |
| Schedule Start Date | 05/01/2005 |
| CIP Type | Sewer Projects |

Description and Location
 This project consists of the replacement of approximately 180 feet of 24 inch and 33 inch combined sewer under a building from approximately 210 feet north and 160 feet west of the intersection Burnet Avenue and Hearne Avenue to Burnet Avenue approximately 130 feet north of the intersection of Burnet Avenue and Hearne Avenue. This project is located in the Avondale neighborhood of the City of Cincinnati.

Purpose and Justification
 This project will replace and relocate a severely deteriorated combined sewer currently located under an existing building.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|--------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$22,500.00 | \$0.00 | \$22,500.00 |
| Right-of-Way | \$22,000.00 | \$0.00 | \$22,000.00 |
| Construction | \$150,000.00 | \$0.00 | \$0.00 |
| Contingency | \$30,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$16,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$2,000.00 | \$0.00 | \$2,000.00 |
| Miscellaneous Expense | \$15,000.00 | \$0.00 | \$10,000.00 |
| Interest / Financing | \$3,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$2,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$262,500.00 | \$0.00 | \$56,500.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|-------------|--------|----------------------------------|--------------|--------------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$56,500.00 | \$0.00 | \$206,000.00 | \$206,000.00 | \$206,000.00 | \$0.00 | \$262,500.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | May 2005, May 2007 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Centurion Estates Pump Station Elimination Design |
| CIP Number | 2005-35 |
| Schedule Start Date | 02/01/2005 |
| CIP Type | Sewer Projects |

Description and Location
 This project consists of the installation of approximately 1570 feet of 12 inch sanitary sewer from approximately 2200 feet west of the intersection of North Bend Road and Reemelin Road and 175 feet south of Reemelin Road to a dry line sewer downstream of the pump station, approximately 775 feet west of the intersection of North Bend Road and Reemelin Road and 260 feet south of Reemelin Road. This project is located in Green Township.

Purpose and Justification
 This project will eliminate the Centurion Estates Pump Station installed in 1990. This station has received chronic odor complaints. The County Board of Health has identified this area on their list of problematic areas identifying many failed private treatment systems. This project would provide sewer availability to the south side of Reemelin Road where the health and odor problems exist.

Summary of Implication
 This project will eliminate maintenance costs at the pump stations by approximately \$25,000 per year. The project will add maintenance costs by \$1175 per year on average.

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|--------------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$50,500.00 | \$30,500.00 | \$20,000.00 |
| Right-of-Way | \$135,000.00 | \$0.00 | \$135,000.00 |
| Construction | \$330,000.00 | \$0.00 | \$0.00 |
| Contingency | \$33,000.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$42,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$5,000.00 | \$0.00 | \$5,000.00 |
| Miscellaneous Expense | \$25,000.00 | \$0.00 | \$20,000.00 |
| Interest / Financing | \$6,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$5,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$631,500.00 | \$30,500.00 | \$180,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$30,500.00 | \$180,000.00 | \$421,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$631,500.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| Jan 1997 | | | | Feb 2005, Oct 2006 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Shotcrete Sewer Work |
| CIP Number | 2005-4 |
| Schedule Start Date | 06/01/2005 |
| CIP Type | Sewer Projects |

Description and Location
 This project consists of rehabilitating large diameter sewers at various locations within the District

Purpose and Justification
 This project will prevent the collapse of certain large-diameter sewers and to prevent damage to public and private property.

Summary of Implication
 This project will reduce costs to less than one quarter the costs of open-cut construction. There is little traffic disturbance.

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|----------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$0.00 | \$0.00 | \$0.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$440,000.00 | \$0.00 | \$440,000.00 |
| Contingency | \$44,000.00 | \$0.00 | \$44,000.00 |
| Field Eng & Inspection | \$0.00 | \$0.00 | \$0.00 |
| MSD Administration | \$0.00 | \$0.00 | \$0.00 |
| Miscellaneous Expense | \$0.00 | \$0.00 | \$0.00 |
| Interest / Financing | \$16,000.00 | \$0.00 | \$16,000.00 |
| Construction Admin | \$0.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$500,000.00 | \$0.00 | \$500,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$0.00 | \$500,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$500,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | June 2005 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Dry Run Pump Station Access Road Drainage |
| CIP Number | 2004-38 |
| Schedule Start Date | 04/01/2005 |
| CIP Type | Sewer Projects |

Description and Location

This project consists of drainage modifications to the Dry Run Pump Station access road near 2751 Eight Mile Road. This project will increase the height of ground surrounding the access road's box culvert inlet. Additionally, the nearby access road to the Dry Run pump station will be lowered approximately one to two feet and surrounding area regraded. A debris diversion structure will be installed upstream of the box culvert to minimize debris blockages at the headwall. A storm culvert and ditching will be installed to redirect runoff flow eroding behind the box culvert to the Dry Run Creek. This project is located north of the Dry Run Pump Station approximately 800 feet west of Eight Mile Road and 3500 feet south of the intersection of Eight Mile Road and Bridle Road in Anderson Township.

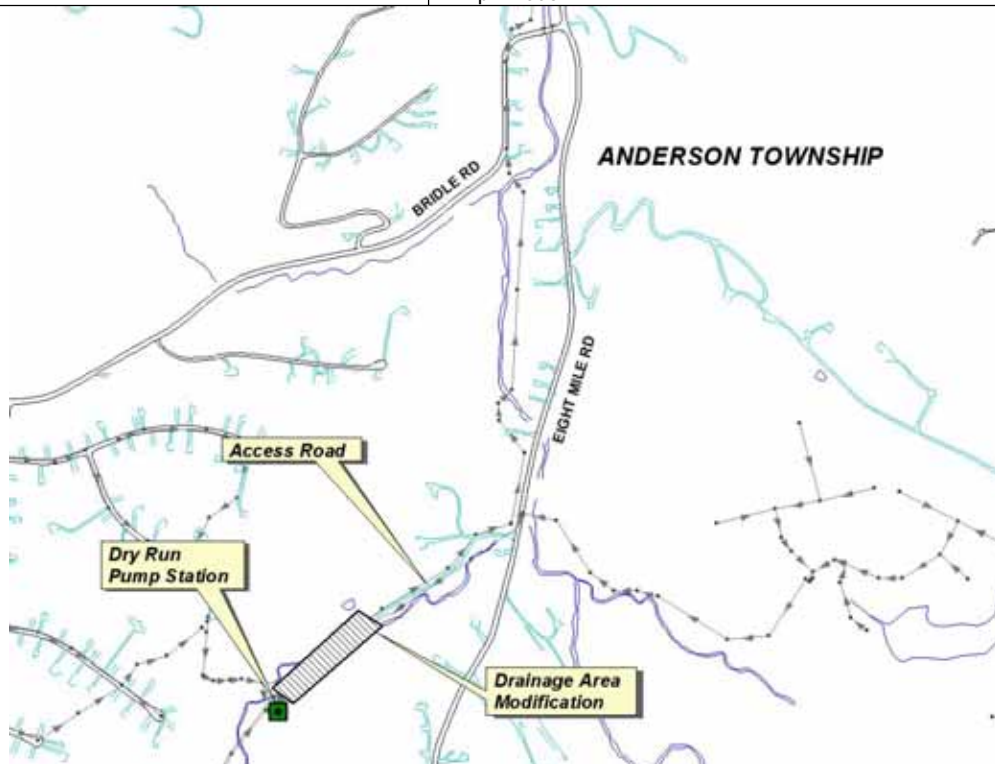
Purpose and Justification

This project will reduce the frequency of the Dry Run Creek from overtopping its banks during some rain events and to better direct overland flow that results during overtopping events away from 2751 Eight Mile Road. The work proposed is planned on property primarily owned by Hamilton County and the nearby residence at 2751 Eight Mile Road. The project addresses the residence's complaints as brought to the BoCC staff meeting on April 21, 2004.

Summary of Implication

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|-------------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$7,900.00 | \$7,900.00 | \$0.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$78,700.00 | \$0.00 | \$78,700.00 |
| Contingency | \$11,900.00 | \$0.00 | \$11,900.00 |
| Field Eng & Inspection | \$8,400.00 | \$0.00 | \$8,400.00 |
| MSD Administration | \$800.00 | \$800.00 | \$0.00 |
| Miscellaneous Expense | \$0.00 | \$0.00 | \$0.00 |
| Interest / Financing | \$300.00 | \$0.00 | \$300.00 |
| Construction Admin | \$800.00 | \$0.00 | \$800.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$108,800.00 | \$8,700.00 | \$100,100.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$8,700.00 | \$100,100.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$108,800.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| Oct 2004 | | | | April 2005 | | | | |



Metropolitan Sewer District of Greater Cincinnati

Long Range Planning/Quest Projects FY 2005

| CIP Number | Project Type | Project Name | Priority | Funding | | |
|------------------------------------|--------------|---|----------|------------------|----------|------------------|
| | | | | MSD | Other | Total |
| 2005-36 | QUEST | Wesselman Road Interceptor - Phase 2 (Design Suppl. & Easements) | 220 | 702,000 | - | 702,000 |
| 2004-35 | CD | Village of Elmwood Place Waste Facility Remediation | 170 | 383,040 | - | 383,040 |
| 2002-30 | QUEST | Arrow St WWTP/ North Bend Crossing PS Eliminations | 130 | 1,725,300 | - | 1,725,300 |
| 2004-34 | CD | Hopple St and Gest St Instream Habitat Restoration | 120 | 213,585 | - | 213,585 |
| 2004-33 | CD | Caldwell-Seymour Mill Creek Streambank Stabilization Reaches 1 & 2A, and Greenway Trail Phase 1 | 120 | 1,375,000 | - | 1,375,000 |
| 2005-37 | QUEST | New Baltimore Sewer Study | 45 | 50,000 | - | 50,000 |
| Total Planned Project Costs | | | | 4,448,925 | - | 4,448,925 |

CD Under consent decree

Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Wesselman Road Interceptor, Phase 2 Design |
| CIP Number | 2005-36 |
| Schedule Start Date | 03/01/2005 |
| CIP Type | Quest/Long Range |

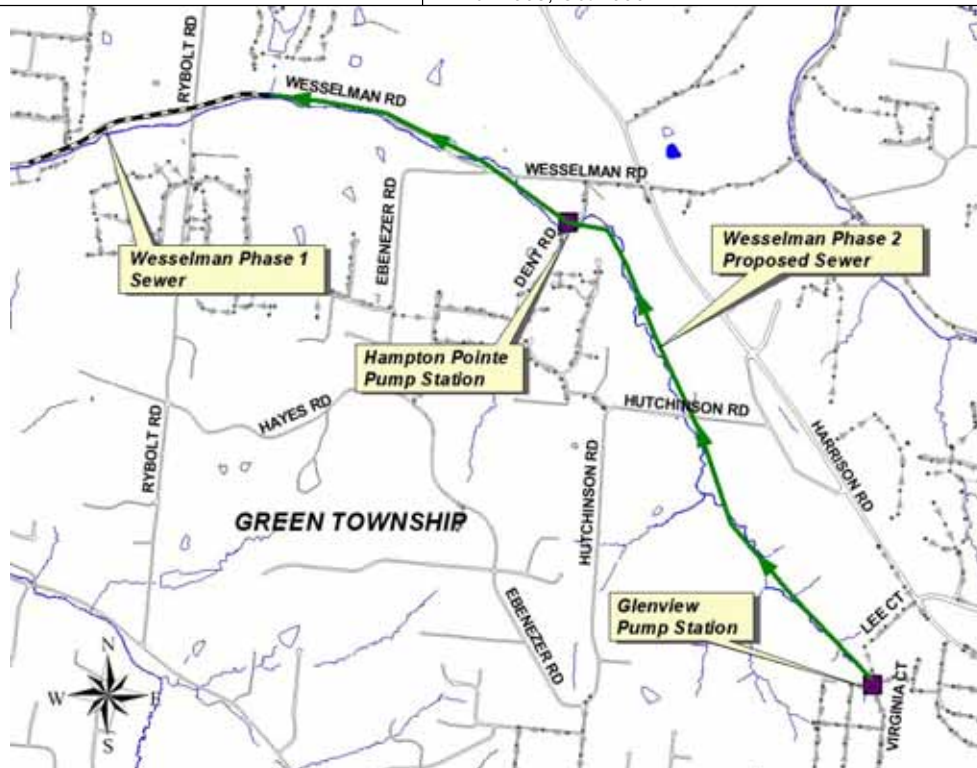
Description and Location
 This project consists of the installation of approximately 11,078 feet of new 12" through 24" sanitary sewer, from approximately 1000 feet east of the intersection of Rybolt Road and Wesselman Road to the existing Glenview Pump Station, 130 feet northwest of the cul-de-sac of Virginia Court. This project is located in Green Township.

Purpose and Justification
 This project will provide sewer service to homes along Wesselman Road and the surrounding area from Rybolt Road to Virginia Court and is included within the Quest Plan as TC-4.C. This project will also eliminate the Hampton Pointe and Glenview Pump Stations. The Glenview Pump Station is included within the Capacity Assessment and Assurance Plans due to limited capacity. MSD plans to apply for WPCLF / DEFA loan for the construction of this project.

Summary of Implication
 This project will eliminate maintenance costs at two pump stations by approximately \$50,000 per year. This project will eliminate an under capacity pump station included within the Capacity Assessment and Assurance Plans. This project will increase maintenance costs by \$8,300 per year, on average.

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|-----------------------|---------------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$277,900.00 | \$237,900.00 | \$40,000.00 |
| Right-of-Way | \$612,000.00 | \$0.00 | \$612,000.00 |
| Construction | \$4,084,000.00 | \$0.00 | \$0.00 |
| Contingency | \$408,400.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$232,000.00 | \$0.00 | \$0.00 |
| MSD Administration | \$40,000.00 | \$0.00 | \$0.00 |
| Miscellaneous Expense | \$75,000.00 | \$0.00 | \$50,000.00 |
| Interest / Financing | \$327,000.00 | \$0.00 | \$0.00 |
| Construction Admin | \$40,000.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$6,096,300.00 | \$237,900.00 | \$702,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|--------------|--------------|----------------|----------------------------------|--------|--------|-------------|----------------|
| Sewer Service Charge | \$237,900.00 | \$702,000.00 | \$5,156,400.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$6,096,300.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| Jan 1996 | | | | Mar 2005, Oct 2006 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Village of Elmwood Place Waste Facility Remediation |
| CIP Number | 2004-35 |
| Schedule Start Date | 06/01/2005 |
| CIP Type | Quest/Long Range |

Description and Location

This project consists of the remediation of the Village of Elmwood Place Waste Facility, a six-acre landfill owned and historically operated by the Village of Elmwood Place from the late 1930s to the mid 1960s when operations were ceased. The remediation consists of the environmental assessment, stream bank stabilization and leachate collection of the site. The landfill is located northeast of the intersection of Este Avenue and Center Hill Avenue and has approximately 1000 feet of frontage on the Mill Creek. The City of Cincinnati will take ownership of the site upon project completion. This project is located in the Winton Hills neighborhood in the City of Cincinnati.

Purpose and Justification

This project will stabilize the stream bank and provide a collection leachate system. This project will create a remedial action plan for the site, abate pollution emanating from the landfill to the Mill Creek, and extend the green space along the creek providing a green buffer between the Mill Creek and any new development in the area in accordance with the Mill Creek Restoration Project (MCRP) Greenway Master Plan.

Summary of Implication

This project is required by the Global Consent Decree under Exhibit 9, Supplemental Environmental Projects Plan. The project construction must be completed by June of 2006.

Cost Description

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|---------------------|---------------------|
| Preliminary Studies | \$101,500.00 | \$101,500.00 | \$0.00 |
| Design | \$79,700.00 | \$79,700.00 | \$0.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$265,525.00 | \$0.00 | \$265,525.00 |
| Contingency | \$63,105.00 | \$10,000.00 | \$53,105.00 |
| Field Eng & Inspection | \$54,600.00 | \$0.00 | \$54,600.00 |
| MSD Administration | \$3,000.00 | \$3,000.00 | \$0.00 |
| Miscellaneous Expense | \$9,034.00 | \$9,034.00 | \$0.00 |
| Interest / Financing | \$5,310.00 | \$0.00 | \$5,310.00 |
| Construction Admin | \$4,500.00 | \$0.00 | \$4,500.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$586,274.00 | \$203,234.00 | \$383,040.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|--------------|--------------|--------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$203,234.00 | \$383,040.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$586,274.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| Sept 2004 | | | | June 2005 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Arrow Street WWTP and North Bend Crossing Pump Station Eliminations |
| CIP Number | 2002-30 |
| Schedule Start Date | 10/01/2005 |
| CIP Type | Quest/Long Range |

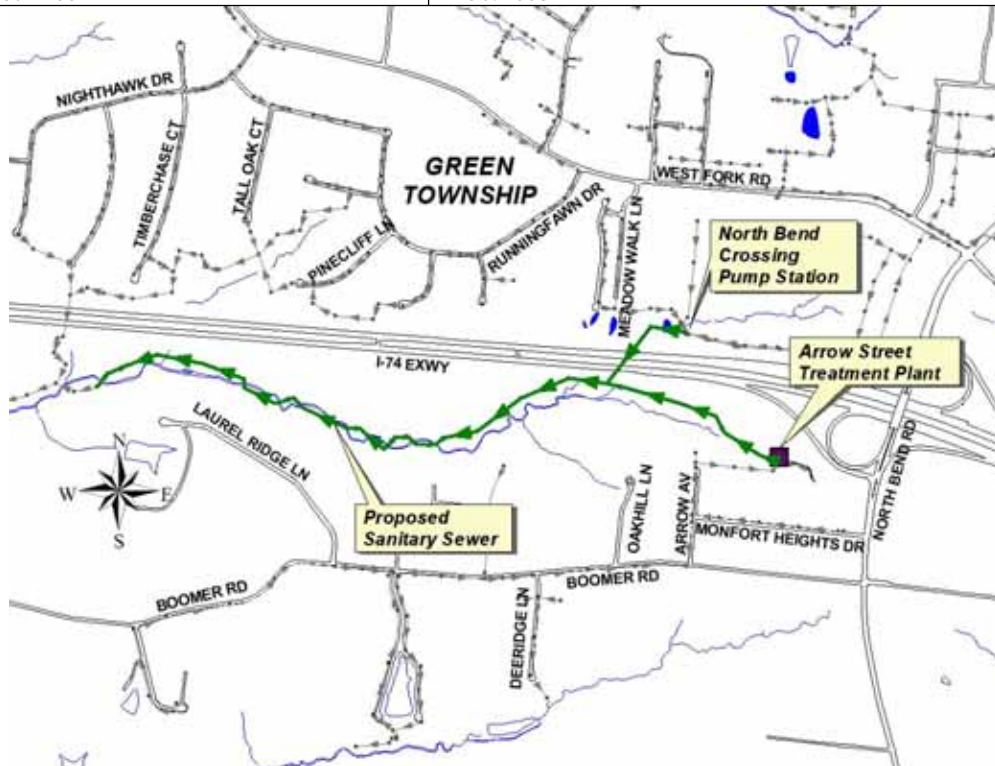
Description and Location
 This project consists of 5929 feet of 12 inch sewer parallel to I-74 between Taylor Creek Section 2B and the Arrow Street Treatment Plant. This project is located in Green Township.

Purpose and Justification
 This QUEST project TC-6.F has been prioritized on cost benefit. This project will eliminate the existing Arrow Street Wastewater Treatment Plant and the North Bend Crossing Pump Station.

Summary of Implication
 This project will decrease maintenance costs at a package treatment plant and pump station by \$155,000 per year. This project will increase sewer maintenance costs by \$2,760 per year on average.

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|-----------------------|---------------------|-----------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$124,100.00 | \$124,100.00 | \$0.00 |
| Right-of-Way | \$95,000.00 | \$95,000.00 | \$0.00 |
| Construction | \$1,328,000.00 | \$0.00 | \$1,328,000.00 |
| Contingency | \$200,000.00 | \$0.00 | \$200,000.00 |
| Field Eng & Inspection | \$120,000.00 | \$0.00 | \$120,000.00 |
| MSD Administration | \$26,600.00 | \$10,600.00 | \$16,000.00 |
| Miscellaneous Expense | \$10,000.00 | \$10,000.00 | \$0.00 |
| Interest / Financing | \$61,300.00 | \$0.00 | \$61,300.00 |
| Construction Admin | \$0.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$1,965,000.00 | \$239,700.00 | \$1,725,300.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|--------------|----------------|--------|----------------------------------|--------|--------|-------------|----------------|
| Sewer Service Charge | \$239,700.00 | \$1,725,300.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$1,965,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| Jan 1996, Jan 1999, Jun 2002 | | | | Oct 2005 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|--|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Hopple Street and Gest Street Instream Habitat Restoration |
| CIP Number | 2004-34 |
| Schedule Start Date | 06/01/2005 |
| CIP Type | Quest/Long Range |

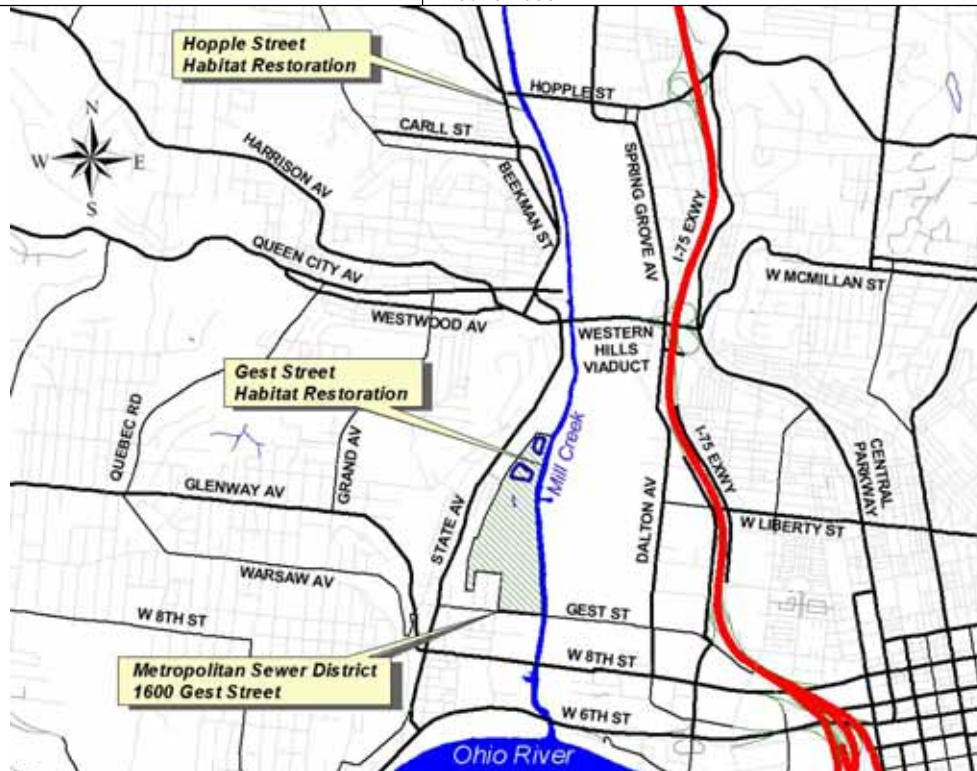
Description and Location
 This project consists of two project areas along the Mill Creek to improve environmental conditions. The first project consists of the use of Newbury riffle and bank stabilization along the western bank of the Mill Creek where the Hopple Street Interceptor Sewer crosses the Mill Creek to the south of the Hopple Street Viaduct. The second project consists of the removal of an abandoned road across the Mill Creek causing low water crossing in the vicinity of the Mill Creek Wastewater Treatment Plant. This project is located in the xxx neighborhood in the City of Cincinnati.

Purpose and Justification
 The Hopple Street project will redirect the flow of the Mill Creek back to the center of the channel, thus preventing the creation of a plunge pool and alleviating the erosion in the bank. The project will also remove the barrier to fish migration. The Gest Street project will enhance flow, reduce erosion, and provide aquatic habitat. The project will remove a barrier to fish migration inhibiting species propagation, reoxygenate the water in the Mill Creek improving overall habitat and increase fish and aquatic biology diversification and health, remove a barrier from the streambed impeding recreational use and human exposure to the creek, and extend the green space along the creek in accordance with the Mill Creek Restoration Project (MCRP) Greenway Master Plan.

Summary of Implication
 This project is required by the Global Consent Decree under Exhibit 9, Supplemental Environmental Projects Plan. The project construction must be completed by June of 2006.

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|---------------------|--------------------|---------------------|
| Preliminary Studies | \$0.00 | \$0.00 | \$0.00 |
| Design | \$50,000.00 | \$50,000.00 | \$0.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$150,000.00 | \$0.00 | \$150,000.00 |
| Contingency | \$30,000.00 | \$0.00 | \$30,000.00 |
| Field Eng & Inspection | \$25,200.00 | \$0.00 | \$25,200.00 |
| MSD Administration | \$4,000.00 | \$4,000.00 | \$0.00 |
| Miscellaneous Expense | \$3,275.00 | \$1,275.00 | \$2,000.00 |
| Interest / Financing | \$1,385.00 | \$0.00 | \$1,385.00 |
| Construction Admin | \$5,000.00 | \$0.00 | \$5,000.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$268,860.00 | \$55,275.00 | \$213,585.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|--------------|--------|----------------------------------|--------|--------|-------------|--------------|
| Sewer Service Charge | \$55,275.00 | \$213,585.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$268,860.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| Sept 2004 | | | | June 2005 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|----------------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | Caldwell - Seymour Mill Creek Streambank Stabilization Reaches 1 & 2A, and Greenway Trail Phase 1 |
| CIP Number | 2004-33 |
| Schedule Start Date | 10/01/2005 |
| CIP Type | Quest/Long Range |

Description and Location

This project consists of the stream bank stabilization of Reach 1 along the Mill Creek from North Bend Road to Seymour Avenue. This will consist of geotechnical investigation and a hydrology and hydraulic study for a reach of 1.3 miles, and the stabilization of approximately 1300 feet of the Mill Creek (affecting approximately 2600 feet of stream bank) that suffers from a number of natural and anthropomorphic causes. There will be two future phases of work in addition to Phase 1. Phase 2 will provide a continuation of the streambank stabilization and Phase 3 will provide the greenway trail in the area. This project is located in the Carthage neighborhood of the City of Cincinnati.

