



# City of Cincinnati

801 Plum Street  
Cincinnati, OH 45202

## Agenda - Final

### Budget and Finance Committee

*Chairperson Reggie Harris  
Vice Chair Jeff Cramerding  
Councilmember Mark Jeffreys  
Councilmember Scotty Johnson  
Vice Mayor Jan-Michele Kearney  
Councilmember Liz Keating  
Councilmember Meeka Owens  
Councilmember Seth Walsh  
President Pro Tem Victoria Parks*

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Tuesday, April 4, 2023

2:00 PM

Council Chambers, Room 300

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### SPECIAL MEETING

### PRESENTATIONS

#### DEPARTMENT BUDGET PRESENTATIONS

TRANSPORTATION AND ENGINEERING, John Brazina, Director

EMERGENCY COMMUNICATIONS DIRECTOR, Bill Vedra, Director

FINANCE, Karen Alder, Director

ECONOMIC INCLUSION, Collin Mays, Director

CITIZEN COMPLAINT AUTHORITY, Gabriel Davis, Director

### AGENDA

1. [202301045](#) PRESENTATION submitted by Sheryl M. M. Long, City Manager, dated 4/4/2023, regarding the Department of Transportation & Engineering (DOTE) Department Budget.  
  
**Sponsors:** City Manager  
**Attachments:** [Transmittal](#)  
[Presentation](#)
2. [202301053](#) PRESENTATION submitted by Sheryl M. M. Long, City Manager, dated 4/4/2023, regarding the Department of Finance's Department Budget.  
  
**Sponsors:** City Manager  
**Attachments:** [Transmittal](#)  
[Presentation](#)

3. [202301055](#) PRESENTATION submitted by Sheryl M. M. Long, City Manager, dated 4/4/2023, regarding the Emergency Communications Center (ECC)'s Department Budget.
- Sponsors:** City Manager
- Attachments:** [Transmittal](#)  
[Presentation](#)
4. [202301056](#) PRESENTATION submitted by Sheryl M. M. Long, City Manager, dated 4/4/2023, regarding the Department of Economic Inclusion's (DEI) Department Budget.
- Sponsors:** City Manager
- Attachments:** [Transmittal](#)  
[Presentation](#)

ADJOURNMENT

**April 4, 2023**

**To:** Members of the Budget and Finance Committee

**From:** Sheryl M. M. Long, City Manager 202301045

**Subject: Presentation – Department of Transportation & Engineering (DOTE) Department Budget Presentation**

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Attached is the Department of Transportation & Engineering's Department Budget Presentation for the Budget and Finance Committee Special Meeting on Tuesday, April 4, 2023 at 2:00 PM.

cc: Virginia Tallent, Assistant City Manager  
William "Billy" Weber, Assistant City Manager

# **Department of Transportation and Engineering Budget Presentation**

**Budget & Finance Committee**

**April 4, 2023**

# Agenda

- Mission and Primary Services of Department
- Service Delivery Challenges
- Key Performance Indicator (KPI) Review – FY24 Goals

# Mission Statement and Services

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## Mission Statement:

Providing a safe, balanced and multimodal transportation system by regulating activities in the roadways and sidewalks, preserving and improving infrastructure assets, and operating the Streetcar and Lunken Airport.

Asset inventory includes public streets, bridges, retaining walls, sidewalks, bike paths, public steps, traffic signals, streetlights, general aviation airport, and streetcar.

# Mission Statement and Services cont.

Primary services include:

- Operations management of Lunken Airport and the Streetcar
- Pedestrian Safety and Bicycle Programs
- Neighborhood Traffic Calming Program
- Sidewalk Safety Program
- Issue and inspect ROW permits
- Street Rehabilitation Program
- Bridge Program (Western Hills Viaduct)
- Design, maintain and repair of streetlights and traffic signals

# Budget and FTE History

<b>Transportation and Engineering - General Fund</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Personnel Compensation	562,090	309,520	250,660	560,400	492,330
Fringe Benefits	77,320	160,060	13,500	87,430	102,180
Non-Personnel Expenses	2,414,030	1,932,240	2,013,000	2,060,560	2,049,100
<b>Total</b>	<b>3,053,440</b>	<b>2,401,820</b>	<b>2,277,160</b>	<b>2,708,390</b>	<b>2,643,610</b>

<b>Transportation and Engineering - Restricted Funds</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
General Aviation Fund	1,963,530	2,083,250	2,273,620	2,127,810	2,161,580
Street Construction Maintenance & Repair Fund	-	475,000	1,403,910	1,418,580	1,441,860
Income Tax-Infrastructure Fund	6,849,870	6,904,820	8,610,880	11,117,710	11,967,310
Municipal Motor Vehicle License Tax Fund	-	-	202,020	209,300	236,180
Streetcar Operations Fund	307,390	300,150	3,288,700	4,846,472	4,913,210
Income Tax-Transit Fund	239,320	253,710	1,685,320	-	-
Sidewalk Assessments	150,000	151,500	153,020	154,550	156,100
BLEM Assessment Fund	427,320	433,840	715,160	721,300	728,240
<b>Total Restricted Funds</b>	<b>9,937,430</b>	<b>10,602,270</b>	<b>18,332,630</b>	<b>20,595,722</b>	<b>21,604,480</b>

<b>Transportation and Engineering - FTEs</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
General Fund	20.00	14.00	13.00	13.00	13.00
Restricted Funds	157.00	144.30	190.30	184.80	186.00
<b>Total</b>	<b>177.00</b>	<b>158.30</b>	<b>203.30</b>	<b>197.80</b>	<b>199.00</b>



# Service Delivery Challenges

- **Current staffing: 172/206 Positions**
  - 30+ vacancies not getting qualified applicants or very few applicants