Purpose and Justification

This project will provide significant environmental benefits, including habitat and food sources for wildlife and improvements in water quality. This project will remediate the existing soil erosion conditions causing water quality problems including nutrient pollution, sedimentation, total suspended solids and turbidity. Sedimentation is adversely affecting aquatic life by depleting oxygen and smothering aquatic habitat. The stormwater runoff that conveys nonpoint source pollutants and causes adverse physical impacts to the river system will be remediated.

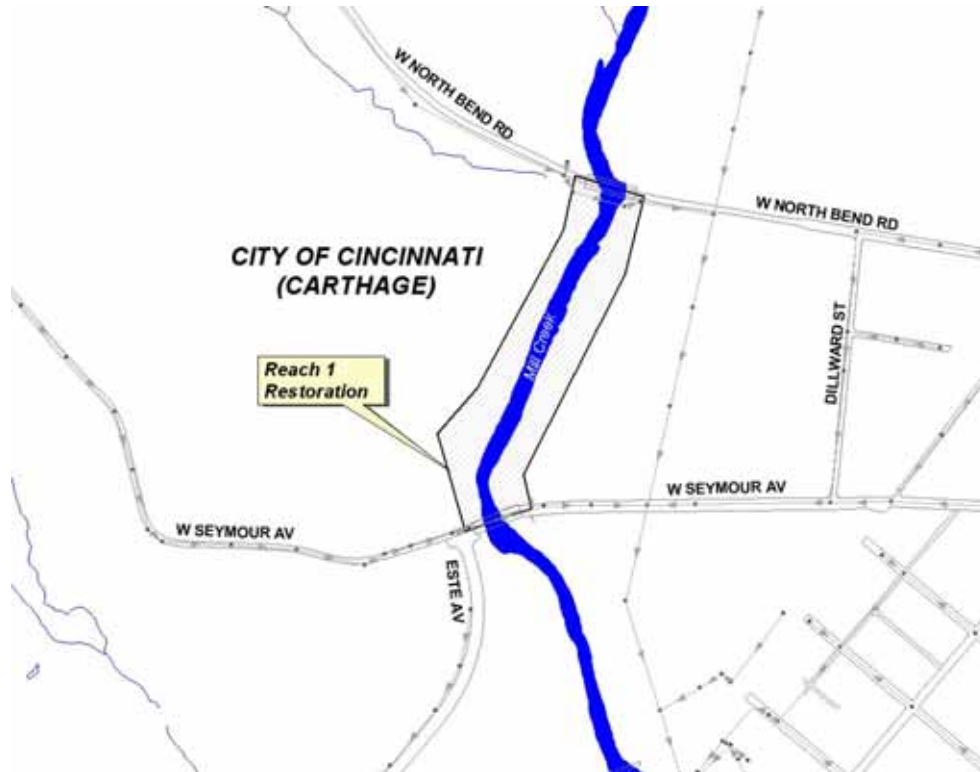
Summary of Implication

This project is required by the Global Consent Decree under Exhibit 9, Supplemental Environmental Projects Plan. The project construction must be completed by December of 2007.

Cost Description

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|-----------------------|-----------------------|-----------------------|
| Preliminary Studies | \$175,000.00 | \$175,000.00 | \$0.00 |
| Design | \$819,452.00 | \$819,452.00 | \$0.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$3,483,312.00 | \$0.00 | \$1,100,000.00 |
| Contingency | \$348,331.00 | \$0.00 | \$110,000.00 |
| Field Eng & Inspection | \$54,600.00 | \$0.00 | \$110,000.00 |
| MSD Administration | \$35,000.00 | \$35,000.00 | \$0.00 |
| Miscellaneous Expense | \$21,300.00 | \$21,300.00 | \$0.00 |
| Interest / Financing | \$69,666.00 | \$0.00 | \$44,000.00 |
| Construction Admin | \$35,000.00 | \$0.00 | \$11,000.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$5,041,661.00 | \$1,050,752.00 | \$1,375,000.00 |

| Project Funding | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|----------------|----------------|--------|----------------------------------|----------------|----------------|-------------|----------------|
| Sewer Service Charge | \$1,050,752.00 | \$1,375,000.00 | \$0.00 | \$1,780,200.00 | \$1,780,200.00 | \$1,780,200.00 | \$0.00 | \$5,041,661.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| Sept 2004 | | | | Oct 2005, Oct 2007, Oct 2008 | | | | |



Capital Budget and Capital Improvement Program

As of September 9, 2004

| | |
|---------------------|---|
| Department | Metropolitan Sewer District of Greater Cincinnati |
| Permanent Funding | Sewer Services Charge |
| Project | Year 2005 Projects |
| Project Title | New Baltimore Sewer Study |
| CIP Number | 2005-37 |
| Schedule Start Date | |
| CIP Type | Quest/Long Range |

Description and Location
 This project consists of a study to evaluate a future proposed Quest sewer to service the New Baltimore area and connect to the proposed new treatment plant at the Fort Scott location. The limits of the proposed study are from the proposed treatment plant, approximately 500 feet east of River Road, to approximately 500 feet northwest of the intersection of New Haven Road and Long Street along New Haven Road. This project is located in Crosby Township.

Purpose and Justification
 This project will provide sewer service to homes along New Haven Road, River Road and the town of New Baltimore and is included within the Quest report as NB-2 and NB-3. This project will also provide for future development of the area. MSD plans to apply for WPCLF / DEFA loan for the construction of this project.

Summary of Implication
 This project will provide an area sewer for over 100 existing properties currently using private treatment systems.

| Cost Description | Total Cost | Prior Approval | Requested |
|------------------------|--------------------|----------------|--------------------|
| Preliminary Studies | \$50,000.00 | \$0.00 | \$50,000.00 |
| Design | \$0.00 | \$0.00 | \$0.00 |
| Right-of-Way | \$0.00 | \$0.00 | \$0.00 |
| Construction | \$0.00 | \$0.00 | \$0.00 |
| Contingency | \$0.00 | \$0.00 | \$0.00 |
| Field Eng & Inspection | \$0.00 | \$0.00 | \$0.00 |
| MSD Administration | \$0.00 | \$0.00 | \$0.00 |
| Miscellaneous Expense | \$0.00 | \$0.00 | \$0.00 |
| Interest / Financing | \$0.00 | \$0.00 | \$0.00 |
| Construction Admin | \$0.00 | \$0.00 | \$0.00 |
| Other | \$0.00 | \$0.00 | \$0.00 |
| Total | \$50,000.00 | \$0.00 | \$50,000.00 |

| 7 | Prior Years | 2005 | 2006 | 2007 | 2008 | 2009 | Beyond 2009 | Total |
|---------------------------------|-------------|-------------|--------|----------------------------------|--------|--------|-------------|-------------|
| Sewer Service Charge | \$0.00 | \$50,000.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$50,000.00 |
| Legislation Action Taken | | | | Future Legislation Action | | | | |
| | | | | Mar 2005 | | | | |



Metropolitan Sewer District of Greater Cincinnati

**Assessment Projects
FY 2005**

| Project Name | Funding | | |
|------------------------------------|------------------|-------|------------------|
| | MSD | Other | Total |
| Assessments | 2,500,000 | | 2,500,000 |
| Total Planned Project Costs | 2,500,000 | - | 2,500,000 |

Metropolitan Sewer District of Greater Cincinnati

Capital Improvement Program FY 2006

| CIP Number | Project Type | Project Name | Priority | Funding | | |
|--|--------------|---|----------|-------------------|-------|-------------------|
| | | | | MSD | Other | Total |
| Combined Sewer Overflow Projects (CSOs) | | | | | | |
| 97-88 | CD | Eastern/Delta Sewer Separation Ph. 2 | 475 | 14,900,000 | - | 14,900,000 |
| 97-88 | CD | Eastern/Delta Sewer Separation Ph. 4 (Design) | 475 | 400,000 | - | 400,000 |
| 2005-05 | HW/DW | Krohn Conservatory Sewer Relocation | 426 | 304,200 | - | 304,200 |
| 2005-06 | HW/DW | CSO 426A & CSO 426B Relocation | 354 | 473,200 | - | 473,200 |
| 2004-05 | CD | CSO #450 Elimination - Butler St | 286 | 137,600 | - | 137,600 |
| 98-91 | CD | W. Third St. Sewer Separation Phase 3 | 251 | 244,500 | - | 244,500 |
| | IMPROV | Ross Run Sewer Separation | 215 | 650,000 | - | 650,000 |
| | ELIM | Southern Ave Sewer Separation (Design) | 206 | 20,000 | - | 20,000 |
| 2004-06 | IMPROV | CSO 487 Twin Outfall | 110 | 3,181,000 | - | 3,181,000 |
| | | Total CSO Project Costs | | 20,310,500 | - | 20,310,500 |
| Sanitary Sewer Overflow Projects (SSOs) | | | | | | |
| | | Cooper Creek Detention Facility (Design) | 350 | 800,000 | - | 800,000 |
| 2005-07 | GA | SSO 574 Elimination-North College Hill | 143 | 654,500 | - | 654,500 |
| | GI | Blue Ash Rd. & Cross-County Hwy. SSO Elimination (Design) | 143 | 305,000 | - | 305,000 |
| 96-31 | GI | North Bend Rd./Connecticut Ct. Sewer Replacement | 127 | 978,500 | - | 978,500 |
| | | Total SSO Project Costs | | 2,738,000 | - | 2,738,000 |
| Water in Basement Projects (WIBs) | | | | | | |
| 2004-22 | SAN/COMB | Mill and Vine Sewer Upgrade | 330 | 1,038,000 | - | 1,038,000 |
| 2005-08 | COMB | Jamar Ave Sewer Upgrade/Detention | 249 | 254,000 | - | 254,000 |
| | COMB | Kinney Ave. Overflow Removal (Design) | 160 | 100,000 | - | 100,000 |
| | SAN/COMB | WIB Prevention Program | 130 | 7,500,000 | - | 7,500,000 |
| | | Total WIB Project Costs | | 8,892,000 | - | 8,892,000 |

Metropolitan Sewer District of Greater Cincinnati

Capital Improvement Program FY 2006

| CIP Number | Project Type | Project Name | Priority | Funding | | |
|--------------------------------|--------------|--|----------|-------------------|------------------|-------------------|
| | | | | MSD | Other | Total |
| Treatment Projects | | | | | | |
| 2004-21 | | Sycamore WWTP Plant Improv. Ph. 3 - Secondary Clarifier Upgrades | 145 | 1,526,875 | 4,580,625 | 6,107,500 |
| 2005-10 | | Sycamore WWTP Ph. 4 Service Bldg. & Mixed Liquid Pumps | 145 | 478,500 | 1,435,500 | 1,914,000 |
| 2004-10 | | Mill Creek WWTP Incinerator Replacement Ph. 2 (Design) | 90 | 1,700,000 | - | 1,700,000 |
| 2005-11 | | WWC Maint. Shop Upgrade | 85 | 580,000 | - | 580,000 |
| 2004-09 | | Mill Creek WWTP On-site Sodium Hypochlorite Facility | 55 | 8,321,000 | - | 8,321,000 |
| 2004-08 | | Mill Creek WWTP Septage Receiving Station & Odor Control Plan | 45 | 3,170,000 | - | 3,170,000 |
| 98-09 | | Muddy Creek WWTP - Secondary Flow Enhancement (Design Supp.) | 45 | 125,000 | - | 125,000 |
| | | Total Treatment Project Costs | | 15,901,375 | 6,016,125 | 21,917,500 |
| Sanitary Sewer Projects | | | | | | |
| | COLLAPSE | Emergency Sewer Repair | 590 | 3,000,000 | - | 3,000,000 |
| | REHAB | Trenchless Technology - Sewers | 440 | 6,000,000 | - | 6,000,000 |
| | REHAB | Trenchless Technology - MH Repair | 440 | 1,000,000 | - | 1,000,000 |
| | REHAB | Shotcrete | 210 | 500,000 | - | 500,000 |
| 2004-30 | PS ELIM | Addyston PS Elimination | 685 | 1,111,500 | - | 1,111,500 |
| 98-03 | PS ELIM | Winton 1 & 2 and Sherwood PS Eliminations Phase 2 | 625 | 1,392,500 | - | 1,392,500 |
| 96-128 | PS ELIM | Arrowhead Ct. PS Upgrade & Marview Ter. PS Elimination | 555 | 670,500 | - | 670,500 |
| 2004-11 | PS ELIM | Hengehold 4th & Yates 3rd PS Eliminations | 545 | 1,048,100 | - | 1,048,100 |
| 2004-12 | PS UP | Towers East PS Elimination & Ponderosa PS Upgrade | 535 | 1,795,500 | - | 1,795,500 |
| | PS UP | Country Club Estates PS Upgrade (Design Supp.) | 525 | 24,000 | - | 24,000 |
| | PS UP | Prospect Woods PS Upgrade (Design Suppl.) | 505 | 55,000 | - | 55,000 |

Metropolitan Sewer District of Greater Cincinnati

Capital Improvement Program FY 2006

| CIP Number | Project Type | Project Name | Priority | Funding | | |
|--|--------------|--|----------|---------|-------|---------|
| | | | | MSD | Other | Total |
| Sanitary Sewer Projects (Continued) | | | | | | |
| 2005-14 | PS ELIM | Berkley Woods PS Elimination | 475 | 421,000 | - | 421,000 |
| | PS ELIM | High Meadows PS Elimination (Design) | 475 | 75,000 | - | 75,000 |
| 97-03 | PS ELIM | Placid Meadows PS Elimination (Design Suppl.) | 465 | 110,000 | - | 110,000 |
| 2005-39 | PS UP | Millbrook No. 1 PS Upgrade | 465 | 638,000 | - | 638,000 |
| 96-04 | PS UP | Greenpine Acres PS Upgrade (Design Suppl.) | 455 | 197,000 | - | 197,000 |
| 95-05 | PS ELIM | Foley Forest, Dellwood Estates & North Bay Village PS Eliminations | 435 | 689,400 | - | 689,400 |
| 2005-40 | PS ELIM | Palisades Park PS Elimination | 430 | 663,000 | - | 663,000 |
| 2005-16 | REHAB | Sewer 161 Replacement: Daly Rd. to Compton Rd. (Easement) | 410 | 625,000 | - | 625,000 |
| 93-22 | ASSESS | Orchard Hills PS Elimination | 390 | 400,000 | - | 400,000 |
| | REHAB | Northern Ave at Dury Ave Replacement Sewer (Design) | 390 | 100,000 | - | 100,000 |
| | PS ELIM | Arrowood PS Elimination (Design) | 385 | 123,000 | - | 123,000 |
| 2001-28 | PS ELIM | Johnson Road PS Elimination | 385 | 673,300 | - | 673,300 |
| 95-07 | ASSESS | Hengehold 2nd PS Elimination | 380 | 321,000 | - | 321,000 |
| 2005-18 | REHAB | Sunnybrook Drive Sewer Replacement | 360 | 293,000 | - | 293,000 |
| 2004-25 | COLLAPSE | Clifton Hills Terrace Sewer | 350 | 198,900 | - | 198,900 |
| 2003-14 | REHAB | Mill Creek Interceptor Diversion Chamber Phase 2 Bloody Run & Spring Grove | 350 | 904,000 | - | 904,000 |
| 2005-22 | REHAB | Rhode Island Ave. at Dale Rd. Sewer Replacement (Design) | 330 | 114,000 | - | 114,000 |
| 2005-24 | REHAB | 1852 Columbia Pkwy Sewer Replacement (Design) | 280 | 650,000 | - | 650,000 |
| 2000-17 | PS ELIM | Camargo Rd Sewer Improv Ph 1B | 270 | 859,000 | - | 859,000 |
| 2004-24 | REHAB | Detzel, Moerlein, Warner Sewer Replacement | 260 | 700,000 | - | 700,000 |
| 2005-28 | REHAB | Cornelia Ave. Sewer Replacement | 260 | 196,000 | - | 196,000 |
| 2005-31 | REHAB | Fleming Rd. at Springfield Pike Sewer Replacement | 260 | 203,000 | - | 203,000 |
| 2005-32 | REHAB | N. Edgewood Ave. & Hand Ave. Sewer Replacement | 260 | 154,000 | - | 154,000 |
| 2005-33 | REHAB | Kemper Lane Sewer Repair | 260 | 661,000 | - | 661,000 |

Metropolitan Sewer District of Greater Cincinnati

Capital Improvement Program FY 2006

| CIP Number | Project Type | Project Name | Priority | Funding | | | |
|--|--------------|--------------------------------------|----------|-------------------|-------------------|-------------------|-----------|
| | | | | MSD | Other | Total | |
| Sanitary Sewer Projects (Continued) | | | | | | | |
| 2004-13 | PS ELIM | Streamwood PS Elimination | 235 | 256,900 | - | 256,900 | |
| 2005-35 | PS ELIM | Centurion Estates PS Elimination | 210 | 421,000 | - | 421,000 | |
| Sanitary Sewer Project Costs | | | | 27,243,600 | - | 27,243,600 | |
| Long Range Planning Projects | | | | | | | |
| 2005-36 | QUEST | Wesselman Road Interceptor - Phase 2 | 220 | 1,289,100 | 3,867,300 | 5,156,400 | |
| 97-29 | QUEST | Taylor Rd Sewer (Design Suppl.) | 185 | 100,000 | - | 100,000 | |
| 93-19-01 | QUEST | Dry Run Area Sewers - Ph. 1 | 175 | 1,354,000 | 4,062,000 | 5,416,000 | |
| 98-23 | QUEST | Reemelin Road Interceptor Ph. 3 | 175 | 167,725 | 503,175 | 670,900 | |
| 2004-15 | QUEST | East Miami River Road Trunk Sewer | 65 | 415,000 | 1,245,000 | 1,660,000 | |
| Long Range Planning Project Costs | | | | 3,325,825 | 9,677,475 | 13,003,300 | |
| Assessment Projects | | | | | | | |
| | | | | Assessments | 2,500,000 | - | 2,500,000 |
| Assessment Project Costs | | | | 2,500,000 | - | 2,500,000 | |
| Total 2006 Project Costs | | | | 80,911,300 | 15,693,600 | 96,604,900 | |

| | |
|----------|--|
| ASSESS | Needed for assessment project |
| CAPACITY | Sewer is under capacity |
| CD | Under consent decree |
| COLLAPSE | Sewer has collapsed or is in imminent danger of collapse |
| ELIM | Elimination of CSO |
| FLOOD | To prevent disastrous flooding |
| GA | Generally active SSO |
| GI | Generally in-active SSO |
| HA | Highly active SSO |
| HW/DW | High water-dry weather required |
| IMPROV | Dependent upon outside project |
| PS ELIM | Pump/lift station elimination |
| PS UP | Pump station upgrade/replacement |
| REHAB | Rehabilitation of sewer |
| SEPAR | Sewer separation (storm inlet/buildings) |
| TP ELIM | Package or treatment plant elimination |

Metropolitan Sewer District of Greater Cincinnati

Capital Improvement Program FY 2007

| CIP Number | Project Type | Project Name | Priority | Funding | | |
|--|--------------|--|----------|-------------------|-------|-------------------|
| | | | | MSD | Other | Total |
| Combined Sewer Overflow Projects (CSOs) | | | | | | |
| 97-88 | HW/DW | Eastern/Delta Sewer Separation Ph. 3 | 475 | 8,600,000 | - | 8,600,000 |
| 2001-14 | HW/DW | East Branch Muddy Creek Interceptor - CSO Elim Ph. 1 | 380 | 2,000,000 | - | 2,000,000 |
| 2002-28 | HW/DW | West Branch Muddy Creek Interceptor & CSO RelocationS (Design) | 250 | 550,000 | - | 550,000 |
| | ELIM | Blue Rock Rd Sewer Separation (Design Suppl.) | 244 | 216,500 | - | 216,500 |
| | ELIM | Todd #2 and Hays Sewer Separation (Design Suppl.) | 242 | 80,000 | - | 80,000 |
| | ELIM | CSO #480 ELIM - Spring Grove/Clifton (Design Suppl.) | 228 | 20,000 | - | 20,000 |
| 98-19 | HW/DW | Muddy Creek WWTP East Branch Interceptor/PS Mod. Ph. 1 | 210 | 6,412,500 | - | 6,412,500 |
| | ELIM | Southern Ave Sewer Separation | 206 | 75,000 | - | 75,000 |
| | | Total CSO Project Costs | | 17,954,000 | - | 17,954,000 |
| Sanitary Sewer Overflow Projects (SSOs) | | | | | | |
| 99-66 | | Richmond/Orchard Sewer (Design) | 190 | 500,000 | - | 500,000 |
| | | Total SSO Project Costs | | 500,000 | - | 500,000 |
| Water in Basement Projects (WIBs) | | | | | | |
| | SAN | Brill and Graves Area Sewer (Design) | 350 | 306,000 | - | 306,000 |
| | COMB | Kinney Ave. Overflow Removal | 160 | 500,000 | - | 500,000 |
| | SAN/COMB | WIB Prevention Program | 130 | 7,500,000 | - | 7,500,000 |
| | | Total WIB Project Costs | | 8,306,000 | - | 8,306,000 |

Metropolitan Sewer District of Greater Cincinnati

Capital Improvement Program FY 2007

| CIP Number | Project Type | Project Name | Priority | Funding | | |
|--------------------------------|--------------|--|----------|-------------------|----------|-------------------|
| | | | | MSD | Other | Total |
| Treatment Projects | | | | | | |
| 2004-10 | | Mill Creek WWTP Incinerator Replacement Ph. 1 | 90 | 45,400,000 | - | 45,400,000 |
| 99-85-2 | | Mill Creek WWTP - Solids Mgmt. Program: Digester Decommissioning - Phase 2 (Design) | 55 | 560,000 | - | 560,000 |
| 2005-13 | | Mill Creek WWTP Preliminary & Primary, GRIT Process Improvement | 45 | 6,168,000 | - | 6,168,000 |
| 98-09 | | Muddy Creek WWTP - Secondary Flow Enhancement | 45 | 10,723,000 | - | 10,723,000 |
| | | Total Treatment Project Costs | | 62,851,000 | - | 62,851,000 |
| Sanitary Sewer Projects | | | | | | |
| | REHAB | Trenchless Technology | 590 | 6,000,000 | - | 6,000,000 |
| | REHAB | Trenchless Technology Manhole Repair | 440 | 1,000,000 | - | 1,000,000 |
| | COLLAPSE | Emergency Sewer Repair | 440 | 3,000,000 | - | 3,000,000 |
| | REHAB | Shotcrete | 210 | 500,000 | - | 500,000 |
| | PS UP | Country Club Estates PS Upgrade | 525 | 250,000 | - | 250,000 |
| | PS UP | Prospect Woods PS Upgrade | 505 | 716,000 | - | 716,000 |
| | ELIM | High Meadows PS Elimination | 475 | 500,000 | - | 500,000 |
| 97-03 | PS ELIM | Placid Meadows PS Elimination | 465 | 270,000 | - | 270,000 |
| 96-04 | PS UP | Greenpine Acres PS Upgrade | 455 | 563,000 | - | 563,000 |
| | PS UP | Mt Washington PS Elim (Design) | 435 | 75,000 | - | 75,000 |
| | PS UP | Sharon Indust. Park PS Upgrade (Design) | 420 | 64,000 | - | 64,000 |
| 2005-15 | REHAB | National Distilleries Replacement Sewer | 415 | 115,500 | - | 115,500 |
| | REHAB | Northern Ave at Dury Ave Replacement Sewer | 390 | 750,000 | - | 750,000 |
| 98-02 | PS ELIM | Arrowood PS Elimination | 385 | 953,000 | - | 953,000 |
| 2005-17 | REHAB | Glenwood Ave. Sewer Replacement | 380 | 116,000 | - | 116,000 |
| | PS ELIM | Bold Face PS Elim./Relocation (Design) | 375 | 74,000 | - | 74,000 |
| 2005-19 | REHAB | Losantiville Ave & Schubert Ave Sewer Replacement | 360 | 172,000 | - | 172,000 |

Metropolitan Sewer District of Greater Cincinnati

Capital Improvement Program FY 2007

| CIP Number | Project Type | Project Name | Priority | Funding | | |
|--|--------------|---|----------|-------------------|----------------|-------------------|
| | | | | MSD | Other | Total |
| Sanitary Sewer Projects (continued) | | | | | | |
| 2005-20 | PS ELIM | Diamond Oaks, Windmere 3rd, Regency Ridge PS Elim. | 355 | 736,700 | - | 736,700 |
| | PS UP | Bahama Gardens PS Upgrade (Design) | 340 | 50,000 | - | 50,000 |
| | CAPACITY | Sewer #87 Sewer Replacement (Design Suppl.) | 330 | 50,000 | - | 50,000 |
| 2000-13 | COLLAPSE | 363 Fairbanks Ave Combined Sewer REPL (Design) | 310 | 60,000 | - | 60,000 |
| | CAPACITY | Indian Hill - SS# 1004 Sewer Replacement (Design Suppl.) | 310 | 200,000 | - | 200,000 |
| 2005-23 | REHAB | Harwinton Lane Sewer Replacement | 300 | 850,500 | - | 850,500 |
| | CAPACITY | Culpepper Ct Sewer Replacement (Design Suppl.) | 300 | 48,000 | - | 48,000 |
| | REHAB | Mt St Joseph Sewer Replacement | 280 | 345,500 | - | 345,500 |
| 2005-26 | REHAB | Rutledge Ave Area Sewer Replacement | 280 | 316,000 | - | 316,000 |
| | PS ELIM | Carpenter's Run PS Elimination (Design) | 275 | 50,000 | - | 50,000 |
| 2005-27 | REHAB | Montgomery Rd & Lester Ave Sewer Replacement | 270 | 1,568,000 | - | 1,568,000 |
| 2005-30 | REHAB | Harvey Ave. Sewer Replacement | 260 | 140,000 | - | 140,000 |
| | COLLAPSE | Main St in Addyston Sewer Replacement (Design) | 260 | 40,000 | - | 40,000 |
| 99-25 | PS UP | Muddy Creek PS Modification (Design) | 245 | 100,000 | - | 100,000 |
| 2005-34 | REHAB | Burnet Ave. & Northern Ave. Sewer Replacement | 240 | 206,000 | - | 206,000 |
| | | Sanitary Sewer Project Costs | | 19,879,200 | - | 19,879,200 |
| Long Range Planning Projects | | | | | | |
| 97-31 | QUEST | Forfeit Run | 125 | 279,050 | 837,150 | 1,116,200 |
| 2004-33 | CD | Caldwell-Seymour Mill Creek Streambank Stabilization Reaches 1 & 2A, and Greenway Trail Phase 2 | 120 | 1,780,200 | - | 1,780,200 |
| | | Long Range Planning Project Costs | | 2,059,250 | 837,150 | 2,896,400 |

Metropolitan Sewer District of Greater Cincinnati

Capital Improvement Program FY 2007

| CIP Number | Project Type | Project Name | Priority | Funding | | |
|---------------|-----------------|--------------|----------|---------|-------|-------|
| | | | | MSD | Other | Total |

Assessment Projects

| | | | | | |
|--|--|---------------------------------|--------------------|----------------|--------------------|
| | | Assessments | 2,500,000 | - | 2,500,000 |
| | | Assessment Project Costs | 2,500,000 | - | 2,500,000 |
| | | Total 2007 Project Costs | 114,049,450 | 837,150 | 114,886,600 |

| | |
|----------|--|
| ASSESS | Needed for assessment project |
| CAPACITY | Sewer is under capacity |
| CD | Under consent decree |
| COLLAPSE | Sewer has collapsed or is in imminent danger of collapse |
| ELIM | Elimination of CSO |
| FLOOD | To prevent disastrous flooding |
| GA | Generally active SSO |
| GI | Generally in-active SSO |
| HA | Highly active SSO |
| HW/DW | High water-dry weather required |
| IMPROV | Dependent upon outside project |
| PS ELIM | Pump/lift station elimination |
| PS UP | Pump station upgrade/replacement |
| REHAB | Rehabilitation of sewer |
| SEPAR | Sewer separation (storm inlet/buildings) |
| TP ELIM | Package or treatment plant elimination |

Metropolitan Sewer District of Greater Cincinnati

Capital Improvement Program FY 2008

| CIP Number | Project Type | Project Name | Priority | Funding | | |
|--|--------------|--|----------|-------------------|-------|-------------------|
| | | | | MSD | Other | Total |
| Combined Sewer Overflow Projects (CSOs) | | | | | | |
| 97-88 | HW/DW | Eastern/Delta Sewer Sep. Ph. 4 | 475 | 2,200,000 | - | 2,200,000 |
| 2001-14 | HW/DW | East Branch Muddy Creek Interceptor - CSO Elim. Ph. 2 | 380 | 2,000,000 | - | 2,000,000 |
| 99-46 | IMPROV | Yononte Creek Rechannelization Upgrade | 281 | 1,034,000 | | |
| 99-49 | IMPROV | Upper Duck Creek C.O.E. Enclosure 1A | 279 | 2,803,000 | | |
| | ELIM | Blue Rock Rd Sewer Separation | 244 | 1,438,500 | - | 1,438,500 |
| | ELIM | Todd #2 and Hays Sewer Separ. | 242 | 604,000 | - | 604,000 |
| | ELIM | CSO #480 Elim. - Spring Grove/Clifton | 228 | 290,000 | - | 290,000 |
| 98-19 | HW/DW | Muddy Creek WWTP East Branch Inter/PS Modifications Ph. 2 | 210 | 6,412,500 | - | 6,412,500 |
| | SEPAR | Upper Muddy Creek Express Sewer (Design Suppl.) | 155 | 100,000 | - | 100,000 |
| | | West Fork Stream Channel Repair (Design) | 149 | 250,000 | - | 250,000 |
| | | Total CSO Project Costs | | 17,132,000 | - | 17,132,000 |
| Sanitary Sewer Overflow Projects (SSOs) | | | | | | |
| 2003-10 | | Cooper Creek Detention Facility | 350 | 6,165,000 | | |
| | GI | Blue Ash Rd. & Cross-County Hwy. 143 | | 3,420,000 | | |
| | CD | Capacity Assurance Program Plan Implementation | | 15,000,000 | - | 15,000,000 |
| | | Total SSO Project Costs | | 24,585,000 | - | 24,585,000 |
| Water in Basement Projects (WIBs) | | | | | | |
| | SAN/COMB | WIB Prevention Program | 130 | 7,500,000 | - | 7,500,000 |
| | SAN | Beechmont & Voll Sewer (Design) | 76 | 1,000,000 | - | 1,000,000 |
| | | Total WIB Project Costs | | 8,500,000 | - | 8,500,000 |
| Treatment Projects | | | | | | |
| 2004-10 | | Mill Creek WWTP Incinerator Replacement Ph. 2 | 90 | 29,773,000 | - | 29,773,000 |
| 99-85-2 | | Mill Creek WWTP - Solids Mgmt. Program: Digester Decommissioning - Phase 2 | 55 | 9,755,000 | - | 9,755,000 |
| | | Total Treatment Project Costs | | 39,528,000 | - | 39,528,000 |

Metropolitan Sewer District of Greater Cincinnati

Capital Improvement Program FY 2008

| CIP Number | Project Type | Project Name | Priority | Funding | | |
|-------------------------------------|--------------|---|----------|-------------------|------------------|-------------------|
| | | | | MSD | Other | Total |
| Sanitary Sewer Projects | | | | | | |
| | REHAB | Trenchless Technology | 590 | 6,000,000 | - | 6,000,000 |
| | REHAB | Trenchless Technology Manhole Repair | 440 | 1,000,000 | - | 1,000,000 |
| | COLLAPSE | Emergency Sewer Repair | 440 | 3,000,000 | - | 3,000,000 |
| | REHAB | Shotcrete | 210 | 500,000 | - | 500,000 |
| | PS UP | Mt. Washington PS Elimination | 435 | 250,000 | - | 250,000 |
| | PS UP | Sharon Indust. Park PS Upgrade | 420 | 640,000 | - | 640,000 |
| 2005-16 | REHAB | Sewer 161 Replacement: Daly Rd. to Compton Rd. (Design) | 410 | 3,766,000 | - | 3,766,000 |
| 97-25 | PS ELIM | Bold Face PS Elim./Reloc. | 375 | 1,690,000 | - | 1,690,000 |
| | PS UP | Bahama Gardens PS Upgrade | 340 | 402,000 | - | 402,000 |
| | CAPACITY | Indian Hill - SS# 1004 Sewer Repl. Ph. 1 | 310 | 2,500,000 | - | 2,500,000 |
| 2000-13 | COLLAPSE | 363 Fairbanks Ave Comb. Sewer Repl. | 310 | 500,000 | - | 500,000 |
| | CAPACITY | Culpepper Ct. Sewer Repl. | 300 | 200,000 | - | 200,000 |
| | PS ELIM | White Oak Ter., Block C PS Elimination (Design) | 285 | 40,000 | - | 40,000 |
| 2005-24 | REHAB | 1852 Columbia Pkwy Sewer Repl. | 280 | 1,818,000 | - | 1,818,000 |
| | PS ELIM | Carpenter's Run PS Elimination | 275 | 437,500 | - | 437,500 |
| | COLLAPSE | Main St in Addyston Sewer Repl. | 260 | 120,000 | - | 120,000 |
| | PS UP | Hageman St. PS Upgrade | 255 | 223,000 | - | 223,000 |
| | CAPACITY | Mt Airy/WestFork Channel Sewer (Design) | 250 | 200,000 | - | 200,000 |
| 99-25 | PS UP | Muddy Creek PS Modification | 245 | 995,000 | - | 995,000 |
| | CAPACITY | Sewer #915A to Valleyview (Design) | 240 | 150,000 | - | 150,000 |
| | | Sanitary Sewer Project Costs | | 24,431,500 | - | 24,431,500 |
| Long Range Planning Projects | | | | | | |
| 97-29 | QUEST | Taylor Rd Sewer Ph. 1 | 185 | 559,000 | 1,677,000 | 2,236,000 |
| 93-19-02 | QUEST | Dry Run Area Sewers Ph. 2 | 140 | 713,000 | 2,139,000 | 2,852,000 |
| 2004-33 | CD | Caldwell-Seymour Mill Creek Streambank Stabilization Reaches 1 & 2A, and Greenway Trail Phase 3 | 120 | 835,709 | - | 835,709 |
| | | Long Range Planning Project Costs | | 2,107,709 | 3,816,000 | 5,923,709 |

Metropolitan Sewer District of Greater Cincinnati

Capital Improvement Program FY 2008

| CIP Number | Project Type | Project Name | Priority | Funding | | |
|----------------------------|-----------------|---------------------------------|----------|--------------------|------------------|--------------------|
| | | | | MSD | Other | Total |
| Assessment Projects | | | | | | |
| | | Assessments | | 2,500,000 | - | 2,500,000 |
| | | Assessment Project Costs | | 2,500,000 | - | 2,500,000 |
| | | Total 2008 Project Costs | | 118,784,209 | 3,816,000 | 122,600,209 |

- ASSESS Needed for assessment project
- CAPACITY Sewer is under capacity
- CD Under consent decree
- COLLAPSE Sewer has collapsed or is in imminent danger of collapse
- ELIM Elimination of CSO
- FLOOD To prevent disastrous flooding
- GA Generally active SSO
- GI Generally in-active SSO
- HA Highly active SSO
- HW/DW High water-dry weather required
- IMPROV Dependent upon outside project
- PS ELIM Pump/lift station elimination
- PS UP Pump station upgrade/replacement
- REHAB Rehabilitation of sewer
- SEPAR Sewer separation (storm inlet/buildings)
- TP ELIM Package or treatment plant elimination

Metropolitan Sewer District of Greater Cincinnati

Capital Improvement Program FY 2009

| CIP Number | Project Type | Project Name | Priority | Funding | | |
|--|--------------|---|----------|-------------------|-------|-------------------|
| | | | | MSD | Other | Total |
| Combined Sewer Overflow Projects (CSOs) | | | | | | |
| 2002-28 | HW/DW | West Muddy Creek Interceptor & CSO Relocations | 250 | 6,010,000 | - | 6,010,000 |
| | CD | Long Term Control Plan Implementation | | 30,000,000 | - | 30,000,000 |
| | | Total CSO Project Costs | | 36,010,000 | - | 36,010,000 |
| Sanitary Sewer Overflow Projects (SSOs) | | | | | | |
| 99-66 | | Richmond/Orchard Sewer | 190 | 7,351,400 | | |
| | CD | Capacity Assurance Program Plan Implementation | | 30,000,000 | | |
| | | Total SSO Project Costs | | 37,351,400 | - | 37,351,400 |
| Water in Basement Projects (WIBs) | | | | | | |
| | SAN | Brill and Graves Area Sewer | 350 | 3,000,000 | - | 3,000,000 |
| | SAN/COMB | WIB Prevention Program | 130 | 7,500,000 | - | 7,500,000 |
| | | Total WIB Project Costs | | 10,500,000 | - | 10,500,000 |
| Treatment Projects | | | | | | |
| | | None | | - | - | - |
| | | Total Treatment Project Costs | | - | - | - |
| Sanitary Sewer Projects | | | | | | |
| | REHAB | Trenchless Technology | 590 | 6,000,000 | - | 6,000,000 |
| | REHAB | Trenchless Technology Manhole Repair | 440 | 1,000,000 | - | 1,000,000 |
| | COLLAPSE | Emergency Sewer Repair | 440 | 3,000,000 | - | 3,000,000 |
| | REHAB | Shotcrete | 210 | 500,000 | - | 500,000 |
| | CAPACITY | Sewer #87 Sewer Replacement | 330 | 1,256,000 | - | 1,256,000 |
| 97-82 | PS UP | Millbrook No. 2 Pump Station Replacement | 285 | 540,000 | - | 540,000 |
| | PS ELIM | White Oak Ter., Block C PS Elimination | 285 | 243,000 | - | 243,000 |
| | CAPACITY | Mt Airy/WestFork Channel Sewer | 250 | 1,155,000 | - | 1,155,000 |
| | CAPACITY | Sewer #915A to Valleyview | 240 | 1,374,000 | - | 1,374,000 |
| | | Sanitary Sewer Project Costs | | 15,068,000 | - | 15,068,000 |

Metropolitan Sewer District of Greater Cincinnati

Capital Improvement Program FY 2009

| CIP Number | Project Type | Project Name | Priority | Funding | | |
|--|-----------------|-------------------------|----------|--------------------|------------------|--------------------|
| | | | | MSD | Other | Total |
| Long Range Planning Projects | | | | | | |
| 97-29 | QUEST | Taylor Rd Sewer Ph. 2 | 185 | 500,000 | 1,500,000 | 2,000,000 |
| 98-22 | QUEST | Eagle Creek Interceptor | 125 | 257,500 | 772,500 | 1,030,000 |
| Long Range Planning Project Costs | | | | 757,500 | 2,272,500 | 3,030,000 |
| Assessment Projects | | | | | | |
| Assessments | | | | 2,500,000 | - | 2,500,000 |
| Assessment Project Costs | | | | 2,500,000 | - | 2,500,000 |
| Total 2009 Project Costs | | | | 102,186,900 | 2,272,500 | 104,459,400 |

| | |
|----------|--|
| ASSESS | Needed for assessment project |
| CAPACITY | Sewer is under capacity |
| CD | Under consent decree |
| COLLAPSE | Sewer has collapsed or is in imminent danger of collapse |
| ELIM | Elimination of CSO |
| FLOOD | To prevent disastrous flooding |
| GA | Generally active SSO |
| GI | Generally in-active SSO |
| HA | Highly active SSO |
| HW/DW | High water-dry weather required |
| IMPROV | Dependent upon outside project |
| PS ELIM | Pump/lift station elimination |
| PS UP | Pump station upgrade/replacement |
| REHAB | Rehabilitation of sewer |
| SEPAR | Sewer separation (storm inlet/buildings) |
| TP ELIM | Package or treatment plant elimination |

Debt Service

The Department of Administrative Services issues and manages the county debt. The department is responsible for the issuance of all county debt: general obligation, special assessment, sales tax and parking revenue (stadium and stadium related) and revenue (Metropolitan Sewer District). The department is also responsible for analyzing the county's debt potential and making recommendations for funding of capital projects.

This section of the budget book outlines the county's debt policy and the debt limits set by county policy and by the Ohio Revised Code. It also includes tables

indicating outstanding debt and 2005 debt principal and interest payments.

The county currently obtains credit ratings on all of its debt (see chart below) and insures bond issues when it is financially beneficial.

At the present time, Hamilton County's only direct tax-supported debt is the voted, general obligation debt for Museum Center capital renovations approved by citizens in 1986. In addition, the county's non-voted, general obligation debt is supported by the county's general revenue, which may include unrestricted property taxes.

Bond Ratings & Insurers

| County Debt | Bond Rating | | | Insurer |
|--|-------------|-------------------|-------|------------|
| | Moody's | Standard & Poor's | Fitch | |
| General Obligation | Aa2 | | | |
| MSD Revenue ¹ | Aa3 | AA | | FGIC, MBIA |
| Sales Tax – Riverfront (1998) ² | Aa3 | AA | AA | MBIA |
| Sales Tax – Riverfront (2000) ² | A2 | | A+ | AMBAC |
| Riverfront Parking Revenue (2001) ³ | Aa3 | | | |

Ratings

Aaa (Moody's), AAA (S&P, Fitch) – Prime, maximum safety.

Aa1, Aa2, Aa3 (Moody's), AA+, AA, AA- (S&P, Fitch) – High grade, high quality.

A1, A2, A3 (Moody's), A+, A, A- (S&P, Fitch) – Upper medium grade.

Insurers

AMBAC – American Municipal Bond Assurance Corporation

FGIC - Financial Guaranty Insurance Company

MBIA – Municipal Bond Investors Assurance

Notes

- 1 The MSD Revenue bond ratings above are the underlying ratings. The insured ratings are Aaa by Moody's and AAA by S&P.
- 2 The 1998 sales tax bonds were re-rated by Moody's in 2000 when their lien was closed off. The County did not obtain a rating from S&P for the 2000 bonds. In 2002 S&P re-rated the 1998 bonds. The sales tax bonds are insured and thus rated Aaa by Moody's and AAA by S&P and Fitch.
- 3 The riverfront parking revenue debt is variable rate with a letter of credit. The Moody's rating is that of US Bank, the letter of credit bank.

Debt Services

2005 Approved Budget

Expenditures

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|-------------------|--------------------|----------------------|---------------------|--------------------|
| Debt Service | 33,976,078 | 81,196,500 | 29,820,650 | 29,448,328 |
| Total | 33,976,078 | 81,196,500 | 29,820,650 | 29,448,328 |

Revenues

| Department | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Budget |
|-------------------|--------------------|----------------------|---------------------|--------------------|
| Debt Service | 18,354,273 | 66,602,318 | 19,362,745 | 19,177,977 |
| Total | 18,354,273 | 66,602,318 | 19,362,745 | 19,177,977 |

Debt and Other Long-Term Obligations

The following describes statutory and constitutional debt and ad valorem property tax limitations applying to the county. Also described are presently outstanding and projected bond and note indebtedness and certain other long-term financial obligations of the county.

In recent years the county has issued a number of industrial revenue bond issues and hospital revenue bond issues. No schedule for these bonds is provided, because such bonds do not represent an obligation of the county. These bonds are payable solely from rentals and other revenues derived from the lease, sale or other disposition of the projects financed thereby.

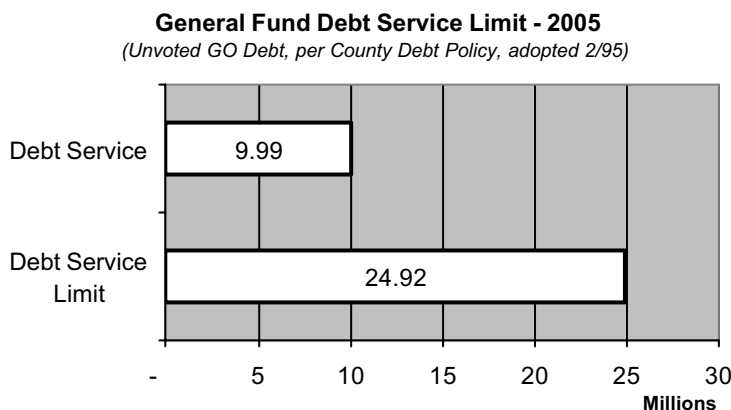
The county is not and has never been in default on any of its debt obligations.

Debt Policy

This process is intended to be used for the purpose of making recommendations to the Board of County Commissioners regarding the issuance of debt. It is understood that the Board makes the final decision.

1. Hamilton County will not use long-term debt to finance current operations.
2. The economic benefits of purchase vs. lease purchase vs. straight lease will be reviewed at the time of acquisition for routine purchases. These installments, if used, will not exceed five years in duration.
3. Hamilton County will use long-term debt to finance capital improvement projects that cannot be financed from current revenue sources or which logically should be paid for by multiple generations of taxpayers.
4. The total unvoted general obligation debt service of the Hamilton County general fund will not exceed 10 percent of the total general fund operating budget. Debt for all other restricted funds will be issued after a case by case determination that debt

service can be paid from the restricted fund without a general fund supplement.



5. Hamilton County will not incur unvoted net debt or total net debt exceeding the limitations in Section 133.07 of the Ohio Revised Code.

6. Debt for obligations having a duration of five years or less may be funded through the use of short term notes, if the County Administrator and Assistant County Administrator for Administrative Services advise that (a) the projected interest rates relative to the costs associated with bonded debt issuance are to the advantage of the county, and (b) such analysis is made at each renewal.
7. Construction projects having debt obligations of more than five years may, on the advice of the County Administrator and the Assistant County Administrator for Administrative Services, be funded through short term notes during construction to be followed by longer term bonding when the project is completed. The County Administrator and Assistant County Administrator for Administrative Services will use the Delphos Bond Index, the condition of the bond yield curve, and the advice of investment counselors in determining appropriate debt issuance in each instance.
8. Projects not involving construction having debt obligations of more than five years will be funded through bonding at the time of acquisition.
9. Notes to be issued in an amount of \$250,000 in principal or less may be purchased through an informal bid process involving all municipal underwriters having an office in Hamilton County listed in the "Bond Buyers Municipal Marketplace" If, in the opinion of the Assistant County Administrator for Administrative Services, it is determined that market or other conditions dictate that the informal process is not appropriate, a formal process may be used.
10. Notes to be issued in an amount greater than \$250,000 in principal shall be purchased through a formal competitive bid process involving all firms.
11. All General Obligation Bonds will be issued with all maturities and interest rates subject to a formal competitive bid process unless the Board of County Commissioners directs otherwise.
12. Absent compelling arguments on a case by case basis, all General Obligation Bonds will be issued with a call feature with the exception of special assessment bonds. Exceptions must be approved by the Board of County Commissioners.
13. Revenue Bonds may be issued through a negotiated sale after consideration of the following factors as enumerated in the California Debt Advisory Commission Issue Brief No. 1 dated September, 1992:
 - a. Issuer characteristics
 - i. Market familiarity
 - ii. Credit strength
 - iii. Policy goals
 - b. Financing characteristics
 - i. Type of debt instrument
 - ii. Issue size
 - iii. Complexity of the issue

- iv. Market conditions
- v. Story bonds

and if (a) the underwriter(s) have been chosen through a competitive process within the preceding five years; (b) no significant changes in the market place have taken place which would likely result in significantly improved performance by alternative underwriter(s); and (c) this policy does not conflict with other policies which may be mandated by law or adopted by the Commissioners.

14. Revenue Bonds underwriting services will be solicited from all major and local investment banking firms. All firms expressing an interest in providing the service will be allowed to participate in the process individually or as part of a group. Firms will be allowed to submit multiple proposals individually or as a part of one or more groups. Individual bids, multiple bid proposals and any combination of these beneficial to the County will be evaluated by the County Administrator, the Assistant County Administrator for Administrative Services and the affected department based on specific criteria and recommended to the Board for approval.
15. Investment of capital funds will be done by the Hamilton County Treasurer in a manner consistent with the Uniform Depository Act, Section 135 of the Ohio Revised Code, subject to review by the County's Investment Advisory Committee established by Section 135.341 of the Ohio Revised Code.
16. All bonds, as prescribed by Ohio law, will be financed for a period not to exceed the expected useful life of the project.
17. No bonds will be issued which provide for balloon principal payments at the end of the term of issuance except that level debt service as defined in ORC 133.21 is permissible.
18. No bonds will be issued involving variable-rate debt.
19. Hamilton County will maintain good communications with bond rating agencies about its financial condition and will follow a policy of full disclosure on every financial report and bond prospectus.
20. For each issue of debt, Hamilton County will consult bond counsel.

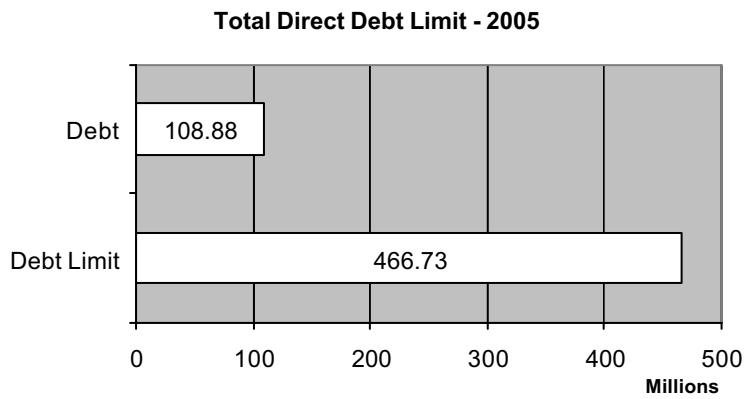
Statutory Direct Debt Limitations

The Ohio Revised Code provides that the aggregate principal amount of unvoted "net indebtedness" of a county, such as the county, may not exceed one percent of the total value of all property in such county as listed and assessed for taxation, and that the aggregate principal amount of voted and unvoted "net indebtedness" of such county may not exceed a sum equal to three percent of the first \$100,000,000 of the assessed valuation, plus one and one-half percent of such valuation in excess of \$100,000,000 and not in excess of \$300,000,000, plus two and one-half percent of such valuation in excess of \$300,000,000.

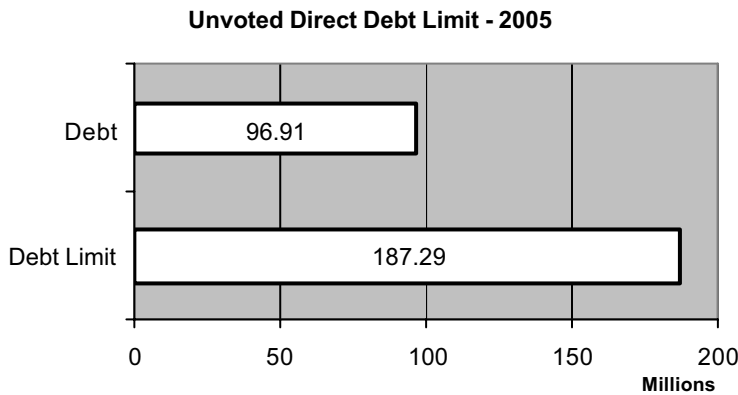
In calculating “net indebtedness,” the Revised Code provides that certain obligations of a county are not to be considered in the calculation, including self-supporting obligations, revenue bonds, and special assessment debt. For a complete list of exempt debt see Ohio Revised Code 133.07(C).

Other infrequently-issued types of obligations are also excluded from the calculation of net indebtedness; the County has no such obligations outstanding. Notes issued in anticipation of bonds excluded from the calculation of net indebtedness are also excluded from such calculation. In calculating net indebtedness, amounts in a county’s bond retirement fund allocable to the principal amount of bonds otherwise included in the amount of net indebtedness are deducted from the total net indebtedness of such county.

The County Auditor, in the financial statement prepared February 23, 2005 for a county official statement, calculated the amount of the outstanding obligations of the county which are subject to the total direct debt limit (3%, 1½%, 2½% limit) and the unvoted direct debt limit (1% limit). The total principal amount of voted and unvoted general obligation debt that could be issued by the county, subject to the total direct debt limitation is \$466,725,089 and the county’s net debt subject to such limitation presently outstanding is \$108,875,384, leaving a balance of approximately \$357,849,705 borrowing capacity issuable within such limitation on combined voted and unvoted non-exempt debt. The county has voted debt outstanding which is subject to such limitation as indicated in Debt Table B.

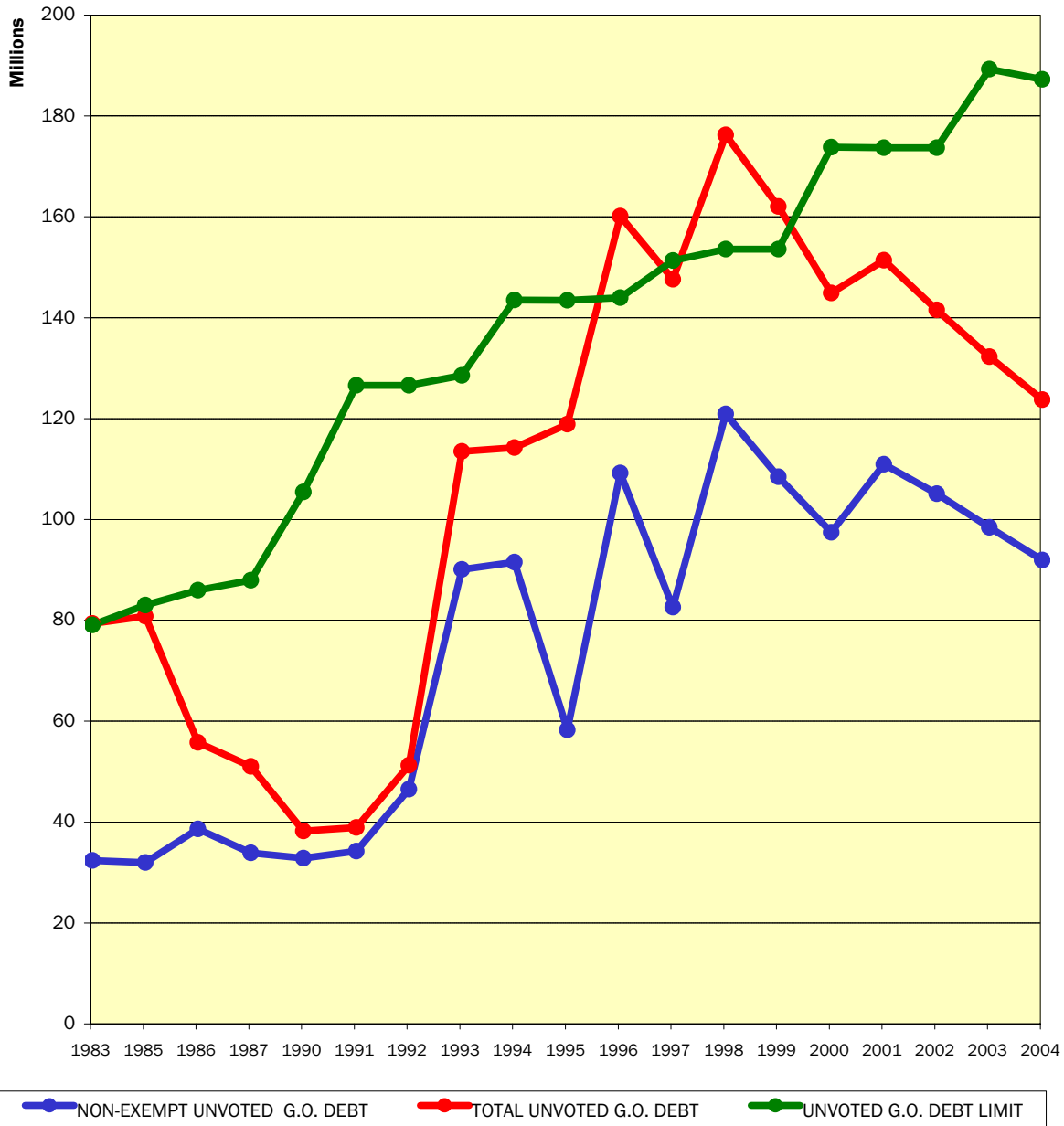


The total unvoted county general obligation debt that could be issued subject to the one percent unvoted direct debt limitation is \$187,290,036. The net county debt subject to such limitation presently outstanding is \$96,912,720 leaving a balance of approximately \$90,377,316 of additional unvoted non-exempt debt that could be issued by the county under such one percent limitation.



However, as described below, the county’s ability to incur debt in these

Debt Limit



General Obligation (G.O.) debt pledges the full faith and credit of the County. In some cases a dedicated revenue stream is available to offset the debt service. The County's **UNVOTED G.O. DEBT LIMIT** is set by the Ohio Revised Code (ORC) at 1% of the County's assessed property valuation. Total unvoted G.O. debt can exceed the assessed valuation limit if the debt is exempt, due to either a statutory exemption or because the debt is self supporting. **NON-EXEMPT UNVOTED G.O. DEBT** is the total debt subject to the ORC debt limit. The **TOTAL UNVOTED G.O. DEBT** is the total debt issued by the county, including those projects exempt from the debt limit by Ohio Revised Code 133.07. Current exempt debt projects include water and sewer lines, the acquisition and renovation of the Job and Family Services building, the Justice Center and the Youth Center.

amounts is restricted by the indirect debt limitation. In the case of unvoted general obligation debt, both the direct and the indirect debt limitations must be met.

Indirect Debt Limitations

Pursuant to Ohio law, a maximum tax levy of ten mills per dollar of assessed valuation (tax list) can be levied on any property without a vote of the people. The first charge against these ten mills is the debt service requirements on all limited tax general obligation bond and note issues of all overlapping political subdivisions. These ten mills are available for the debt service requirements of both limited tax bonds and notes for which tax levies are actually made to pay principal and interest, and limited tax bonds and notes supported by revenues or municipal income taxes and not actually levied for unless such other sources become insufficient. Calculations with respect to compliance with the ten-mill limitation are made for the year in which pledged millage for unvoted general obligation bonds (or notes) of all overlapping political subdivisions is the highest. When notes are involved, theoretical debt service requirements for the bonds in anticipation of which such notes are issued are used in calculating aggregate pledged millage within the ten-mill limitation, and an assumed rate of interest for the bonds whose issuance is so anticipated is employed.

Because bonded indebtedness in Ohio cannot be incurred or renewed unless provision is made for levying taxes to pay debt service on the indebtedness (except in the case of indebtedness payable solely from revenues or special restricted-purpose tax levies), the ten-mill tax limitation represents an indirect limitation on a political subdivision's capacity to incur debt within applicable direct debt limitations. Capacity within the ten-mill limitation is available to be pledged for debt service by overlapping political subdivisions having unvoted debt capacity on a first-come, first-served basis, and because of the disparity in the sizes of the tax lists or duplicates, a political subdivision with a relatively small tax list whose territory overlaps that of a political subdivision with a relatively large tax list can use up indirect debt capacity available to both through the issuance of a given principal amount of debt much more quickly than could the latter subdivisions issuing the same amount of debt.

A constitutional amendment designed to remove this indirect debt limitation was defeated by the electors of the state at the primary election on June 8, 1976.

At the present time, the Village of Greenhills is the taxing subdivision in the county with the highest potential millage requirements for debt service on its own unvoted general obligation debt, the amount theoretically required for a given tax payer in the overlapping subdivisions of the Village of Greenhills, Winton Woods City School District, Great Oaks Joint Vocational School District and the county being approximately 8.453 mills, 0.874 mills of which are attributable to the county. The total amount leaves 1.547 mills free to be used by the county for additional unvoted general obligation bonds. The ten-mill limitation is such that a relatively small issue by some other overlapping taxing subdivision with a small tax duplicate can encumber a significant amount of millage, thereby dramatically reducing the amount of unvoted general obligation debt that the county could issue.

Overlapping Debt

The net overall debt for Hamilton County and all overlapping political subdivisions is set forth in Debt Table A.

The boundary of the county includes 23 school districts, 20 cities, 17 villages, 12 townships and one vocational school district, all of which are separate political subdivisions with operating and debt service funding independent from that of the county. Various contractual and other arrangements not material except as may be noted elsewhere herein are in effect among or between the county and certain of the other political subdivisions.

Under Revised Code Section 133.06, Boards of Education of the school districts cannot incur more than one-tenth of one percent of their respective tax lists as general obligation debt without majority approval by the voters of the respective school districts. Such Boards of Education may request voter approval of general obligation debt not in excess of nine percent of the tax list of the school district. Under State law, before seeking voter approval, a Board of Education is required where applicable to receive the consent of the Ohio Department of Taxation and the State Superintendent of Public Instruction in accordance with policies adopted by the State Board of Education.

Cities and villages within the county are subject to the direct debt limitation imposed by Section 133.05 of the Ohio Revised Code, which provides that a municipal corporation's voted and unvoted debt may not exceed ten and one-half percent of its tax list, and that its unvoted debt may not exceed five and one-half percent of its tax list. By virtue of its City Charter and special court proceedings, the unvoted debt of the City of Cincinnati is not subject to the ten-mill limitation and so need not be considered by the County in computing its ten-mill limitations on overlapping debt.

Under Revised Code Section 133.09, the net indebtedness of a township, shall never exceed five percent of the township's tax valuation, and, with the exceptions noted, no such indebtedness shall be incurred unless authorized by vote of the electors of the township.

Certain classes of debt are exempt from these limitations, chief among which are special assessment debt, notes issued in anticipation of current revenues or taxes or for certain emergency purposes, revenue bonds for various purposes, self-supporting debt for utility and quasi-utility purposes, voted urban redevelopment bonds not exceeding two percent of the issuer's tax list, self-supporting debt for recreational facilities, and debt covenanted to be paid from lawfully available municipal income taxes.

The net city debt in the county is \$438,304,986; net village debt is \$18,742,755; net township debt is \$40,835,117; net city school district debt is \$927,907,770; net local school district debt is \$161,922,939; joint vocational school debt is \$2,715,104; and miscellaneous district debt is \$2,627,693.

Source: Ohio Municipal Advisory Council.

Debt Table A
Overlapping Debt
(as of July 20, 2005)*

| | |
|---|-----------------|
| Net Debt | \$123,690,000 |
| Per Capita Net Debt | \$152 |
| Net Debt as a Percentage of Tax Valuation | 0.66% |
| Net Overlapping Debt (all political subdivisions) | \$1,716,796,413 |
| Per Capita Overlapping Debt | \$2,108 |
| Overlapping Debt as a Percentage of Tax Valuation | 9.16% |

*OMAC date of record is approximately three weeks ahead of actual date.
Source: Ohio Municipal Advisory Council.

Bond Anticipation Notes and Certificates of Indebtedness

Under Ohio law applicable to the county, notes and certificates of indebtedness, including renewal notes, issued in anticipation of the issuance of general obligation bonds may be issued from time to time up to a maximum maturity of 20 years from the date of issuance of the original notes (except for notes and certificates issued in anticipation of special assessments, for which the maximum maturity is five years). Any period in excess of five years must be deducted from the permitted maximum maturity of the bonds anticipated, and portions of the principal amount of such notes or certificates must be retired in amounts at least equal to and payable not later than principal maturities that would have been required if the bonds had been issued at the expiration of the initial five-year period.

As of July 15, 2005, \$19,490,000 of outstanding county debt is in the form of bond anticipation notes or certificates of indebtedness (as listed in Debt Table B).

The ability of the county to retire any bond anticipation notes or certificates of indebtedness it may issue in the future will be dependent upon the marketability of renewal notes or certificates or bonds under market conditions then prevailing.

Debt Table B

Principal Amount of Debt Outstanding July 15, 2005

Voted General Obligation Bonds

| <u>Date of Issue</u> | <u>Purpose</u> | <u>Original Amount of Issue</u> | <u>Interest Rate</u> | <u>Coupon Maturity</u> | <u>Final Bond</u> | <u>Amount Outstanding</u> |
|----------------------|----------------|---------------------------------|----------------------|------------------------|-------------------|---------------------------|
| 10/30/01 | Museum Center | \$19,545,000 | 3.25-4.00% | J1-D1 | 12/09 | \$12,790,000 |

Unvoted General Obligation Bonds

| <u>Date of Issue</u> | <u>Purpose Outstanding</u> | <u>Original Amount of Issue</u> | <u>Interest Rate</u> | <u>Coupon Maturity</u> | <u>Final Bond</u> | <u>Amount Outstanding</u> |
|----------------------|----------------------------|---------------------------------|----------------------|------------------------|---------------------|-----------------------------|
| 03/01/85 | County Justice Complex | \$ 6,750,000 | 8.875% | J1-D1 | 12/05 | \$ 340,000 |
| 05/01/85 | Convention Center | 16,000,000 | 8.25 | J1-D1 | 12/05 | 800,000 |
| 11/01/86 | Administration Bldg. | 9,900,000 | 6.50 | J1-D1 | 12/07 | 1,485,000 |
| 02/01/87 | Court House Improvement | 2,000,000 | 5.75 | J1-D1 | 12/07 | 300,000 |
| *02/01/96 | Various Purpose | 5,990,000 | 4.80-5.00 | J1-D1 | 12/06 ⁺ | 865,000 |
| *07/01/96 | Building Improv Ser 1996 | 2,650,000 | 5.35 | J1-D1 | 12/07 ⁺⁺ | 530,000 |
| *04/01/97 | Various Purpose Ser 1997 | 9,055,000 | 5.40-5.50 | J1-D1 | 12/07 ⁺⁺ | 380,000 |
| *07/01/97 | Building Improv Ser 1997B | 24,850,000 | 5.15-5.25 | J1-D1 | 12/07 ⁺⁺ | 1,025,000 |
| 03/01/98 | Court House Imp. | 16,045,000 | 4.90 | J1-D1 | 12/18 | 12,810,000 |
| 07/15/98 | Building Improv. | 12,495,000 | 4.80-5.00 | J1-D1 | 12/18 | 9,845,000 |
| 12/15/98 | Parking Facility | 10,090,000 | 4.20-5.00 | J1-D1 | 12/24 | 8,855,000 |
| 11/01/01 | Various Purpose | 12,165,000 | 3.125-5.00 | J1-D1 | 12/24 | 9,185,000 |
| 09/01/04 | Various Purpose | 42,130,000 | 1.70-4.00 | J1-D1 | 12/15 | 38,535,000 |
| 04/06/05 | Various Purpose Refunding | <u>28,715,000</u> | 3.00-5.00 | J1-D1 | 12/17 | <u>28,715,000</u> |
| TOTAL | | <u>\$198,835,000</u> | | | | <u>\$113,670,000</u> |

* Partially refunded with the proceeds of the G.O. Various Purpose Refunding Bonds issued on 04/06/05.

⁺ Defeased Principal to be called 12/01/2006, however 12/1/07 maturity is not part of the refunding escrow.

⁺⁺ Defeased Principal to be called 12/01/2007. The 12/1/06 principal payment has been escrowed

Sewer Revenue Bonds 133.08

| <u>Date of Issue</u> | <u>Purpose</u> | <u>Original Amount of Issue</u> | <u>Interest Rate</u> | <u>Coupon Maturity</u> | <u>Final Bond</u> | <u>Amount Outstanding</u> |
|----------------------|-------------------------|---------------------------------|----------------------|------------------------|--------------------|-----------------------------|
| 04/15/93* | Sewer System | \$171,790,000 | 5.15-5.45 | J1-D1 | 12/09 ⁺ | \$45,345,000 |
| 08/01/95*♣ | Sewer System | 85,800,000 | 5.30-6.00 | J1-D1 | 12/05 [♣] | 4,680,000 |
| 10/01/97*♦ | Sewer System | 105,245,000 | 4.50-5.50 | J1-D1 | 12/17 [*] | 72,720,000 |
| 06/01/00*♦ | Sewer System | 40,085,000 | 4.85-5.75 | J1-D1 | 12/25 [±] | 30,140,000 |
| 11/01/01♦ | Sewer System | 76,000,000 | 2.95-5.25 | J1-D1 | 12/26 [♥] | 60,510,000 |
| 07/09/03 | Sewer System (Series A) | 160,065,000 | 3.50-5.05 | J1-D1 | 12/28 | 159,570,000 |
| 09/04/03 | Sewer System (Series B) | 55,510,000 | 5.00 | J1-D1 | 12/13 | 53,635,000 |
| 09/01/04 | Sewer System (Series A) | 46,385,000 | 2.00-5.00 | J1-D1 | 12/17 | 46,385,000 |
| 03/30/05 | Sewer System (Series A) | <u>86,960,000</u> | 2.50-5.00 | J1-D1 | 12/25 | <u>86,960,000</u> |
| TOTAL | | <u>\$827,840,000</u> | | | | <u>\$559,945,000</u> |

* Partially refunded by the Sewer System Series A and Series B Bonds (2003).

♣ Partially refunded by the Sewer System Series A Bonds (2004).

♦ Partially refunded by the Sewer System Series A bonds (2005).

+ 2004, 2005, 2010, 2011, 2014, and 2016 maturities were advance refunded.

♣ All maturities other than the 12/1/05 maturity have been advance refunded by the 2003 and 2004 Bonds.

• The 2008, 2009, 2012, 2013 and 2014 maturities have been advance refunded by the 2004 and 2005 Bonds.

± Maturities beginning with 2013 through (and including) 2020 have been advance refunded by the 2004 and 2005 Bonds.

♥ Maturities beginning with 2014 through (and including) 2021 have been advance refunded by the 2004 Bonds.

Special Assessment Bonds

| <u>Date of Issue</u> | <u>Purpose</u> | <u>Original Amount of Issue</u> | <u>Interest Rate</u> | <u>Coupon Maturity</u> | <u>Final Bond</u> | <u>Amount Outstanding</u> |
|----------------------|----------------|---------------------------------|----------------------|------------------------|-------------------|---------------------------|
| 08/01/85 | Sewer District | \$675,000 | 8.375% | J1-D1 | 12/05 | \$ 35,000 |
| 08/01/87 | Sewer District | 395,000 | 7.125 | J1-D1 | 12/07 | 55,000 |
| 08/01/88 | Sewer District | 415,900 | 7.25 | J1-D1 | 12/08 | 85,000 |
| 08/01/90 | Sewer District | 410,000 | 6.90 | J1-D1 | 12/10 | 185,000 |
| 08/01/93 | Sewer District | 600,000 | 5.00-5.20 | J1-D1 | 12/13 | 340,000 |
| 09/01/94 | Sewer District | 175,000 | 5.75 | J1-D1 | 12/14 | 90,000 |
| 09/01/95 | Sewer District | 210,000 | 5.57 | J1-D1 | 12/15 | 145,000 |
| 09/01/96 | Sewer District | 445,000 | 5.60-5.625 | J1-D1 | 12/16 | 315,000 |
| 08/01/97 | Sewer District | 340,000 | 5.25-5.3 | J1-D1 | 12/17 | 260,000 |
| 09/01/98 | Sewer District | 705,000 | 4.75 | J1-D1 | 12/17 | 555,000 |
| 09/01/99 | Sewer District | 170,000 | 5.5 | J1-D1 | 12/18 | 145,000 |
| 10/01/00 | Sewer District | 545,000 | 5.40-5.55 | J1-D1 | 12/20 | 470,000 |
| 08/15/01 | Sewer District | 150,000 | 4.00-5.10 | J1-D1 | 12/21 | 135,000 |
| 08/15/02 | Sewer District | 295,000 | 3.5-5.05 | J1-D1 | 12/22 | 275,000 |
| 09/01/03 | Sewer District | 46,000 | 1.65-5.75 | J1-D1 | 12/23 | 445,000 |
| 09/01/04 | Sewer District | <u>625,000</u> | 1.60-4.90 | J1-D1 | 12/24 | <u>625,000</u> |
| TOTAL | | <u>\$5,990,000</u> | | | | <u>\$4,160,000</u> |

Other Revenue Bonds

| <u>Date of Issue</u> | <u>Purpose</u> | <u>Original Amount of Issue</u> | <u>Interest Rate</u> | <u>Coupon Maturity</u> | <u>Final Bond</u> | <u>Amount Outstanding</u> |
|----------------------|----------------|---------------------------------|----------------------|------------------------|-------------------|---------------------------|
| 07/01/67 | Cinergy Field | \$44,000,000 | 4.8-5.0% | M1-N1 | 05/07 | \$ 0* |
| 12/12/01 | Parking System | <u>24,500,000</u> | Var. | Monthly | 12/26 | <u>23,510,000</u> |
| TOTAL | | <u>\$68,500,000</u> | | | | <u>\$23,510,000</u> |

*Defeased.

Sales Tax Bonds

| <u>Date of Issue</u> | <u>Purpose</u> | <u>Original Amount of Issue</u> | <u>Interest Rate</u> | <u>Coupon Maturity</u> | <u>Final Bond</u> | <u>Amount Outstanding</u> |
|----------------------|------------------|---------------------------------|----------------------|------------------------|-------------------|---------------------------|
| 01/01/98 | Football Project | \$ 71,610,000* | 3.95-4.75% | J1-D1 | 12/27 | \$ 58,855,000 |
| 05/15/98 | Football Project | 272,855,000* | 4.20-5.50% | J1-D1 | 12/27 | 211,830,000 |
| 11/01/00 | Baseball Project | <u>349,992,512</u> | 4.45-5.85% | J1-D1 | 12/32 | <u>339,437,512</u> |
| | | <u>\$694,457,512</u> | | | | <u>\$610,122,512</u> |

*A portion of these bonds was refunded with a portion of the Series 2000B Bonds

Ohio Water Development Authority*

| <u>Date of Issue</u> | <u>Purpose</u> | <u>Original Amount of Issue</u> | <u>Interest Rate</u> | <u>Coupon Maturity</u> | <u>Final Bond</u> | <u>Amount Outstanding</u> |
|----------------------|----------------|---------------------------------|----------------------|------------------------|-------------------|---------------------------|
| Various | Sewer Imp. | \$41,830,000 | 2.00-7.149% | D1 | 12/13 | \$1,010,259 |

*These contracts are not bonded debt obligations of the County under Chapter 133 of the Ohio Revised Code, and are therefore not considered to count against the debt limitations.

Ohio Public Works Commission

| Date of Issue | Purpose | Original Amount of Issue | Interest Rate | Coupon Maturity | Final Bond | Amount Outstanding |
|---------------|-------------------|--------------------------|---------------|-----------------|------------|--------------------|
| 03/20/91 | Sewer Improvement | \$ 225,847 | 0.00% | J1-D1 | 12/11 | \$ 33,466 |
| 07/01/94 | Sewer Improvement | 1,891,000 | 3.00 | J1-D1 | 12/14 | 794,669 |
| 07/01/95 | Sewer Improvement | 1,500,000 | 3.00 | J1-D1 | 06/18 | 652,454 |
| 07/01/96 | Sewer Improvement | 1,500,000 | 0.00 | J1-D1 | 12/17 | 848,547 |
| 09/01/96 | Sewer Improvement | 903,275 | 0.00 | J1-D1 | 12/17 | 598,446 |
| 07/11/97 | Sewer Improvement | 1,500,000 | 3.00 | J1-D1 | 06/19 | 900,939 |
| 07/01/04 | Sewer Improvement | <u>453,634</u> | 3.00 | J1-D1 | 07/24 | <u>436,790</u> |
| | | <u>\$7,973,756</u> | | | | <u>\$4,265,311</u> |

Water Pollution Control Loan Fund - Loans

| Date of Issue | Purpose | Original Amount of Issue | Interest Rate | Coupon Maturity | Final Bond | Amount Outstanding |
|---------------|-------------------|--------------------------|---------------|-----------------|------------|---------------------|
| 06/24/93 | Sewer Improvement | \$ 999,843 | 4.80% | J1-D1 | 06/14 | \$ 512,759 |
| 10/28/93 | Sewer Improvement | 3,727,126 | 3.54 | J1-D1 | 06/14 | 1,235,853 |
| 10/27/94 | Sewer Improvement | 1,230,697 | 4.56 | J1-D1 | 01/16 | 685,993 |
| 01/26/95 | Sewer Improvement | 496,265 | 4.56 | J1-D1 | 12/16 | 271,472 |
| 07/27/95 | Sewer Improvement | 268,725 | 4.35 | J1-D1 | 12/16 | 164,559 |
| 09/28/95 | Sewer Improvement | 639,534 | 4.18 | J1-D1 | 06/15 | 136,279 |
| 09/28/95 | Sewer Improvement | 678,900 | 4.35 | J1-D1 | 12/16 | 411,250 |
| 05/30/96 | Sewer Improvement | 4,763,510 | 4.04 | J1-D1 | 12/17 | 3,140,151 |
| 10/31/96 | Sewer Improvement | 549,202 | 4.12 | J1-D1 | 12/16 | 365,697 |
| 01/27/00 | Sewer Improvement | 4,223,034* | 4.66 | J1-D1 | 12/20 | 3,683,958 |
| 07/31/03 | Sewer Improvement | 2,094,880* | 3.50 | J1-D1 | 12/25 | 1,880,889 |
| 07/31/03 | Sewer Improvement | 7,948,736* | 3.50 | J1-D1 | 12/26 | 6,786,674 |
| 03/25/04 | Sewer Improvement | <u>5,247,900*</u> | 3.41 | J1-D1 | 12/24 | <u>(92,759)</u> |
| | | <u>\$32,868,352</u> | | | | <u>\$19,182,775</u> |

* These issues are construction loans from state agencies that have not yet been fully drawn on (and may not be fully drawn on). Principal and interest payments by MSD have already commenced. When the final amount of the construction loans is determined, adjustments will be made to reflect the final loan amount.

General Obligation Notes (Bond Anticipation Notes)

| Date of Issue | Purpose | Original Amount of Issue | Interest Rate | Coupon Maturity | Final Bond | Amount Outstanding |
|---------------|----------------------|--------------------------|---------------|-----------------|------------|--------------------|
| 12/12/01 | 800 MHz Radio System | \$19,490,000 | 4.75% | J1-D1 | 12/06 | \$19,490,000 |

Debt Table C

2005 Principal and Interest Payments (by fund)

| Fund | Subfund | Principal | Interest | Total |
|------|---|-------------------|-------------------|-------------------|
| 900 | 1 General Obligation Voted | 2,390,000 | 455,800 | 2,845,800 |
| 900 | 2 General Obligation Non-Voted | 9,425,000 | 5,469,967 | 14,894,967 |
| 900 | 3 Special Assessment | 300,000 | 217,466 | 517,466 |
| 921 | 9 Special Assessment Note Fund | 1,500,000 | 75,000 | 1,575,000 |
| 946 | 3 Paul Brown Stadium Operations | 1,325,247 | 18,690,908 | 20,016,155 |
| 946 | 5 Baseball Stadium Operations | 2,674,753 | 10,588,574 | 13,263,327 |
| 946 | 8 Main Street Parking Garage Operations | 275,000 | 417,125 | 692,125 |
| 946 | 13 Parking Revenue Fund | <u>510,000</u> | <u>600,000</u> | <u>1,110,000</u> |
| | TOTAL | <u>18,400,000</u> | <u>36,514,840</u> | <u>54,914,840</u> |

The debt service appropriations in the operating budget include payments for bank service fees.

Debt Service

Program: General Obligation - Unvoted - 5102

Mandated By: Article 12 Section 2 Ohio Constitution

Funding Source: Debt Service, General Fund

| | |
|--|---|
| <p>Program Description: Retirement of principal and interest on general obligation bonds as approved by the Board of County Commissioners</p> | <p>Accomplishments: Principal and interest payments made on a timely basis. SEC Rule 15c2-12 continuing disclosure requirements met on a timely basis. The County refunded four outstanding issues with a \$42,130,000 issue achieving \$3 million, or 7.49%, present value savings on the refunded bonds.</p> |
|--|---|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To retire principal and interest on scheduled dates. | | | | |
| Demand: Current principal obligation outstanding (1/1/2005). | \$136.2M | \$126.8M | \$113.9M | \$113.9M |
| Workload: Bond principal to be serviced in budget | \$136.2M | \$126.8M | \$113.9M | \$113.9M |
| Efficiency: Amount of debt service payments for budget | \$16.7M | \$63.2M | \$14.9M | \$14.9M |
| Effect/Outcome: To service debt on a timely basis meeting legal requirements | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|-------------------|-------------------|-------------------|-------------------|
| 6 Debt Service | 9,155,208 | 63,212,666 | 15,125,609 | 14,902,267 |
| 7 Operating Transfers | 13,926,192 | 13,926,192 | 8,261,891 | 8,055,295 |
| Total | 23,081,400 | 77,138,858 | 23,387,500 | 22,957,562 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|
| 2 Sales & Use Taxes | 0 | 0 | 0 | 0 |
| 20 Charges for Service Fees | 2,677,659 | 3,959,557 | 3,952,627 | 3,909,699 |
| 30 Investments Interest | 0 | 50,669 | 0 | 0 |
| 35 Other Intergovernmental | 222,222 | 222,222 | 0 | 0 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 45 Other Financing Sources | 2,500 | 42,867,254 | 0 | 0 |
| 50 Transfers - In | 14,726,022 | 14,726,022 | 9,061,018 | 8,809,299 |
| Total | 17,628,403 | 61,825,724 | 13,013,645 | 12,718,998 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The 2004 estimate of debt service payments includes \$5.8M for the call of the Court House debt and \$42.1M for the refunding of four issues for savings. The four issues are: 1993 county building acquisition, 1993 various purpose, 1995 county building renovation and 1995 Water West 1A.

Budget Office Analysis:

This program includes the general fund subsidy. A reserve of \$7.5 million was established in 2002 within the unvoted bond retirement fund to pay off four outstanding issues of non-callable debt. Due to this reserve \$1.9 million for 2005 reduced the debt service subsidy from the general fund. Beginning with the 2004 budget the revenues from leases for which the County has debt outstanding are being recorded in the unvoted debt service budget. This reduces the subsidy from the general fund.

The budget does not anticipate any debt issuance in 2005.

The County will pay off the Justice Center and Convention Center debt in 2005.

Debt Service

Program: General Obligation - Voted - 5101

Mandated By: Article 12, Section 2, Ohio Constitution

Funding Source: Debt Service

| | |
|---|--|
| Program Description: Retirement of principal and interest on Museum Center bonds as approved by the electorate at the May, 1986 primary/special election. | Accomplishments: Principal and interest payments made on a timely basis. |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|---|----------------|------------------|-----------------|------------------|
| Objective: To retire principal and interest on scheduled dates with tax revenue. | | | | |
| Demand: Current principal obligation outstanding (1/1/2005) | \$17.3M | \$15.1M | \$12.8M | \$12.8M |
| Workload: Principal to be serviced in current yr. | \$17.3M | \$15.1M | \$12.8M | \$12.8M |
| Efficiency: Amount of debt service payments for budget. | \$2.8M | \$2.8M | \$2.8M | \$2.8M |
| Effect./Outcome: To service debt on a timely basis meeting legal requirements. | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------|----------------|------------------|------------------|------------------|
| 4 Other Expenditures | 16,987 | 33,427 | 37,000 | 37,000 |
| 6 Debt Service | 264,150 | 2,848,300 | 2,845,800 | 2,845,800 |
| Total | 281,137 | 2,881,727 | 2,882,800 | 2,882,800 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------------|------------------|------------------|------------------|------------------|
| 1 Property Taxes | 1,144,544 | 2,504,504 | 2,503,939 | 2,503,939 |
| 30 Investments Interest | 0 | 0 | 0 | 0 |
| 35 Other Intergovernmental | 153,972 | 303,017 | 286,811 | 286,811 |
| 40 Miscellaneous | 0 | 0 | 0 | 0 |
| 45 Other Financing Sources | 0 | 0 | 0 | 0 |
| 50 Transfers - In | 0 | 0 | 0 | 0 |
| Total | 1,298,516 | 2,807,521 | 2,790,750 | 2,790,750 |

| FTE Count | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|------------------|----------------|------------------|-----------------|------------------|
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:
 Debt to be retired on December 1, 2009

Budget Office Analysis:
 Debt to be retired on December 1, 2009

Debt Service

Program: Special Assessment - 5104

Mandated By: Article 12 Section 2 Ohio Constitution

Funding Source: Capital Project Note/Bond, Debt Service

| | |
|---|--|
| <p>Program Description: Retirement of principal and interest on special assessment debt.</p> | <p>Accomplishments: Principal and interest payments made on a timely basis. Issued \$625,000 bonds for water and sewer special assessment projects.</p> |
|---|--|

| | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|--|----------------|------------------|-----------------|------------------|
| Objective: To retire principal and interest on scheduled dates with special assessment tax collections. | | | | |
| Demand: Current principal obligation outstanding (1/1/2005) | \$3.6M | \$3.8M | \$4.1M | \$4.1M |
| Workload: Principal to be serviced in current year | \$3.6M | \$3.8M | \$4.1M | \$4.1M |
| Efficiency: Amount of debt service payments for budget | \$0.4M | \$0.5M | \$0.5M | \$0.5M |
| Effect./Outcome: To service debt on a timely basis meeting legal requirements | 100% | 100% | 100% | 100% |

| Expenditures | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|-----------------------|----------------|------------------|------------------|------------------|
| 4 Other Expenditures | 0 | 304,507 | 500,000 | 500,000 |
| 6 Debt Service | 125,390 | 481,793 | 2,050,350 | 2,107,966 |
| 7 Operating Transfers | 0 | 508,925 | 1,000,000 | 1,000,000 |
| Total | 125,390 | 1,295,225 | 3,550,350 | 3,607,966 |

| Revenues | 2003 Actual | 2004 Estimate | 2005 Request | 2005 Approved |
|----------------------------|----------------|------------------|------------------|------------------|
| 30 Investments Interest | 1,429 | 1,429 | 0 | 0 |
| 35 Other Intergovernmental | 0 | 0 | 0 | 0 |
| 40 Miscellaneous | 1,345 | 1,345 | 0 | 0 |
| 45 Other Financing Sources | 382 | 625,382 | 3,085,000 | 3,085,000 |
| 50 Transfers - In | 93,484 | 93,484 | 0 | 57,061 |
| 1 Property Taxes | 237,744 | 654,595 | 473,350 | 526,168 |
| Total | 334,384 | 1,376,235 | 3,558,350 | 3,668,229 |

| FTE Count | 2003 | 2004 | 2005 | 2005 |
|------------------|--------|----------|---------|----------|
| | Actual | Estimate | Request | Approved |
| Total | 0.00 | 0.00 | 0.00 | 0.00 |
| New Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Comments:

The issuance and payment of short-term debt for the construction of water and sewer lines is also included in this program. Upon completion of the project long term debt (bonds) and special assessments paid in cash will be used to pay off the short-term debt and/or reimburse any advances made by the County and/or MSD. Debt service on the bonds will be paid through the collection of special assessments on the property tax bills.

Budget Office Analysis:

The budget provides the ability to issue up to \$1.5M in short term notes for construction of water and sewer projects. The County issued \$625,000 of special assessment bonds in 9/04 thus increasing the debt service obligations for 2005.

Glossary of Budget-Related Terms

Adopted Budget: Refers to the budget amounts as originally approved by the Board of County Commissioners at the beginning of the year and also to the budget document which consolidates all beginning-of-the-year operating appropriations and new capital project appropriations.

Alternative Formula: The formula applied to Local Government Fund distribution. Hamilton County and the City of Cincinnati each receive 40.75% of the allocation and all other County jurisdictions share in the remaining balance based on a formula. This replaces the LGF distribution based solely on General Fund need. This agreement is signed by the City and County and ratified by the local jurisdictions and is formalized in a multi-year contract.

Appraise: To make an estimate of value, particularly the value of property.

Appropriation: The legal authorization made by the Board of County Commissioners for the departments, elected officials, and agencies of the County that approves their budgets and allows them to make expenditures and incur obligations for specific purposes within the amounts approved.

Assess: To assign value for the purpose of taxation.

Assessed Valuation: A valuation set upon real estate or other property by a government as a basis for levying taxes. In Ohio, real estate property is assessed at 35% of market value.

Bond: A written promise to pay a specific sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity dates, together with periodic interest at a specified rate.

Bond Anticipation Notes: Short-term interest notes issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.

Budget: The financial plan for the operation of a program or organization for the year or for the completion of a project.

Budget Commission: A commission comprised of the County Auditor, Treasurer and Prosecutor (or their designees) charged with adjusting the rates of taxation and fixing the amount of taxes to be levied and certifying balances available for appropriation (O.R.C. 5705.25).

Budget Gap: The amount by which budgeted expenditures exceed estimated revenues. The budget gap does not represent a projection of actual results, but indicates what would occur if revenues came in as anticipated and if expenditures were equal to the budgeted amounts.

Capital Improvement Budget: The capital projects approved and funded through the Capital Improvement Program.

Capital Improvement Program (CIP): The schedule of capital improvement projects which encompasses all funding sources and all organizational units of the County government.

Capital Project: The largely one-time cost for acquisition, construction, improvement, replacement, or renovation of land, structures and improvements thereon.

Certificate of Resources: A document approved by the Budget Commission setting forth amounts available for appropriation (unencumbered balance plus tax revenues and other sources of revenue equals resources available).

CLEAR (Countywide Law Enforcement Applied Regionally): A group comprised of law enforcement agencies throughout Hamilton County that benefit from the tax levy that provides for a regional law enforcement computerized information system for their use.

Debt: An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, time warrants, lease purchases, notes and floating debt.

Debt Limit (Direct Legal Debt Margin): The maximum debt a governmental unit may incur under constitutional, statutory or charter requirements, either in total or as a percentage of assessed value. In Ohio, the direct legal debt margin is calculated as a percentage of assessed valuation. Depending on the type, this percentage ranges from 1% (unvoted) to 3% (voted).

Debt Service Fund: A fund established to account for the accumulation of resources for, and the payment of, debt principal and interest.

Deficit: The excess of expenditures over revenues during an accounting period.

Demand Indicators: Items that describe the need for a particular service or program.

Department: Major organizational units of County government.

Designated Equity: A set-aside of available funds for a specific purpose.

Division: Major organizational sub-units.

Effectiveness Indicators: Measurements of the impact and quality of a service; whether it achieves its purpose.

Encumbrances: An amount of money committed and set aside, but not yet expended, for the purchase of a specific good or service.

Enterprise Fund: A fund established to account for operations that are run similar to private business enterprises in which the cost of providing the goods or services is recovered primarily through user charges.

Full Faith and Credit: A pledge of the general taxing authority for the repayment of debt. Bonds carrying this pledge are also known as general obligation bonds.

FTE - Full Time Equivalent: The number of full- and part-time employees, excluding contractual workers.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on specific activities.

Fund Balance: The excess of the assets of a fund over its liabilities and reserves. A negative fund balance is sometimes called a deficit.

GAAFR (Government Accounting, Auditing, and Financial Reporting): The "Blue Book" published by the Government Finance Officers Association (GFOA) to provide detailed guidance for the application of accounting principles for governments.

GAAP (Generally Accepted Accounting Principles): Standards for financial accounting and reporting as determined by the Governmental Accounting Standards Board (GASB); standards for government differ from those for business.

General Fund: The fund used to account for all financial resources except for those required to be accounted for in another fund.

General Obligation Debt: Hamilton County pledges the full faith and credit of the County to repay this debt. The County uses G.O. Debt when a dedicated revenue stream for debt retirement is either insufficient or unavailable.

Goal: A broad over-view result to be achieved to eliminate a problem or meet a need.

Indirect Costs: Those elements of cost that are necessary in the performance of a service which are of such a nature that the amount applicable to the service cannot be readily determined. Usually relates to rent, heat, light, supplies, management, supervision, etc. In Hamilton County, a cost allocation plan is developed to recoup General Fund indirect costs from grants and other funds.

Intergovernmental Revenues: Revenues from other governments, primarily Federal and State grants, but also payments from other local governments.

Internal Service Fund: A fund used to account for the financing of goods or services of one agency of a government to other agencies of the government, or to other governments, on a cost reimbursement basis.

IPAC (Information Processing Advisory Committee): A committee comprised of various County elected officials and department heads charged with reviewing and prioritizing automation requests from County departments. The committee acts in an advisory capacity in the area of Countywide technology.

Levy: For the support of government activities, the imposition of a tax, special assessment, or service charge upon real and personal property at a specific millage amount.

Local Government Fund: A form of State revenue-sharing by which the State of Ohio sets aside certain percentages of the State sales and use, personal income, corporate franchise, and public utility excise taxes for distribution to local governments.

Local Government Revenue Assistance Fund: Created by the State of Ohio 1988-89 Appropriation Act (Am.Sub. H.B. 171), it is similar to the Local Government Fund in that it is a State revenue-sharing program and the same sources of state revenue are "shared" in this program. The difference is that this fund is distributed to counties based strictly on population. Receipt of this new revenue source began in 1989.

Net Budget: The net budget eliminates double-counting in the budget, such as fund transfers, and thus represents the true level of programmed spending in the budget.

Objective: A written statement of a specific key result to be achieved by a certain date.

OCA (Organization Cost Account): For budgeting purposes, an OCA code is similar to a division. For example, for the Sheriff's Department, a few OCAs are Corrections, Patrol, etc.

Operating Budget: The annual financial plan for the operation of government and the provision of services for the year. Excluded from the operating budget are one-time capital projects that are determined by a separate, but interrelated, process.

Outcome: The result or consequence of resources applied to the purpose of achieving an objective.

PCA: Program Cost Account. This account groups like activities across fund and departmental lines within a single program. For example, a Patrol program could include funding from the general fund, restricted funds and a grant. The common denominator among these funding sources would be the same PCA pointing to one program.

Productivity Indicators: Measure the relationship of the amount of resources applied to a service, or input to the amount of output.

Programs: Major budgetary sub-units. Functional groupings of cost, related to activities aimed at accomplishing a major service.

Proposed Budget: The recommended County budget submitted by the County Administrator to the Board of County Commissioners in November or December each year.

Reserves (Fund): The unencumbered year-end cash balance of a fund.

Special Assessment Bonds: Bonds payable from proceeds of special assessments.

Special Assessment Fund: A fund used to account for the financing of public improvements or services deemed to benefit primarily the properties against which such assessments have been levied.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or capital projects) that are legally restricted to expenditures for specific purposes.

Tasks: Day-to-day activities that collectively result in objectives being met.

Tax Budget: A budget process required by the State of Ohio under which each local government must demonstrate the need for taxes that it plans to levy; used in most counties to allocate the Local Government Fund to jurisdictions within the County. (Hamilton County has adopted an alternate formula for the distribution of the Local Government Fund, so the Tax Budget does not specifically serve this purpose.)

Trust Fund: Funds used to account for assets held by a government in a trustee capacity.

Undesignated Equity: Funds available for any lawful purpose.

Unencumbered Balance (Reserves): The year-end cash balance of a fund less outstanding encumbrances. The unencumbered year-end balance in a fund together with the estimated revenues for the upcoming year determine the maximum amount available for appropriation in the next year's budget.

Workload Indicators: An indication of the output of a department. It may consist of transactions, products, events, services, or persons served.

Acronyms at a Glance

2020: Nickname for the Juvenile Detention Center located at 2020 Auburn Ave.

A & D: The Alms and Doepke Building that houses a portion of the Department of Job and Family Services.

A-87: Federal Circular containing indirect cost guidelines.

ABAWDS : Able Bodied Adults Without Dependents

ABW : Arnette B. Wright (Case status sheet for Children Services)

ACA: American Correctional Association

ADA: American Disabilities Act

ADAPT: Alcohol & Drug Addiction Partnership Treatment Program

ADAS (Alcohol and Drug Addiction Services): A County agency providing services for alcohol- and drug-addicted County residents.

ADC: Aid to Dependent Children

AFIS: Automated Fingerprint Identification System

AG: Assistance Groups (JFS)

APH : Administrative Paternity Hearing

APM : Administrative Procedure Manual

ARS : Action Request Form

ASCLD: American Society of Crime Lab Directors

ASFA : Adoption and Safe Families Act

ATF: Bureau of Alcohol, Tobacco and Firearms

ATPS: Automated Title Processing System

BCI: Bureau of Criminal Investigation & Identification

BMP: Best Management Practices

BMV: (Ohio) Bureau of Motor Vehicles

BOCC: Board of County Commissioners

BOMA: Building Owners and Managers Association (County Facilities)

BWF: Balancing Work and Family, a program of the Ohio State Extension.

BZA: Board of Zoning Appeals

CAD: Computer-Aided Dispatch

CAFR: Comprehensive Annual Financial Report

CAGIS: Cincinnati Area Geographic Information System

CARF: Commission on Accreditation of Rehabilitation Facilities

CCIS Dial-In-System: Clerk of Courts Information System, remote access system

CCL: Concealed Carry License

CDBG: Community Development Block Grant

CDC : Child Day Care

CDL: Commercial Driver's License

CDR: Court of Domestic Relations

CEHRT: Chemically Enhanced High Rate Treatment, an innovative wastewater treatment process

CFHS: Children Family Health Services

CFP: Children First Plan
CIP: Capital Improvement Plan
CIS: Criminal Investigation Section (Sheriff)
CJIS: Criminal Justice Information System
CLE: Continuing Legal Education
CLEAR: Countywide Law Enforcement Applied Regionally
CMH: Community Mental Health
CMRR: Certified Mail Return Receipt
CMS: Court Management System
C-N-C: Compatible Non-Conforming
COA: Charter Ownership Agreement, related to stadium seating.
CODIS: Combined DNA Index System
COMPASS: Comprehensive Master Plan and Strategies for Hamilton County
COP-SMART: Community Oriented Policing Strengthened through Management and Report Technology
CORE: Community Organizations Relating Effectively
CPD: Cincinnati Police Department
CPOE : Child Protection Oversight & Evaluation
CPS: Cincinnati Public Schools
CQIP : Continuous Quality Improvement Process
CSC : Computer Support Center - (Help Desk)
CSE : Child Support Enforcement
CSEA: Child Support Enforcement Agency
CSO: Combined Sewer Overflow
CSPS : Child Support Payment Central
CSQAS : Children Services Quality Assurance Section
CU: Conditional Use
CWW: Cincinnati Water Works

DARE: Drug Awareness Resistance Education
DASS: Data Access Social Security (JFS)
DEFA: Division of Environmental and Financial Assistance (OEPA low interest loan)
DES: Discharge Emission System
DFFO: Director's Final Findings and Orders; administrative directive issued by the Director of the OEPA
DJFS: Department of Job and Family Services
DNA: Deoxyribonucleic Acid
DOCS/PGS: Documents/pages
DOES: Department of Environmental Services
DVA: Department of Veterans Affairs
DYS: Department of Youth Service

EAP: Employee Assistance Program
EBT : Electronic Benefit Transfer
ECP : Early Detection & Prevention

EEOC: Equal Employment Opportunity Commission
EER: Experience Exchange Report (of the Building Owners and Managers Association)
EFNEP: Expanded Food and Nutrition Program, a program of the Ohio State Extension.
EMS: Emergency Medical Service
EMU: Electronic Monitoring Unit
EOP: Emergency Operations Plan
EPA: Environmental Protection Agency
ESG: Emergency Shelter Grant

FCFC: Family and Children First Council
FCS: Family and Consumer Science, a program of the Ohio State Extension.
FDA: Food and Drug Administration, a federal agency.
FDP: Final Development Plan
FED: Forcible entry and detainer, an activity on an eviction docket.
FEMA: Federal Emergency Management Agency
FLMIS: Forensic Medicine; Criminalistics and Toxicology Laboratories Information Management System
FLS: Family Living Skills, a program of the Ohio State Extension.
FMLA: Family Medical Leave Act
FSET : Food Stamp Employment & Training
FTE: Full Time Equivalent (See Glossary)

GAAFR: Government Accounting, Auditing, and Financial Reporting
GAAP: Generally Accepted Accounting Principals
GAL: Guardian Ad Litem
GC: Granny Cottage, a free-standing unit located close to a primary residence. Originally built for the grandmother of the family, hence the name “Granny Cottage.”
GCHMU: Greater Cincinnati Hazardous Material Unit
GFOA: Government Finance Officers Association
GIS: Geographic Information System
GJ: Grand Jury

HA: Highly Active SSOs (HASSOs)
HAMCO: Hamilton County customers of RCC
HB: House Bill
HCBC: Hamilton County Building Code
HCCPC: Hamilton County Common Pleas Court
HCRPC: Hamilton County Regional Planning Commission.
HCRZ: Hamilton County Rural Zoning
HMERP: Hazardous Material Emergency Response Plan
HOME: Housing Opportunities Made Equal
HPP: Health Partnership Program
HPS : Home Provider Specialist
HUD: Housing & Urban Development

HW/DW: High Water, Dry Weather; refers to a specific type of CSO, the condition that occurs when the interceptor sewer floods from area rivers or creeks back-flowing into a CSO structure, resulting in extraneous waters that cause a combined discharge further down the collection system

ICMA: International City/County Management Association

IDAT: Indigent Driver Alcohol Treatment

IDEA: Individuals with Disabilities Education Act

IEVS: Income Eligibility Verification System

I/I: Infiltration/Inflow (I&I), extraneous sources of storm/ground water into a sanitary sewer system

IM: Income Maintenance, a division of JFS.

IMS: Information Management System

IO Waivers: Individual Option Waiver (MR/DD)

IPAC: Information Processing Advisory Committee

ISBU: Integrated Strategic Business Unit, the one-stop shop for Job and Family Services' clients.

ISPS: Individual Service Plans

JC: Justice Center

JCAHO: Joint Commission on Accreditation of Healthcare Organizations

JCMS: Juvenile Court Management System

JDX: Judgment Debtor Exam

JFS: (Department of) Job and Family Services, formerly Human Services

JMS: Jail Management System

LAN: Local Area Network

LEA: Local Education Authority (MR/DD)

LEADS: Law Enforcement Automated Data System

LEAP: Learning, Earning, and Parenting

LEPC: Local Emergency Planning Committee

LGF: Local Government Fund

LGRAF: Local Government Revenue Assistance Fund

LLE: Local Law Enforcement

LRMS: Land Records Management System

LS : Legal Services

MACSIS: Multi Agency Community Services Information System

MBE: Minority Business Enterprise

MCO: Managed Care Organization

MEP: Mechanical, Electrical and Plumbing (JFS)

MEPA : Multi Ethnic Placement Act

MGD: Million Gallons per Day

MSD: Metropolitan Sewer District

MSD-PAC: Metropolitan Sewer District Policy Advisory Committee

MSS: Message Switch System

MUI: Major Unusual Incident

MWBE: Minority/Women Business Enterprise

MWO : Major Work Objective

NACO: National Association of Counties

NAME: National Association of Medical Examiners

NCCHC: National Corrections Council on Health Care (Juvenile Court)

NCIC: National Crime Information Center

NIBIN: National Integrated Ballistics Network

NOC: Not otherwise classified

NPA : Non Public Assistance

NPC: Notary Public Commissions

NPDES: National Pollutant Discharge Emission System

OAGO: Ohio Attorney General's Office

OBBC: Ohio Basic Building Code

OBES: Ohio Bureau of Employment Services

OC: Opportunity Closet, a program of the Ohio State Extension.

OCD: Organized Crime Division (Sheriff)

OCJS: Ohio Criminal Justice System

ODAS: Ohio Department of Administrative Services

ODJFS: The Ohio Department of Jobs and Family Services

ODNR: Ohio Department of Natural Resources

OEPA: Ohio Environmental Protection Agency

OHSAA: Ohio High School Athletic Association

OIMRI: Ohio Infant Mortality Reduction Initiative

OJJDP: Office of Juvenile Justice and Delinquency Prevention

OKI: Ohio-Kentucky-Indiana Regional Council of Governments

OMVI: Operating a motor vehicle while intoxicated

OPTA: Ohio Police Training Academy

ORC: Ohio Revised Code

OSHA: Occupational Safety & Health Administration

OSP: Ohio State Patrol

PA: Personnel Action

PAF : Program Analysis Form

PAFR: Popular Annual Financial Report prepared by the County Auditor.

PCMS: Private Complaint Mediation Services

PD: Personnel Description

PERS/LEERS: Public Employees Retirement System/Law Enforcement Retirement System

PO: Probation Officer

POTA: Ohio Peace Officers Training Academy

PPM: Personnel Policy Manual

PRA : Personal Responsibility Agreement

PRC : Prevention, Retention, Contingency

PRF: Private Rehabilitation Facility (MR/DD)

PRWORA : Personal Responsibility and Work Opportunity Reconciliation Act (1996)

PSI: Pre-sentence Investigation
PUD: Planned Unit Development
PV: Probation Violator

QAS : Quality Assurance Section
QUA : Quality Assurance Unit
QUEST: Future plan for expansion of the wastewater collection

RAS: Return Activate Sludge Building (MSD)
RCC: Regional Computer Center
RCIC: Regional Crime Information Center
RECI: Regional Electronics and Computers Investigations Task Force (Sheriff)
RENU: Regional Narcotics Unit (Sheriff)
RFI : Request For Information
RFP: Request for proposal
RMIS: Risk Management Information Systems
RPC: Regional Planning Commission.
RR: A revenue receipt
RRI: Residential Recycling Incentive
RSC: Rehabilitation Service Commission
RZC: Rural Zoning Commission

SAMI: Substance Abuse and Mental Illness.
SAR: Semi Annual Review of Job and Family Services cases.
SBE: Small Business Enterprise
SBU: Strategic Business Unit
SCADA: Supervisory Control and Data Acquisition
SCAT: Specialized County Arson Team
SCIP: State Capital Improvement Program; also know as Issue 2 loan
SETS: A State of Ohio system to track child support payments.
SGF : State General Fund
SIDS: Sudden Infant Death Syndrome
SIU: Significant Industrial User
SMU: Stormwater Management Utility
SORTA: Southwestern Ohio Regional Transit Agency, a provider of public transportation in the County.
SPBR: State Personnel Board of Review
SRP: Stormwater Removal Program
SSO: Sanitary Sewer Overflow (MSD)
SSO 700: Discharge point from the sanitary sewer system along the Mill Creek in the vicinity of the General Electric Plant
SVAA: State Victims Assistance Act

TAC: Terminal Agency Coordination
TANF: Temporary Assistance for Needy Families, a federal program administered by JFS.

TASC: Treatment Alternatives to Street Crime
TEER: Top Error Element Review (DJFS)
TLRC: Tax Levy Review Committee
TOPs: Treasurer's Optional Payments plan
TP: Treatment Plant (MSD)
TPA: Third-party administrator; Hamilton County has a TPA for Workers Compensation claims.

UC: University of Cincinnati
UCC: Uniform Commercial Code
UCR: Uniform Crime Reporting
USEPA: United States Environmental Protection Agency
UV: Ultra Violet (MSD)

VAV: Variable Air Volume
VAWA: Violence Against Women Act
VOCA: Victims of Crime Act
VSC: Veterans Service Commission

WAN: Wide Area Network
WBE: Women Business Enterprises
WHCCP: Western Hamilton County Collaborative Program.
WIB: Water In Basement (MSD)
WLMS: Workload Management System
WPCLF: Water Pollution Control Loan Fund Assistance (MSD)
WWC: Wastewater Collection Division of MSD
WWTP: Wastewater Treatment Plant (MSD)

ZUAG: Zoning Update Advisor Group

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Hamilton County First

1954: Cincinnati's WCET-TV is the first licensed public television station in the U.S.



Hamilton County

Board Of Commissioners

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Administrator

November 30, 2004

The Board of County Commissioners
County Administration Building
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Honorable Board of Commissioners:

In 2005, Hamilton County will again face a year of challenge and change. The budget process provides us the unique ability to bring community issues into focus and make decisions to address these issues and seize opportunities for the community.

As this year draws to a close, it is encouraging to reflect on some of our community accomplishments. During 2004, new milestones were reached in the ongoing transformation of the community's riverfront with the opening of the National Underground Railroad Freedom Center, the western plaza of Great American Ball Park and the Cincinnati Reds' Hall of Fame. In April, another important event-symbolic of the continued cooperation between the City of Cincinnati and Hamilton County-occurred when ground was broken for the expansion and renovation of the downtown convention center.

Hamilton County continues to be recognized by national and international organizations such as the International City/County Management Association, Government Finance Officers Association, the National Association of Counties, the National Association of County Information Officers, and the Performance Institute for excellence in professional management and innovative programs that address community needs. While we are rightfully proud of these accomplishments, we will not rest on them and know that the organization must continue to progress in order to serve citizens effectively and efficiently.

In an era of cutbacks, the budget we propose maintains service levels, is financially prudent, and attempts to provide capacity to meet emerging community challenges. The proposed general fund budget of \$247.8 million is a \$10.5 million, or 4.1% decrease, from the adopted 2004 general fund budget of \$258.3 million. The 2005 budget marks the second consecutive year within which the general fund budget will be less than the prior year's budget.

The total proposed budget is structurally balanced and maintains existing service levels. The total proposed budget is \$2.36 billion, \$66 million (or 2.9%) more than the \$2.29 billion 2004 adopted budget. Included in this number are \$1.2 billion of entitlements (mostly Medicaid-related), which are not appropriated and account for an increase of \$89 million compared to 2004. Without entitlement growth, the all funds budget is down \$23 million.

Highlights of the Proposed 2005 Budget

The following are highlights of the proposed 2005 budget:

- The budget is structurally balanced, with ongoing general fund revenues meeting ongoing general fund expenditures.
- Essential service levels remain unchanged.
- The budget includes a new voter-approved levy for the Cincinnati Museum Center, as well as replacement levies for Mental Retardation and Development Disabilities (MRDD) and Health and Hospitalization services at Drake Center and drug treatment services.
- Board action again will lessen the total taxes collected for special levies by approximately \$1 million in 2005 through a transfer from the general fund to the special levies, accounting for the estimated interest earnings attributable to levy funds.
- The county continues to provide a property tax rollback to owner-occupied residential property owners. The 2005 rollback is calculated at \$19.8 million and has been provided since 1997, following voters' approval of a .5% sales tax for the construction of sports facilities and associated riverfront development.
- There are no staff layoffs. The recommended general fund budget includes a net decrease of 2.5 full time equivalent (FTE) positions from the current year budget. Across all funds, the recommended budget includes a net reduction of 11 FTEs. Due to the tight budget, no general wage increase is included in the proposed budget. The budget does, however, include wage increases necessary to meet various collective bargaining agreements.
- The general fund reserves are projected to increase by \$5.5 million by year-end 2004. For 2005, the combination of general fund reserves (\$30.5 million) and the unrestricted component of the Budget Stabilization fund (\$7.5 million) equals \$38 million, or 15.5% of the ongoing general fund budget expenditure level of \$245 million. This increase in general fund reserves is another step toward the Board's goal of a 20% reserve by the end of 2006.
- Notwithstanding a continued loss of state funding, the Department of Job and Family Services (JFS) continues to serve families and children in need. Through continued efforts to control costs and maximize state and federal revenues, JFS also maintained a structurally balanced budget.

General Fund Overview and Issues

The general fund faces significant challenges as we continue to see stagnant or declining ongoing revenue in many areas. On the expenditure side, departments, for the most part, continue to live within the budget. However, as we have held the line on budget growth there has been less under spending within the general fund budget. In previous years, this under spending has provided a source for funding for one-time expenditures and for building our reserve balance to meet Board goals. Going forward, it appears we can no longer expect to have a significant amount of unspent fund balance to assist in balancing our budget and meeting our reserve goals. As a result, future budgets will be more difficult to balance. The proposed budget includes difficult choices to bring overall budget into line with this new reality.

Revenues

General fund revenues for 2005 are budgeted at \$249.4 million, an increase of \$7.6 million (3.1%) compared to the current 2004 revenue projections of \$241.8 million. In terms of ongoing revenue, \$246.5 million is projected compared to \$241.8 million of ongoing revenue in the current year, a 1.9% increase. Overall, ongoing general fund revenue has grown by only 3% from 2001 through 2005. This growth has not kept pace with inflation (urban CPI) during this same period of 8.9%. Similarly, total general fund expenditures have grown less than inflation by 4.5% (\$237.9 million in 2001 to \$248.7 million in the 2005 budget).

Sales Tax. For 2005, sales tax, the single largest general fund revenue, accounts for approximately 26.1% of revenue. General fund sales tax is projected to be \$65.15 million, a growth of 3% over the 2004 projection. In 2004, sales tax revenue was one of the few bright spots within the general fund, experiencing a growth of 5.5% compared to 2003. Some of sales tax growth in 2004, however, is attributable to unique circumstances including:

- 1) The application of local sales tax to telephone expenditures beginning in April 2004. The Ohio Department of Revenue had previously estimated that the impact of this change would be a 1.5% increase in 2004 or a 12-month impact of 2%.
- 2) In June 2004, Hamilton County experienced a large sales tax receipt from the state. Much of this increase (approximately \$1 million) was due to the reconciliation of sales tax from various large payors that operate in multiple counties. State officials have indicated that approximately \$500,000 (or .8% of the 2004 sales tax increase) is attributable to 2003 sales tax activity.

Removing these items to provide a comparison of similar tax bases between 2004 and 2003 reveals approximately 3.2% of real growth during 2004. In budgeting for sales tax in 2005, we have used a 2.5% general growth assumption plus the addition of the telephone tax that was not included during the first quarter of 2004, which is an additional .5% of growth, for a total projected growth of 3% in 2005.

Property Tax. In 2005, the general fund property tax revenue remains stable and is projected to be \$34.4 million, 14.2% of total revenue. Hamilton County has maintained the same general fund “inside” millage rate (2.26 mills) since 1932. As a result of an accounting change by the County Auditor, the 2005 budget includes the cost of tax settlement fees. In the past, these fees were deducted from revenues. The result will be increased revenue reported from property tax sources in all funds along with corresponding

expenses for the settlement fees. This will have the effect of inflating budgets that include property taxes compared to prior years.

State Local Government Fund Revenue. State Local Government Fund revenue, a revenue sharing mechanism comprised of sales and use tax, state personal income tax, the public utilities excise tax and corporate franchise tax, is distributed to each county and then allocated among the county, cities, villages, townships, and library districts within the county. In Hamilton County, funding is based on a state-authorized alternate method of distribution. Based on current information, Local Government Fund revenue is projected to be flat at approximately \$25.2 million, or 10.1% of general fund ongoing revenue.

In recent years, the state legislature has taken actions that both freeze growth and cap local government funding. As a result, counties have not realized any benefit from these sources due to increased economic activity. While this “freeze” is scheduled to be removed as of August 2005, there continues to be concern that the state may take action to reduce or eliminate this important revenue sharing with local governments. Clearly, the loss of this significant revenue source (10% of our general fund) would negatively impact public services in Hamilton County and in local governments across the state.

Interest Earnings. Due to low interest rates and a reduced amount available for investment, interest earnings have been dramatically lower in recent years. Interest earnings for 2005 are projected to be \$14.4 million, a slight increase of .7% compared to the 2004 budget. Since 2001, interest earnings revenue has declined over 50%, an annual loss of \$14.7 million to the general fund. The net amount of interest earnings to the general fund is further decreased in 2005 by a transfer of \$957,000 to the Children’s Services levy. This transfer represents the estimated amount of interest earned by the various special levies.

Recorder’s Fees. Another side of low interest rates is a significant rise in income in the Recorder’s Office, resulting from real estate transactions such as home sales and refinancings. Revenue from Recorder’s fees is now beginning to decline as the number of mortgage refinancings has slowed. The Recorder and her team are to be complimented for taking on a significant increase in workload over the past few years with minimal increase in administrative costs. Projections for 2005 are \$6.5 million, or 2.6% of the general fund. This is a decrease of approximately \$1.4 million from a year ago.

Public Defender Reimbursement. While state law “requires” state funding of 50% of public defender costs, the 2005 budget was built on the assumption that the state would only reimburse at 28% of county spending. If the state provided the full amount of reimbursement (50%), consistent with statute, we would receive approximately \$5.7 million – an annual difference of \$2.2 million.

Court Fines and Forfeiture Revenue. While there has been some increase in activity in 2004, court fines and forfeiture revenue continued to lag compared to historic levels. These revenue shortfalls, which have occurred over the past three years, are primarily reflected in the Clerk of Courts’ municipal criminal and traffic court operations. The courts are also reviewing various cost components many of which have not been adjusted in 7-10 years.

Reinstitution of PRC Services Contracts. The Prevention/Retention/Contingency (PRC) program is designed to help families residing in Hamilton County overcome immediate barriers to achieving or maintaining self-sufficiency, with the objective of lessening the need for ongoing public assistance. PRC is funded through a component of the state and county's administration of federal temporary assistance to needy families (TANF) funding. The Board has adopted a PRC plan, which includes services in probation, juvenile court, public defender, and pre-trial services. These areas of the general fund had provided service and received PRC reimbursement in 2000 and 2001. Ohio Department of Job and Family Services have reviewed the county's PRC program including these contracts. Since that time, however, funding has not been available to support these efforts. Recently, the state has changed its funding approach (elimination of the consolidated allocation), which led to funding again being available within the PRC area. The proposed 2005 budget includes a total of \$4 million of PRC reimbursement, \$2 million of which is considered ongoing funding. This funding will need to be closely monitored during 2005 to insure that programs and contracts are fully implemented. As with any state funding, we will also need to be mindful of the potential of changes in available funds.

General Fund Expenditures

The total general fund expenditures of \$247.8 million in the recommended 2005 budget are \$10.5 million less than the adopted 2004 budget. For the second consecutive year, we are recommending a budget that is below the previous year's budget. Ongoing expenditures (total budget less one-time expenditures) for 2005 are projected to be \$245.4 million, a 1.4 % increase compared to 2004. The cost of employee wages and benefits continues to be the largest expenditure category, accounting for approximately 65% of expenditures. Other significant expenditure categories include supplies and materials, contractual services, and debt service. The following are highlights within general fund expenditures:

Administrative Services. The 2005 budget eliminates the \$1.5 million base contingency within the general fund. There continue to be items in contingency that are earmarked for specific purposes. If emergencies arise, or new programs/spending are desired during the year, reserves will need to be drawn down. Should the board desire to budget some level of unallocated contingency in the general fund, we would recommend that it be identified as a one-time use of general fund reserves, resulting in a reduction in the projected reserves.

The proposed budget includes the addition of a purchasing position. This staff addition is consistent with recommendations from a 2004 management review identifying potential cost savings through enhanced centralized purchasing across the county organization. The new position will increase capacity within purchasing to serve more county customers.

Board of Elections. The Board of Elections will be required to convert to touch screen system by the November elections in 2005. This conversion will result in additional costs for the portion of the system not covered by the state, as well as changes in practices. Some of the changes will result in additional costs, including higher quality standards for printed absentee ballots, technicians for Election Day, and polling place costs due to additional services required for computer operation. The proposed budget includes these increased costs.

Building Inspections. The proposed 2005 budget includes \$150,000 for “development facilitation”. The Department of Building Inspections has identified opportunities to enhance customer service. These funds could be used for various initiatives such as an “ombudsman” position to help guide customers, especially small businesses, through the development process or further advancements in our continuing efforts to bring the building permit process online.

Coroner. During 2004, the Coroner’s office made significant salary adjustments outside of the normal process. County administration had recommended that County Personnel be involved in an independent review or that the Coroner bring the proposal to the Board for direct consideration. This did not happen. The proposed budget holds the line on overall spending in the Coroner’s office. As a result, the Coroner’s office may be challenged in terms of managing to the proposed budget.

County Facilities. A new cost engineer position is recommended in County Facilities consistent with the recommendation of a 2004 management review. The position will develop cost estimates and proposals for operating and capital projects, tasks currently performed by a contracted architectural firm. The position will be closely monitored to assure savings in its first year, and is anticipated to generate further savings in subsequent years. The budget includes a reduction in outside architectural services equivalent to the cost of this new position.

Economic Development Funding. The recommended budget includes funding of ongoing economic initiatives through the Hamilton County Development Company (HCDC) and, beginning in 2005, \$250,000 of annual general fund contribution to the convention center expansion project. Funding for 2005 only is provided for the Port Authority (\$285,000), the Partnership for Greater Cincinnati (\$250,000), and the Northern Cincinnati Convention and Visitor’s Bureau (\$250,000 from the general fund with an additional \$250,000 pass-through from hotel/motel tax revenue provided to the Greater Cincinnati Convention and Visitor’s Bureau).

The proposed budget does not include \$2 million for economic development initiatives as was provided as a one-time expense in the 2004 budget. Some of the options available to the Board to provide this funding in 2005 include use of the general fund reserves and/or the use of Road and Bridge funds for development projects that involve transportation improvements. Funding is earmarked for previous Board commitments to economic development projects: the Ancor connector (\$900,000), Evo-Tech incentive (\$250,000) and the Tall Stacks Festival (\$80,000 per year in 2005 and 2006).

Prosecutor’s Office. The proposed budget maintains funding for the victim/witness of crime program instituted in 2004 between the Board, Prosecutor’s office, City of Cincinnati, and the Cincinnati Police Division. This pilot program is designed to provide additional security to victims and witnesses of crime who have been threatened or intimidated in an attempt to stop the victim or witness from testifying in the criminal trial.

By mid 2005, we will be looking to move approximately 37 FTEs from the Prosecutor's office into Job and Family Services' (JFS) Child Support Enforcement section. It is estimated that the county will be eligible to receive an annualized amount of \$566,000 of federal reimbursement for legal work related to child support enforcement efforts. With the Board's approval, JFS will begin work with the new County Prosecutor to implement this initiative.

Public Defender. Public Defender costs have risen dramatically in recent years. From 2002 through 2004, total Public Defender expenditures have grown from \$9.86 million to \$11.3 million, a growth of 14.6%. During each of these years, the budget was amended to add between \$500,000 to \$800,000 to meet rising costs, largely attributed to the growth of assigned counsel costs. This overall growth is more than two times the rate of inflation (urban CPI) of 6% for the 2002-2004 period. In addition, compared to other urban Ohio counties, Hamilton County appears to be the most expensive public defender operation in the state. Without change, we should expect these costs to continue to mount with the Board forced to add another \$500,000 or more of funding to the 2005 budget.

The Public Defender Commission is to be complimented for undergoing a management review during 2004. This study, which has not been put into final form, makes several recommendations and estimates that between \$300,000 and \$500,000 of savings could be realized through better management practices. Along with the finding of the management review, it is clear that a business plan is needed to install better expenditure controls while still providing the defense to which indigent citizens are entitled. Exploring various methods of service delivery, including seeking proposals from local firms for the provision of services, should be explored. There is a clear need for both Public Defender Commission and the Board of County Commissioners to discuss these issues.

General Fund Position and Wage Adjustments. The 2005 proposed general fund supports 3058 FTEs, a net decrease of 3.5 FTE's compared to the 2004 budget. The budget does not include a general wage increase for non-bargaining unit employees. There are policy choices that could be explored to provide some general wage increase and/or one-time pay supplements. These options would likely impact the level of general fund reserves and/or some base assumptions (e.g., sales tax growth, overall turnover). The cost of a 1% general fund wage increase is \$1 million. A general fund pay supplement costs approximately \$500,000 per 1% for those in the county pay plan, \$1 million per 1% if the supplement is applied to all general fund employees. The proposed budget does provide for increases agreed to in existing collective bargaining agreements. Contingency funding is provided for union negotiations for the corrections supervisor's contract, which expires in 2005.

The budget includes a 3.5% turnover rate that was applied to all general fund departments, with the exception of those departments with fewer than twenty positions. No turnover rate was applied to those departments. The same 3.5% turnover rate was used in the 2004 budget. The actual turnover for the past four years has been approximately 4.5 to 5%.

The initial departmental requests for general fund expenditures of \$283.5 million exceeded estimated resources by \$54.2 million. All of the county staff, both elected and appointed, worked long and hard in cooperation with this office to evaluate revenue projections, to make necessary expenditure cuts, and to put in place controls that resulted in the presentation of a balanced budget.

Restricted Funds and Other Issues

Communications Center. The Hamilton County Communications Center was established in 1949 as a partnership between county government and suburban jurisdictions using the center. The original funding basis for the center was the county paying for the capital costs and all the users, including the county, paying their proportional share of the operating costs based on usage.

The county commitment to pay the capital costs has placed considerable burden on the general fund. In 2003, the county-funded state-of-the-art 800 MHz radio system was brought on line. This \$20.5 million project included both the system “backbone” and purchase by the county of the majority of radios used by suburban jurisdictions. The proposed 2005 budget anticipates county payment of \$1 million of system operating costs from system users such as the Sheriff, Clerk of Courts, Dog Warden, Metropolitan Sewer District, and Adult Probation.

Since 2001, the Board has acted to maintain the rate for system users at \$14 per detail (emergency dispatch event). As a result of this rate freeze, an additional general fund subsidy of communication center operations has occurred. The proposed 2005 budget again assumes that the \$14 per detail rate will be maintained, which results in a \$1.4 million general fund subsidy to Communication Center operations.

If inflation had been applied to the detail rate since 2001, the rate would be \$15.29 per detail and would reduce the general fund subsidy by over \$420,000. If inflation for only 2004 were applied to the detail rate, the rate would be \$14.29 per detail, a \$100,000 reduction to the general fund subsidy. We request long-term direction as to whether the rate freeze should be maintained or if an inflationary factor could be applied to the per detail rate. We fully recognize that our communication center customers, Hamilton County local governments, are seeking to balance their budgets as well. To this end, long-term guidance on this matter will assist us all in building future budgets.

Dog and Kennel Fund. The dog and kennel fund requires a general fund subsidy in 2005 of approximately \$312,000. During the year, strategies will be discussed that should result in the elimination of general fund dollars being needed by this fund. Among these strategies could be an adjustment of the rate that must be adopted by the fall of each year. Also, the county could explore initiatives that increase the ease of obtaining a dog license such as Internet sales, retail sales at large pet retailers, or returning the operation of the licensing function to the Society for the Prevention of Cruelty to Animals (SPCA).

Job and Family Services (JFS). Ongoing revenues for JFS exceed ongoing expenditures for the 2005 budget. There are many unknowns, however, for the 2005 JFS budget. While the budget is built on the best data available at this time, the state is still in the process of refining a new

funding mechanism for all counties. The state also wants to declare counties as subrecipients for all Federal funds that are passed through. This will require JFS to move to grant accounting at the county level and reduce the flexibility that has been a significant financial benefit to the county in the past.

During 2002 and 2003, JFS demonstrated significant progress in controlling the growth in spending. Expenditures associated with children in care (managed care) grew at levels of 30.5% and 24.5% during 2000 and 2001, respectively. During 2002 and 2003, JFS implemented various control initiatives that resulted in annual decreases of 8%. In 2004, managed care functions were brought back in-house and have successfully resulted in savings of approximately 10%. In 2005, we anticipate that costs will remain flat, as applying a rate increase for service providers will offset additional savings.

Funding for Every Child Succeeds (\$900,000) and Friends of the Children (\$640,000) is included in the 2005 recommended budget as a one-time expense. We will attempt to get the state to fund these initiatives directly with TANF dollars and to allocate them directly to these entities. Otherwise, we will have to put out a request for proposals as ODJFS has recently advised, through our audit process, that we must follow the code of federal regulations that requires us to bid social service contracts in excess of \$100,000. This is a change in practice, as the Ohio Department of Job and Family Services (ODJFS) currently advises counties, through its Administrative Procedure Manual, that social services contracts are exempt from bidding.

Metropolitan Sewer District (MSD). As a part of last year's budget process, the Board adopted a three-year rate plan for MSD. Under this plan, rate increases of 8.6% and 7.9% are to be implemented in 2005 and 2006 respectively. The majority of the rate increases is driven by the district's capital program required under the consent decree entered into with the U.S. Environmental Protection Agency (USEPA) last year. The 2005 rate increase of 8.6% includes 5.3% attributed to consent decree debt service and other costs. This leaves 3.2% attributable to growth in operating costs and maintenance of existing infrastructure. A 1% rate increase equals approximately \$1 million of revenue. MSD has maintained the rate commitment made last year despite dramatic increases in utility costs, \$1.4 million over the 2004 budget for gas and electric. Also, sewer repairs and inspection of existing lines rose by more than \$700,000 compared to the 2004 budget.

We recommend that a new third year be added to the rate schedule, 13.1% for 2007. Of this amount, 10.6% is attributable to the consent decree and Water-in-Basement (WIB) program. The rate schedule will be reviewed annually, as a part of the budget process, and can be adjusted each year as conditions merit. This multiyear approach will help provide rate stability to the community and MSD. In early 2005, the administration will bring to the Board options and recommendations for the oversight and management of the consent decree capital program.

Storm Water Utility. Under the leadership of the County Engineer, Hamilton County has moved to create a storm water utility serving 44 of the county's 49 jurisdictions. The utility was formed to assist communities in reaching USEPA mandates related to storm water quality issues. Individual communities are able to select several of the services they desire, as well as the method of payment for the services. At this time, 42 of the 44 participating jurisdictions have

selected services and a method of payment.

Stadium-Riverfront funding. While the stadium-riverfront financing plan has benefited from a stronger sales tax year and the recent insurance payment related to design issues, the stadium-riverfront (sales tax) fund continues to face challenges. These challenges include projected deficits as early as 2006 and continued uncertainty regarding state capital funding for the completed riverfront projects. We are working with the City of Cincinnati, the Port Authority, and the Cincinnati Center City Development Corporation (3CDC) to move forward with The Banks project, a mixed-used development on the riverfront between Great American Ball Park and Paul Brown Stadium.

Review of Special Purpose Levies

The recommended 2005 budget includes voter-approved replacement levies for the Mental Retardation and Developmental Disabilities (MRDD) and Drake levies as well as the a new voter-approved levy for the Cincinnati Museum Center. The budget also includes the Board-directed application of levy-earned interest revenue to the special levies (\$957,000), resulting in a reduction of the Children's Services levy (.04 mills).

At this point, there are no levies (new or renewal) for consideration in 2005. The Board members have, however, expressed the desire to create a Healthcare Commission to review the county's role in the funding and provision of various types of care. The work of this commission will likely include reviews of the multiple county levies providing care to citizens and could affect the structure of future levies.

Children's Services Levy. The Job and Family Services Children's Services tax levy expenditures will decrease as closeout bills for Magellan have been retired and cost savings resulting from bringing those activities in-house are being realized. The budget recommendation also reflects savings in childcare as a result of screening consumers for Title XX day care funds prior to the use of levy funds. Additionally, the recommendation reflects a loss of \$8 million of state pass-through childcare funding. The Children's Services levy funds a large number of county mandates. Should this levy fail, a significant burden would fall on the general fund to replace this funding.

Cincinnati Museum Center Levy. In March 2004, voters approved a new five-year .20 mill levy for maintenance, operation and repair of the Cincinnati Union Terminal Building, occupied by the Cincinnati Museum Center. The new levy is anticipated to generate approximately \$3.5 million annually over the five-year term. A contract for the use of these funds is being developed and will be brought before the Board for consideration.

Community Mental Health Service Levy. The 2005 anticipated expenditures for the Mental Health Board levy are approximately \$900,000 more than the levy plan to compensate for reduced state funding and increases in Medicaid agency budgets. The resulting shortfall will be addressed through the use of existing fund balance within the levy.

Mental Retardation and Developmental Disabilities Levy. The levy for the Board of Mental Retardation and Developmental Disabilities (MRDD) expires at the end 2004. On November 2, 2004, voters approved a new (replacement) 3.62 mills MRDD levy. The new levy will generate approximately \$68 million annually over the next five years, expiring in 2009. A contract for the use of these funds is being developed and will be brought before the Board for consideration.

Health and Hospitalization Levy: University and Children's Hospital. The 2005 property tax levy revenue estimate is less than the originally planned 2005 revenue. According to the County Auditor's office, this is primarily due to less tangible personal property tax receipts anticipated in 2005. Expenses for inmate healthcare exceed the levy plan due to an increased number of inmates and increased costs for the Correctional Medical Services (CMS) contract. The costs for the Children with Medical Handicaps Program are also increasing consistent with state code requirements. As a result of less estimated revenue and increases in the mandated programs for inmate healthcare and the Children with Medical Handicaps Program, 2005 funding for the other recipients of the Health and Hospitalization Levy has been reduced. The proposed budget anticipates the use of levy fund balance by the end of 2005. Further reductions in levy-funded programs may be necessary in order to balance in 2006, the final year of this levy.

Health and Hospitalization Tax Levy: Drake Hospital. On November 2, 2004, voters passed a .84 mill replacement levy. The new levy will generate approximately \$16 million annually over the next five years, expiring in 2009. The Board must still determine the annual distribution of the funds between Drake Center, Inc. and other county entities, specifically the drug treatment operations.

Senior Services Levy. Expenditures for the Senior Services tax levy are approximately \$1.9 million more than the levy plan for the Council on Aging contract in order to eliminate the waiting list in 2005. This \$1.9 million increase is consistent with the information presented by the Council on Aging to the Board in August 2004. The Council on Aging received an additional \$1 million in 2004 to eliminate their waiting list and to serve approximately 6,800 clients. The additional funds in 2005 will allow the Council to serve approximately 7,500 clients or 1,500 clients more in 2005 than in the original levy plan. Current projections for the balance of the levy plan for 2006 and 2007, however, indicate that revenues may not be able to continue to support this increased level of service. Given the current trends, it appears that the county will not be able to maintain its "no waiting list" policy for senior services clients without some subsidy for some other source or taking this levy to the voters early for increased funding.

Restricted Fund Positions Summary. Restricted funds support 3,269 FTEs, a net decrease of 7.5 FTEs from the 2004 budget.

Review of Local Economic Conditions

Another component to the development of our 2005 operating budget is a review of the economic conditions facing the community. According to the Partnership for Greater Cincinnati's *2005 Economic Outlook*, issued in October, our local economy will continue to track the national economy fairly closely. The national economic slowdown and recovery is also seen in the local economy. Local employment, however, seems to be trending slightly better than the national

average. This is a good sign and is a cause for cautious optimism. The report projects regional economic growth of 3.8% for both 2004 and 2005 with regional unemployment remaining slightly below 5%.

Review of Budget Goals

Attached to this letter is a review of the 2004 Budget Goals. Budget Goals were not provided for 2005. The Budget Summaries section of this document also provides an overview of the significant changes in the 2005 budget.

Other Funding Options

In preparing the recommended budget, various options were explored to bring additional resources into the general fund. The following is a list of some of the options the Board could consider.

- **Real Estate Assessment Fund.** Last year's state budget bill (H.B. 95) expanded the allowable uses of the Real Estate Assessment (REA) fund. In 2004, the County Auditor agreed to shift additional costs for the operations of the Board of Revision from the general fund into the REA fund. Other costs, estimated at \$400,000 per year associated with the tax map and the geographical information system could be applied to the REA fund. Budget Office estimates show that the REA fund will have a balance of over \$20 million by the end of 2004. Funding these related activities out of the REA fund could provide some relief to the general fund, while not inappropriately burdening the REA. The Board and County Auditor would need to agree to the application of REA funds to these uses.
- **Auto Title Fund.** During the development of the convention center expansion plan in 2003, approximately \$2.1 million was identified within the Auto Title fund. These funds are still available and could be used for one-time expenditures. The Board could work with the Clerk of Courts to access these funds. The projected fund balance in the Auto Title fund is \$3 million.
- **Communication Center cost sharing.** The proposed budget includes a \$1.4 million subsidy of Communication Center operations. Commissioners could reduce or eliminate this subsidy by asking other system users to carry a more proportionate share of operating costs.
- **Further analyze all fees to see that they are current.** While fee review is always part of the budget process, additional review of all fees could identify fees that have not been adjusted over several years and, as a result, may no longer correlate with the cost of the services provided. For example, the dog license fees have not been adjusted since 2001. Without fee adjustment or other initiative to increase revenue, a general fund subsidy of \$312,000 will be required to keep the Dog and Kennel fund positive.
- **Real Estate Transfer Tax.** The local permissive real estate transfer tax could be increased from 2.0 mills to 3.0 mills, the full amount permitted under state law. An additional 1.0 mill of real estate transfer tax is estimated to produce \$4.5 million per year.

- **Other special funds.** In addition to the REA fund described above, elected officials, such as the Sheriff, Prosecutor, Treasurer and various courts, have special funds that could help fund activities currently paid by the general fund. In the case of certain funds controlled by the Sheriff and the Prosecutor, the Board does not have appropriation authority. The use of these funds would need to be explored jointly by the Board and the elected official.

Capital Improvement Plan

The recommended Capital Improvement Plan (CIP) is transmitted along with the budget document. The Metropolitan Sewer District's portion of the county CIP is also included. The non-MSD portion of the CIP includes 17 projects in three different categories: approved, recommended, and potential. The Board appropriates funds for capital projects on a project-by-project basis, thus no appropriation is included in this budget.

Five Year Plan

The budget document includes a five-year general fund spending and revenue plan for the 2005-2009 period. This planning document, developed in conjunction with departments, provides an overview of existing and future service needs matched against revenue projections. It includes an inflationary assumption of 2.3%.

Conclusion

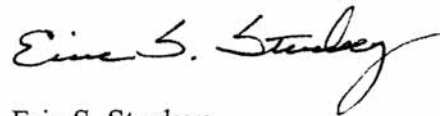
We are proud to present this budget document to you. Many staff throughout the county contributed countless hours toward the completion of the recommended budget. Their commitment to public service is evident through the hard work they put into the budget process and into the services they provide to citizens every day. We also wish to extend our special appreciation to the budget office staff: Lisa Anderson, Chris Berger, John Bruggen, Jim Cundiff, Lori Hallal, Jack Herbert, Paula Knecht, Al Landis, Karen McFarland, Lois Reynolds, and Rob Wagner. Their dedication and expertise made this budget document possible. A special thanks to the Commissioners and other elected officials for their leadership, stewardship, and support through which Hamilton County will meet future challenges.

We respectfully present this budget for your consideration and adoption.

Sincerely,



David J. Krings
County Administrator



Eric S. Stuckey
Assistant County Administrator -
for Administrative Services

Review of 2004 Budget Goals

We were successful in achieving all of the budget goals established for the 2004 operating budget as detailed below. We have also attempted to identify any areas where the proposed 2005 budget is significantly different from the 2004 budget.

- 1. The 2004 budget shall be submitted to the Board of County Commissioners in November to allow sufficient review time for adoption by January 1, 2004.**

The 2004 budget was submitted on November 25, 2003 and adopted on December 17, 2003.

- 2. The 2004 budget will be based on current tax revenue adjusted to reflect growth and/or reductions anticipated in 2004.**

A thorough review of revenue sources was conducted as a part of the development of the 2004 budget. Overall, ongoing general fund revenue has grown by only 3% from 2001 through 2005. This growth has not kept pace with inflation of 8.9% (urban CPI) during this same period of 8.9%.

- 3. All special funds shall, to the extent possible, reimburse the general fund for both direct and indirect costs.**

As in prior years, we continue to insure that the general fund is properly reimbursed for all costs.

- 4. The 2004 budget will be utilized to coordinate special levies to ensure there is no duplication of services and that the respective levies take responsibility for all obligations.**

As in prior years, we did an extensive review of whether the general fund was contributing monies for programs/services for which a special levy exists. There are no significant shifts in services between levies included in the budget.

- 5. The level of ongoing general fund revenue shall meet or exceed the level of ongoing expenditures. New or expanded services will be separated from existing ones.**

Both the adopted 2004 budget and the proposed 2005 budget are structurally balanced with ongoing revenues meeting ongoing expenditures.

6. **The 2004 budget will maximize federal and state revenues through a detailed analysis to ensure that all general fund expenditures are being appropriately identified and charged to the correct federal/state program.**

The 2004 budget reflects continued reductions in state funding to the general fund and restricted funds, such as the Department of Job and Family Services. The 2004 budget continues to maximize nonlocal revenue and to provide enhanced services, to the degree possible, given limited state and federal funding.

7. **The 2004 budget process will be utilized to develop a legislative agenda to address items impacting our ability to administer effectively and fund required and/or necessary programs. The budget process will include a review of the funding opportunities and financial implications of programs/issues advanced by the Board of County Commissioners. These include: the development of an economic development agenda designed to increase sales tax revenues and to respond to demographic changes to reverse the trend of people and jobs locating outside Hamilton County; responding to measures necessary to improve and enhance Hamilton County's emergency and domestic terrorism preparedness and to respond to emergency storm water and flash flooding issues.**

The 2004 budget included:

- \$2 million for economic development initiatives.
- Continued funding of the Home Improvement Program (HIP) within Community Development.
- Additional staffing in Emergency Management (EMA).
- Additional storm water-related staff in Soil and Water.
- EMA, along with various other public safety agencies, continued to seek grant funds for emergency and terrorist preparedness initiatives.
- The newly formed Storm Water Management District developed a countywide framework for addressing storm water issues.
- MSD continued to develop long-term solutions related to wet weather impacts on the county sewer system including the implementation in 2004 of residential water-in-basement (WIB) abatement program.
- The Community COMPASS process continued with a significant focus upon shifting economic and demographic trends.
- The budget continued funding of HCDC as the county's economic development agent. HCDC works to attract, retain, and expand business in Hamilton County along with operating the most successful business incubator and small business loan program in Ohio.
- The Board hired the International Economic Development Council (IEDC) to assess the county's economic development policies, programs and priorities. IEDC's initial recommendations were presented in June; the final report was presented in October.

8. **The 2004 budget process will include a review of funding opportunities to allow Hamilton County to continue being a leader in providing necessary support services to individuals transitioning from welfare to work.**

The human services components of county government continued to be under significant financial stress. Significant re-organization has taken place within the Department of Job and Family Services with the expressed goals of improving service, meeting the challenges of reduced state funding, and implementing a realignment that allows the county to maximize state funding.

9. **The 2004 budget process will carry out federal and state-mandated county responsibilities in the most effective way. Hamilton County will continue to aggressively pursue alternative funding sources for these mandates.**

The 2004 budget addressed federal and state mandates. Departments and elected offices have reduced many expenditures due to our constrained operating budget.

10. **The 2004 budget process will reserve dollars for employee pay adjustments, if any, according to the county's normal procedure.**

A 3% adjustment was included in the 2004 budget after a review of market conditions and information from sources such as the Chamber of Commerce and other salary studies. Consistent with the Board's pay for performance system, the budget includes a 3% merit increase for nonbargaining unit employees and two 1% one-time supplements (for participating departments). The proposed 2005 budget does not include a general wage increase or one-time supplement for non-bargaining unit employees. The budget does include wage increases necessary to meet wage increases dictated by various collective bargaining agreements.

11. **The 2004 budget will hold the growth of general fund expenditures supported by locally generated funds, expenditures supported by county controlled taxes, and locally set fees under the rate of inflation.**

The 2004 general fund budget contained a decrease of over \$900,000 in expenditures compared to the 2003 budget. Since 1999, general fund spending has remained below the inflation rate. The general fund property tax rate remained at 2.26 mills. The same rate has been maintained since 1932. The 2004 special purpose levies have decreased by .36 mills. In total, the Hamilton County effective property tax rate was reduced by 2.15%.

No new taxes or fees were included in the 2004 budget. The vast majority of County fees remained unchanged in 2004. Fees, such as building inspection and MSD fees, that the Board has previously tied to an inflationary index have been adjusted accordingly.

In 2005, the general fund expenditure budget is 10.5 million, or 4.1%, below the adopted 2004 budget. The 2005 budget includes a new voter-approved levy for the Cincinnati Museum Center and replacement levies for Mental Retardation and Development Disabilities (MRDD) and Health and Hospitalization services at Drake Center and drug treatment services. Again in 2005, the Board will reduce the special tax levies by approximately \$1 million through a transfer from the general fund to the special levies, accounting for the estimated interest earnings attributable to levy funds. This transfer is estimated to be the equivalent of a .04 mill property tax reduction. The general fund property tax rate is again maintained at 2.26 mills.

- 12. Through the 2004 budget, the county will continue to increase the undedicated general fund reserves with a goal of reaching a reserve amount of 20% of the general fund by 2006.**

The 2004 budget projected an ending balance within the general fund reserves (\$25.9 million) and the unreserved component of the Budget Stabilization fund (\$7.5 million) equals \$33.4 million or 13.8% of general fund expenditures (\$242 million). Projection show that the total general fund reserve will reach \$38.9 million or 16% of ongoing general fund expenditures. The proposed 2005 budget projects an ending balance of \$38 million maintaining the reserve at approximately 16% of ongoing general fund expenditures.

- 13. Beginning in 2004, Hamilton County will develop an annual Commissioners' Report Card to citizens.**

In April 2004, county staff, along with the United Way, presented to the Board a *State of the Community* report with specific emphasis on Hamilton County data. Additional Hamilton County data was presented in mid-August. The county partnered with the United Way in the process that culminated in the final report of the *State of Community* report distributed widely this fall.

- 14. During 2004, the budget will provide for the development of a "gainsharing" program modeled after successful programs in other organizations.**

The development of a "gainsharing" program was included in the 2004 work plan. A staff team developed a series of alternatives for Board consideration. Any costs related to the development and implementation of the program will be absorbed through existing budgets and/or through the general fund contingency. Although yet to be approved by the Board, the 2005 budget provides funding for a gainsharing program.

- 15. The 2004 budget will reserve \$2 million for targeted economic development investments that provide for acceptable rates of return on investment for the County.**

The 2004 general fund budget includes \$2 million reserved for economic development initiatives. Funding is earmarked for previous Board commitments to economic development projects: the Ancor connector (\$900,000), Evo-Tech incentive (\$250,000) and the Tall Stacks Festival (\$80,000 per year in 2005 and 2006).

The proposed 2005 budget does not include \$2 million for economic development initiatives. As noted before, there are policy options that could be explored to provide this funding in 2005. We will await board direction on this matter.

- 16. Through Metropolitan Sewer District funds, the 2004 budget will support a county representative for one year with the responsibility of reforming operations and improving customer service provided by the Metropolitan Sewer District.**

The 2004 MSD budget includes funding (\$150,000) for the requested operations and customer service oversight. To date funding is not included in the proposed 2005 budget for this oversight while focus has shifted to implementation of the \$1.5 billion consent decree capital program.

- 17. The 2004 budget will support the implementation of recommendations of the Homeland Security Commission as agreed to by the Board of County Commissioners.**

The Board has accepted this report. Components, such as the purchase of personal protective equipment (PPE) for first responders, creation of the joint regional emergency operations center, and a pilot threat and vulnerability study of county facilities have made significant progress. There has not been specific direction provided relating to other Homeland Security Commission recommendations.

- 18. The 2004 budget should continue the county's leadership in serving seniors by continuing the elimination of waiting lists for services provided by the county's Senior Services levy.**

In October 2003, the Council on Aging (COA) notified the county that the waiting list had grown to 400 clients. As a result, the BOCC appropriated an additional \$872,000 to the 2004 COA budget. In August 2004, the COA again notified the BOCC that the waiting list had grown and the BOCC appropriated an additional \$52,568 to address the issue. It is anticipated that the COA will serve approximately 6,800 clients in 2004 or 881 clients more anticipated than in the original levy plan. Given current trends, it

appears that the county will not be able to maintain its “no waiting list” policy for senior services clients without some subsidy from some other source or taking this levy to the voters early for increased funding.

19. The 2004 budget will provide for efforts to complete the collection of Paul Brown Stadium overrun costs from responsible parties.

The 2004 budget included funding for services related to the cost overrun recovery effort. In October 2004, the county received a payment of \$14.25 million as a part of an agreement with the insurance company representing various design professional entities.

20. The county will work to meet with the City of Cincinnati, as needed, at no more than four times during 2004 to explore opportunities to keep costs down and minimize overlap in services provided to citizens.

The 2004 work plan for the Commission and administration included continued meetings and collaboration with the City of Cincinnati.

21. Increase county revenue by pursuing changes in state law that provides counties with a voice in the approval of tax increment financing (TIF) districts.

A change in state law regarding the role of counties in the establishment of tax increment financing (TIF) districts was passed in 2004. The legislation provided that counties have the opportunity to receive a portion of the tax increment generated within TIF districts due to revaluation growth.



Hamilton County

County Administrator

County Administration Building
138 East Court Street, Room 603
Cincinnati, Ohio 45202

Board of Commissioners

Pat DeWine
Phil Heimlich
Todd Portune

Phone: (513) 946-4420
Fax: (513) 946-4444
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www.hamilton-co.org

February 28, 2005

The Board of County Commissioners
County Administration Building
138 East Court Street, Room 603
Cincinnati, Ohio 45202

Honorable Board of Commissioners:

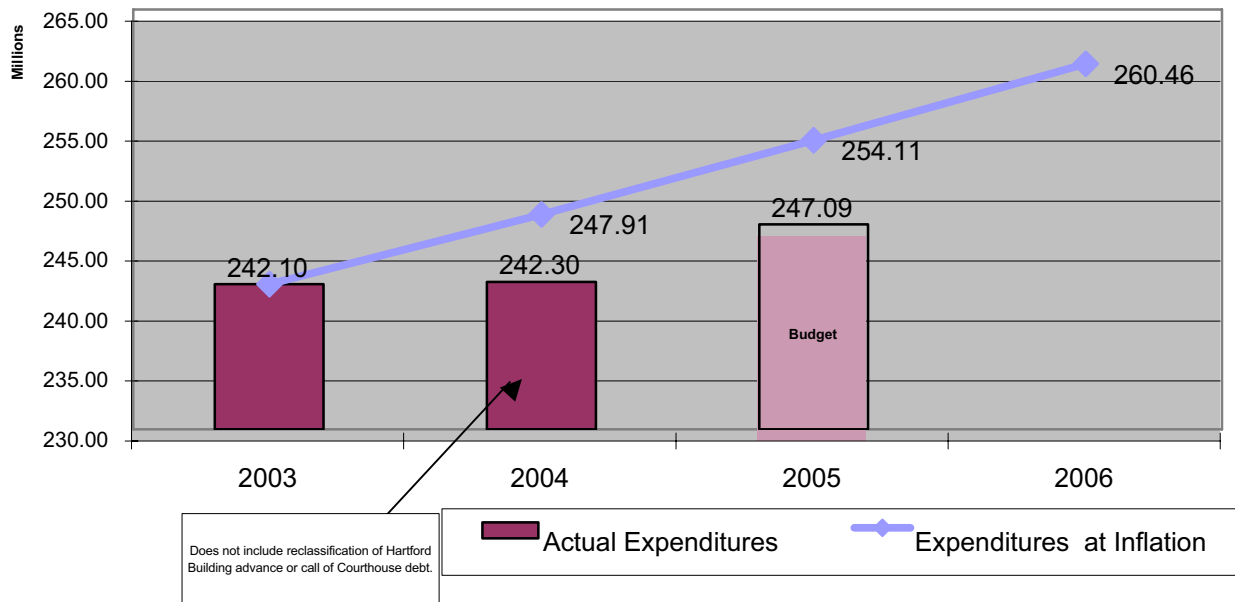
We present to you today a framework for a revised recommended budget for 2005. This recommended budget provides capacity to address your budget goals. The following are highlights of the proposed 2005 budget:

- The budget is structurally balanced, with ongoing general fund revenues meeting ongoing general fund expenditures. Essential service levels remain unchanged.
- The total recommended 2005 general fund budget is \$247.1 million, an \$11.2 million (or 4.3%) reduction from the 2004 general fund budget of \$258.3 million. When inflation is taken into consideration, this reduction is 6.8% below the 2004 appropriation.
- Board action again will lessen the total taxes collected for special levies by approximately \$1 million in 2005 through a transfer from the general fund to the special levies, accounting for the estimated interest earnings attributable to levy funds.
- The county continues to provide a property tax rollback to owner-occupied residential property owners. The 2005 rollback is calculated at \$19.8 million and has been provided since 1997, following voters' approval of a .5% sales tax for the construction of sports facilities and associated riverfront development.
- There are no staff layoffs. The recommended general fund budget includes a net decrease of 2.5 full time equivalent (FTE) positions from the current year budget. Across all funds, the recommended budget includes a net reduction of 11 FTEs.
- The recommended budget now includes capacity for a general wage increase of 2% effective April 1, 2005. Consistent with the pay for performance compensation system, a 1% supplemental salary adjustment is also included for departments participating in the Board's pay plan. While the proposed budget provides for the general wage increase, the Board has stated that these increases are to be provided to

departments that commit to participation in various cost saving initiatives such as leveraged purchasing efforts and gainsharing. The budget includes wage increases necessary to meet various collective bargaining agreements.

- The County begins 2005 with \$37.5 million in allocated reserves (general fund reserves of \$30 million and the unrestricted component of the Budget Stabilization fund of \$7.5 million), or 15.5% of the ongoing general fund budget expenditures. This increase in general fund reserves is another step toward the Board’s goal of a 20% reserve by the end of 2006. The proposed 2005 budget includes \$595,000 to build the general fund reserves to \$38.1 million or 15.75%.
- Funding capacity of \$1.025 million is identified for various Board initiatives. These initiatives include secret shopper, gainsharing, Commission task forces (Economic Development, Healthcare, Managed Competition, and Tax Levy Review), and economic development opportunities.
- The chart below depicts Hamilton County’s performance in terms of general fund spending and budget since 2003.

General Fund Expenditures and Inflation Goals



Adjustments to Previous Recommendations

Various adjustments are recommended to provide capacity to achieve the 2005 budget goals.

Increased turnover rate. The revised recommended budget includes a 4% turnover rate that applies to all general fund departments with the exception of those departments with fewer than 20 positions. No turnover is applied to those departments. A lower turnover rate (2%) is applied to 24-hour operations. While this is an increase from the 3.5% used in the 2004 budget and the original 2005 recommended budget, actual turnover is consistent with this assumption. The three-year average is 4.24%. The adjustment from 3.5% to 4% represents \$1 million of capacity.

Other expenses reduction. In order to provide needed capacity for wage increases and other initiatives, we are proposing an across-the-board reduction in the “other expenditures” category (supplies, materials, contracts, etc.) of \$1.85 million for all general fund operations. This represents a 3% decrease compared to the previous recommended budgets within the other expenditure category. The reduction has been applied equally to all line items within this category. Departments have discretion as to how they wish to manage within the overall appropriation in the overall other expenditure category. Participation in the leveraged purchasing program should result in reduced impact in these areas, as we believe the County will achieve increased savings through this program.

Specific reductions to targeted areas. Specific areas have been identified for budget reductions. They include:

- **Ohio State Extension funding.** The original recommended budget included \$367,000 for these non-mandated services. Given our strained financial condition not only for 2005 but also for the foreseeable future, a reduction and phase out of this area is recommended. We are proposing a \$250,000 reduction in 2005 with the remaining funding being eliminated in 2006.
- **Reduction in Elected official travel budget.** Consistent with Board direction, travel budgets for elected officials are being reduced by 75%. The Board’s travel budget has been reduced from \$12,000 to \$500 for 2005. This provides a reduction of \$92,500 in the revised budget.
- **Reduced Board of Commissioners computer support.** Consistent with the adopted budget goals, the Board’s computer support function has been reduced by \$50,000.

Use of capacity

The following uses are proposed for the capacity that has been developed.

Wage increases. A general fund wage increase of 2% is proposed effective April 1, 2005. The cost associated with the wage increase is \$1.5 million to the general fund. Through their budget goals, the Board has stated that funding for salary increases will be provided to departments participating in various cost saving initiatives such as leveraged purchasing efforts and gainsharing. We ask that the Board inform us of departments that have advised the Board that they do not intend to participate so that we may remove the respective wage increase from the specific department prior to final budget adoption. The recommended budget continues to include wage increases necessary to meet existing collective bargaining agreements. Consistent with the pay for performance compensation system, a 1% supplemental salary adjustment is also included for departments

participating in the Board's pay plan. The cost of the 1% supplement is approximately \$500,000 on a one-time basis.

Commissioner initiatives. A total of \$1.025 million is identified to fund various Board initiatives. A preliminary breakout of these costs is provided below. The amount of funding for the individual items will likely change over time depending on needs and as we have more information with which to determine better estimates.

| | |
|--|---------|
| • Health Care Review Commission | 90,000 |
| <i>(Funding from non-general fund sources will be sought as a first option.)</i> | |
| • Managed Competition Committee | 85,000 |
| <i>(Funding from non-general fund sources will be sought as a first option.)</i> | |
| • Report Card/Performance measurement | 50,000 |
| • Secret Shopper/Customer Service measurement and improvement | 200,000 |
| • Website improvements | 50,000 |
| • County Information Number Improvements | 100,000 |
| • One-Stop development initiative and building permit process improvement | 300,000 |
| • Economic development initiatives | 150,000 |

Budget Summary

The total recommended 2005 general fund budget is \$247.1 million, a reduction of \$11.2 million (or 4.3%) from the 2004 general fund budget of \$258.3 million. When inflation is taken into consideration, this reduction is 6.8% below the 2004 appropriation. The 2005 budget marks the second consecutive year that the general fund budget will be less than the prior year's budget. Summarized below are the recommended adjustments to the general fund budget from the budget originally submitted to the Board:

Sources:

| | |
|---|-----------------|
| Increased Turnover rate from 3.5% to 4% | \$1.00 M |
| Reduction in Other Expenditure Category (3%) | 1.85 |
| Reduction to Elected Official Travel and Board computer support | .12 |
| Reduction in Ohio State Extension support | .25 |
| Existing ongoing budget capacity | <u>.40</u> |
| Total | \$3.62 M |

Uses:

| | |
|--|-----------------|
| General wage increase of 2% effective 4/1/05 | \$1.50 M |
| One-time pay supplement of 1% | .50 |
| Contribution to general fund reserves | .60 |
| Commissioner Initiatives | <u>1.02</u> |
| Total | \$3.62 M |

The total proposed budget is structurally balanced and maintains existing service levels. The total proposed budget is \$2.36 billion, \$66 million (or 2.9%) more than the \$2.29 billion 2004 adopted budget. Included in this number are \$1.2 billion of entitlements (mostly Medicaid-

related), which are not appropriated and account for an increase of \$89 million compared to 2004. Without entitlement growth, the all funds budget is down \$23 million.

Review of 2005 Budget Goals

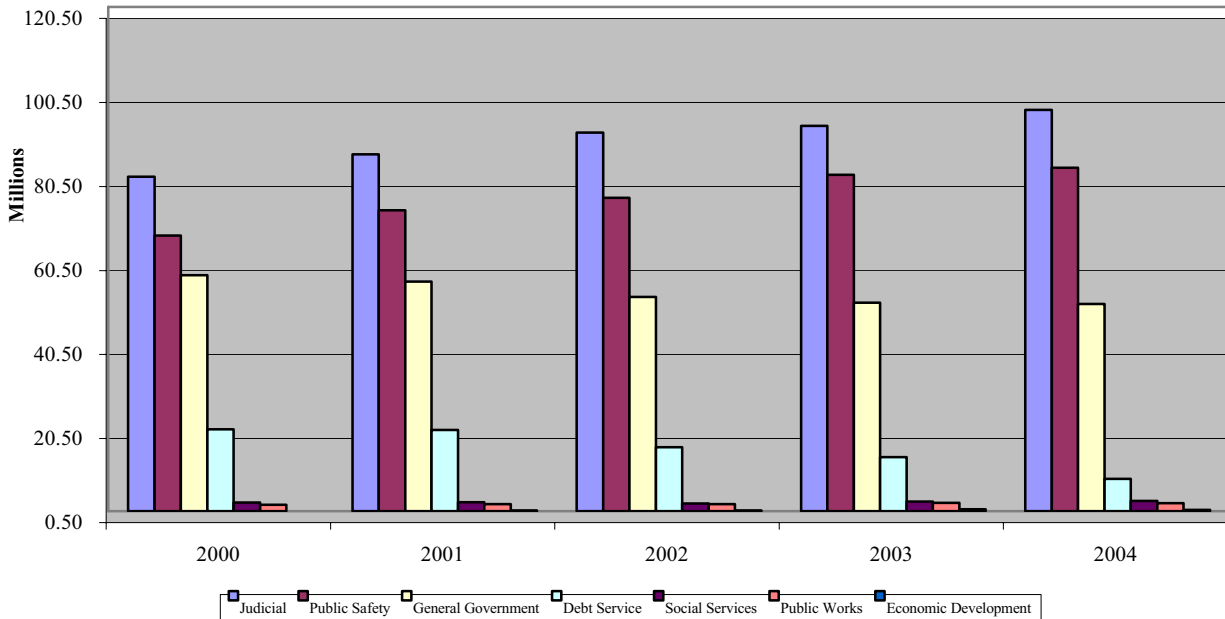
Attached to this letter is a review of the 2005 Budget Goals.

Outstanding Issues

Board involvement and direction related to certain specific areas of county operations can assist in current and future budgets.

Cost control. Given the county’s difficult financial outlook, cost control will be more important than ever. When examining the county general fund spending by category over the past five years, the two largest components, judicial and public safety, have grown steadily. Together these two categories account for 73% of the general fund budget. If the county is to bring general fund spending in line with the reality of more limited resources, the Board will need to engage other elected leaders such as judges to examine methods to control costs. One approach would be a staffing and docket management study of the courts.

General Fund Expenditures by Function, 2000-2004



Public Defender. Public Defender costs have risen dramatically in recent years. From 2002 through 2004, total Public Defender expenditures have grown from \$9.86 million to \$11.3 million, a growth of 14.6%. During each of these years, the budget was amended to add between \$500,000 to \$800,000 to meet rising costs, largely attributed to the growth of assigned counsel costs. This overall growth is more than two times the rate of inflation (urban CPI) of 6% for the 2002-2004 period. In addition, compared to other urban Ohio

counties, Hamilton County appears to be the most expensive public defender operation in the state. Without change, we should expect these costs to continue to mount with the Board forced to add another \$500,000 or more of funding to the 2005 budget.

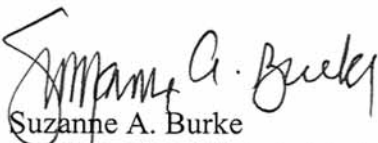
The Public Defender Commission is to be complimented for undergoing a management review during 2004. This study, which has not been put into final form, makes several recommendations and estimates that between \$300,000 and \$500,000 of savings could be realized through better management practices. Along with the finding of the management review, it is clear that a business plan is needed to install better expenditure controls while still providing the defense to which indigent citizens are entitled. Exploring various methods of service delivery, including seeking proposals from local firms for the provision of services, should be explored. There is a clear need for both Public Defender Commission and the Board of County Commissioners to discuss these issues.

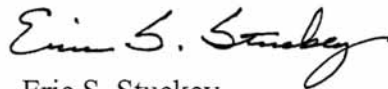
Metropolitan Sewer District (MSD). As a part of last year's budget process, the Board adopted a three-year rate plan for MSD. Under this plan, rate increases of 8.6% and 7.9% are to be implemented in 2005 and 2006 respectively. The majority of the rate increases is driven by the district's capital program required under the consent decree entered into with the U.S. Environmental Protection Agency (USEPA) last year. Taking into account the Board's budget goals, the 2005 rate increase of 8.4% for the full year would have been proposed. This 8.4% increase included approximately 5.9% attributed to consent decree related costs and debt service. This leaves 2.5% attributable to growth in operating costs and maintenance of existing infrastructure. Due to the delay in adoption of the MSD rate increase, an additional 3.6% would need to be added to the rate to generate the same revenue that the 8.4% increase (effective January 1, 2005) would have generated. This would result in a 12% rate increase effective March 31, 2005.

Revised rates are proposed for future years with 4% for 2006 (previously proposed at 7.9%) and 8.6% for 2007 (previously proposed 13.1%). The rate schedule will be reviewed annually, as a part of the budget process, and can be adjusted each year as conditions merit. This multiyear approach will help provide rate stability to the community and MSD. In early 2005, the administration will bring to the Board options and recommendations for the oversight and management of the consent decree capital program.

We respectfully present this budget for your consideration and adoption.

Sincerely,


Suzanne A. Burke
Interim County Administrator


Eric S. Stuckey
Assistant County Administrator -
Administrative Services

2005 Budget Goals

Recently, the Board adopted budget goals for 2005.

- 1) The primary challenge confronting the County are its loss of jobs and population, items that help address these challenges shall be given funding priority.**

The proposed budget and various initiatives funded within it begin to bring greater focus on efforts to stem the loss of population and jobs and make county government more cost effective and responsive. This will become an overarching policy consideration in the 2005 budget and beyond.

- 2) The Board intends to improve customer service in 2005. The budget should reflect this customer service focus. Customer service programs to be funded include reforming the County permit process, implementation of the Secret Shopper program, implementation of the 946-INFO customer service countywide information number (which could serve as a platform for a future countywide 311 system, if feasible) and the development of a more user friendly website.**

The county's pilot secret shopper program is underway and a request for proposals for vendor to assist in the countywide program is currently being developed. The 2005 budget provides funding for implementation and start-up of the permanent secret shopper program and other customer service enhancements within the Commissioner's initiatives (\$200,000). Funding within the Commissioners initiatives of \$300,000 is provided for improvements to the permit process and development of a one-stop development initiative. Funding for the enhanced countywide information number is also provided in the Commissioner's initiatives in the amount of \$100,000. Improvements to the county website are supported within the Commissioner's initiatives (\$50,000) and staff resources will be applied from the Regional Planning department to lead this effort.

- 3) The 2005 budget will include a gainsharing program that will encourage savings during the budget year by rewarding employees who save taxpayer money in 2005.**

A pilot gainsharing program has recently been launched with a countywide program expected to follow. Staff resources from Regional Planning, Administrative Services and County Administration will be used to support the program.

- 4) The 2005 budget shall provide support services to implement leveraged buying for all departments under the Board and departments under elected officials.**

The 2005 budget includes two additional staff within Purchasing (Administrative

Services) to support leveraged purchasing initiatives. One position was recently approved by the Commissioners and another will be transferred from another County department under the Board. Staff has begun additional training and work with private sector purchasing professionals to increase leveraged buying among county agencies.

5) The County will work with other funding partners to begin the Banks development project in 2005; provided that it is able to do so without further jeopardizing the solvency of the Stadium sales tax fund.

County staff will continue to work collaboratively with the City of Cincinnati, the Port Authority, and the Cincinnati Center City Development Corporation (3CDC) to move forward with The Banks project, a mixed-used development on the riverfront between Great American Ball Park and Paul Brown Stadium.

6) The 2005 budget shall provide support services for the four Board-created, citizen-led task forces:

- **Economic Development Task Force – evaluate and suggest reforms to the County’s economic development practices to help reverse population and private sector job declines.**

The 2005 recommended budget provides staff resources from Regional Planning and Administrative Services to assist this task force.

- **Health Care Review Commission – evaluate and suggest reforms to the County’s health care financing practices (specifically focusing on the Indigent Health Care levy and the Drake levy) to assure continued quality care while reducing the tax burden on Hamilton County taxpayers.**

While the recommended 2005 budget includes \$90,000 to support the Health Care Review Commission, funding from non-general fund sources will be sought as a first option. Staff resources from Administrative Services will be provided to support the efforts of this commission.

- **Managed Competition Committee – develop and implement a plan to evaluate all county services and operations for potential benefit from a private/public bidding process, and oversee a managed competition process for those services and operations, which are deemed appropriate.**

While the recommended 2005 budget includes \$85,000 to support the Managed Competition Committee, funding from non-general fund sources will be sought as a first option. Staff resources from Administrative Services will be provided to support the efforts of this committee.

- **Tax Levy Review Committee – evaluate and suggest reforms to the**

County's policies and procedures for approving special levies to reverse the increase in and reliance on, tax levy funding of countywide services.

Staff resources from Administrative Services will continue to be provided to support this committee.

7) The 2005 budget shall provide sufficient resources for the development and distribution of a countywide report card to citizens.

Production of a county report card to citizens is supported within the Commissioner's initiatives (\$50,000) and staff resources from Regional Planning, Administrative Services and County Administration will also be tapped to assist in this effort.

8) The County will work to encourage consolidation of services with other local governments throughout Hamilton County, including, but not limited to:

- a) Consolidation of the Metropolitan Sewer District**
- b) Creation of a countywide one-stop for development opportunities**

The recommended 2005 budget includes funding flexibility to support these initiatives. Specifically, funding for one-stop development and building permit process improvements (\$300,000) is provided within the commissioner initiatives. Staff resources from Regional Planning and Building Inspections have also been identified to assist in implementation. In terms of Metropolitan Sewer District consolidation, this is largely a policy level issue to be discussed with the City of Cincinnati. Budgetary implications are uncertain at this time.

9) The 2005 Budget will capture any savings resulting from a full evaluation and realignment of IT support for the Board of Commissioners' offices, as recommended by A.T. Hudson. This is estimated to save up to \$50,000 annually.

A \$50,000 reduction has been implemented within the Board's 2005 recommended budget.

10) The 2005 budget will provide a vehicle for employee raises to departments willing to cooperate in countywide cost savings measures, including the County's leveraged purchasing and gainsharing programs.

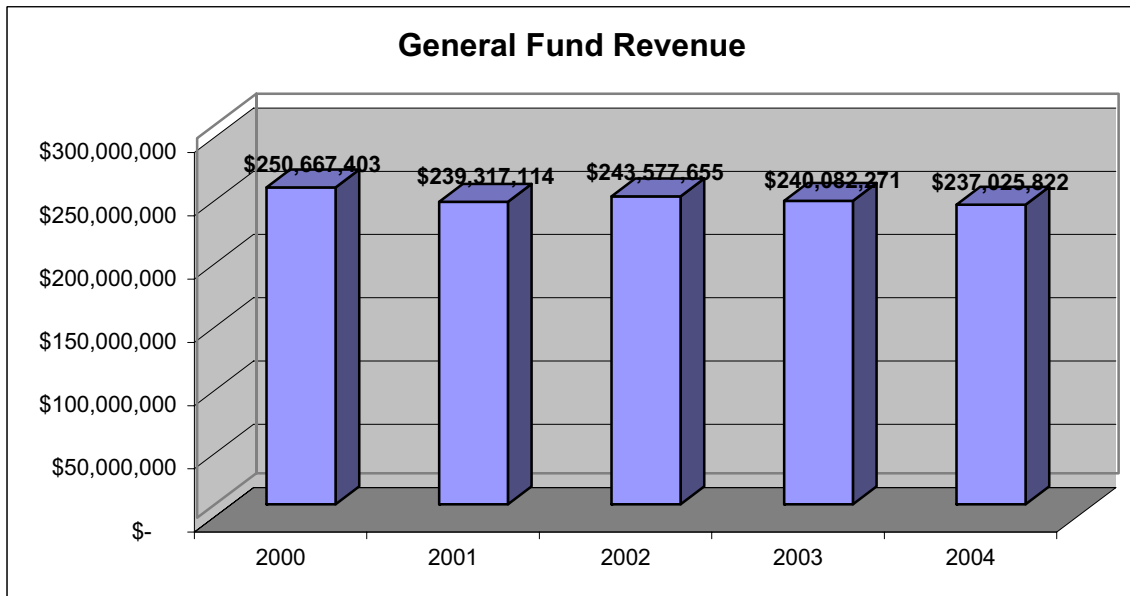
A general fund wage increase of 2% is proposed effective April 1, 2005. The cost associated with the wage increase is \$1.5 million to the general fund. The Board has stated that funding for salary increases will be provided to departments participating in various cost saving initiatives such as leveraged purchasing efforts and gainsharing. We ask that the Board inform us of departments that will not be participating in these initiatives so that we may remove their respective wage increase from the recommended budget prior to final budget adoption. Consistent with the pay for performance compensation system, a 1% supplemental salary adjustment is also included for departments participating in the Board's pay plan. The cost of the 1% supplement is approximately \$500,000 on a one-time basis.

11) Through the 2005 budget, the County will continue to increase the undedicated general fund reserves with a goal of reaching a reserve amount of 20% of the general fund by 2006.

The recommended 2005 budget provides an additional \$595,000 to contribute to the County's undedicated general fund reserves. This will raise the reserve to 15.75% of ongoing general fund expenditures.

12) The 2005 budget will be based on current tax revenue adjusted to reflect growth and/or reductions anticipated in 2005.

A thorough review of revenue sources was conducted as a part of the development of the 2005 budget. Since 2000, the amount of actual revenue coming into the general fund has declined significantly. Over the past five years, the average sales tax growth has been 1.3% with actual declines in sales tax revenue in 2001 and 2003. Also during this time period, interest earnings have declined dramatically. Since 2001, interest earnings revenue has declined over 50%, an annual loss of \$14.7 million to the general fund. This trend is likely to continue in 2005 and beyond. Current projections show continued slow growth in sales tax, declining recorder's revenue (down from previous all-time highs), and stagnant interest earnings. In addition, there continues to be concern that the state may take action to reduce or eliminate the Local Government Fund (LGF). The LGF accounts to \$25.2 million or 10.1% of Hamilton County's general fund revenue.



- 13) All special funds shall, to the extent possible, reimburse the general fund for both direct and indirect costs.**

As in prior years, we continue to insure that the general fund is properly reimbursed for all costs.

- 14) The 2005 budget will be utilized to coordinate special levies to ensure there is no duplication of services and that the respective levies take responsibility for all obligations.**

As in prior years, we did an extensive review of whether the general fund was contributing monies for programs/services for which a special levy exists. There are no significant shifts in services between levies included in the budget.

- 15) The level of ongoing general fund revenue shall meet or exceed the level of ongoing expenditures. New or expanded services will be separated from existing ones.**

The proposed 2005 budget are structurally balanced with ongoing revenues meeting ongoing expenditures.

- 16) The 2005 budget will maximize federal and state revenues through a detailed analysis to ensure that all general fund expenditures are being appropriately identified and charged to the correct federal/state program.**

The recommended 2005 budget reflects continued reductions in state funding to the general fund and restricted funds, such as the Department of Job and Family Services. The 2005 budget continues to maximize nonlocal revenue and to provide enhanced services, to the degree possible, given limited state and federal funding.

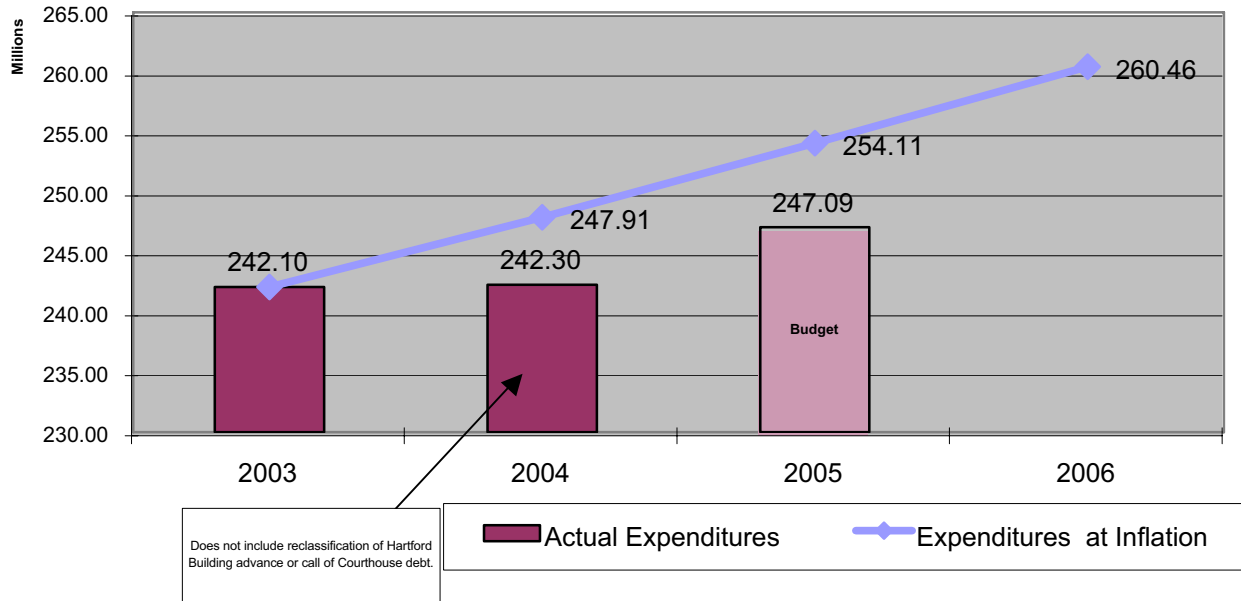
- 17) The 2005 budget process will carry out federal and state-mandated county responsibilities in the most effective way. Hamilton County will continue to aggressively pursue alternative funding sources for these mandates.**

The 2005 budget addressed federal and state mandates. Departments and elected offices have reduced many expenditures due to our constrained operating budget.

- 18) The 2005 budget will separately hold under the rate of inflation a.) the growth of general fund expenditures supported by locally generated funds, b.) total dollars generated by special levy taxation, and c.) locally set fees (excluding MSD rate increases driven by the Federal Global Consent Decree). In calculating the rate of inflation and the total dollar amount, the County shall use 2003 as a base year, and use the Bureau of Labor Statistics' Midwest Urban inflation rate to calculate the rate.**

a) The chart below depicts Hamilton County's performance in terms of general fund spending and budget since 2003.

General Fund Expenditures and Inflation Goals



b) The total dollars generated by special levies for 2005 has increased above the rate of inflation. This is due to voter-approved increases to the MRDD levy, the new Museum Center levy, and the continuation (although at a reduced funding level) of the Drake levy.

c) In addition, proposed MSD rates included consent decree related costs plus operational cost growth within the projected 2005 and 2006 rate of inflation (2.5%).



Hamilton County

Memorandum

March 21, 2005

TO: Board of County Commissioners

FROM: Suzanne Burke, Interim County Administrator *SB*
Eric Stuckey, Assistant County Administrator – Admin. Services *ES*

SUBJECT: Recommended 2005 Budget

We are prepared to bring forward for adoption the permanent 2005 budget as recommended in our February 28, 2005 memorandum with the following adjustments:

- Move four probation officer positions back into the general fund from the probation services fund. These positions had been in the general fund in previous years. The cost of these four positions is approximately \$240,000. In addition, a total of \$1.5 million of probation services funds will be transferred to the general fund as revenue. The recommended budget had utilized \$900,000 of these funds. The result is a net revenue benefit of \$600,000.
- Two additional positions are recommended within the Coroner's office, firearms examiners and DNA analyst. These positions are needed to meet rising service demands and will cost approximately \$55,000 total for a half year in 2005 (\$110,000 full year). In addition, Dr. Owens has requested additional funds for existing Senior Pathologist positions. The Coroner's office has worked with County Personnel to conduct a market study that justifies a total salary adjustment for four positions of approximately \$50,000. To offset these additional costs, Dr. Owens has revised the lab fee schedule and is exploring new services that will generate additional revenue. In total we are projecting approximately \$190,000 in additional general fund revenue.
- It is recommended that the 1% one-time pay supplement be expanded to all departments, not just those participating in the Board's pay plan. This would cost an additional \$627,000.
- An increase of \$200,000 is recommended within Juvenile Court. Early in the budget process four maintenance positions were moved from County Facilities into Juvenile Court. To offset the cost of these positions reductions were taken by the budget office in other expenditure categories. It is our recommendation that the \$200,000 reduction be restored.
- It is recommended that \$150,000 of the reduction to the Ohio State Extension be restored. This funding of \$267,715 is still a \$100,000 reduction from the original funding.

Summary of Budget Status

With the above recommendations and the full impact of the previous recommendations are summarized below:

| | |
|---|--------------------|
| General fund revenue | \$252,305,000 |
| Less: one time revenue | <u>(6,877,000)</u> |
| Total ongoing revenue | \$245,428,000 |
| General fund expenditures | \$249,116,000 |
| Less: one-time expenditures | <u>(4,525,000)</u> |
| Total ongoing revenue expenditures | \$244,591,000 |

Ongoing revenue v. ongoing expense: \$ 837,000

Projected ending balance - general fund reserves: \$34,871,000 (14.3%)

The \$249.1 million budget would be a \$9.2 million or 3.6% decrease from the 2004 adopted general fund budget of \$258.3 million.

Other Options

The following are other areas that have been brought to our attention that could be considered within the existing budgetary limits.

- Implementation of the general wage increase effective the first pay period of 2005 would cost an additional \$450,500 in the general fund. This would reduce both the ongoing balance and the general fund reserves.
- Full restoration of funding to the Ohio State University Extension would be \$250,000, bringing the total 2005 funding to \$367,716. The proposed work plan for 2005 included funding in four program areas: 4-H youth development (\$83,073); Community Development (\$74,359); Family/Consumer Science (\$72,507); and Horticulture (\$137,776).

Acknowledgements

**This document could not be produced without the efforts of the
Department of Administrative Services.**

**Any comments or questions can be addressed to:
607 County Administration Building
138 East Court Street, Cincinnati, OH 45202
513-946-4300**

Eric Stuckey, Assistant County Administrator for Administrative Services
Lois Reynolds, Deputy Director

Budget Staff

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***During 2005 this book and a 24-page budget-in-brief
are available for download from the DAS website:
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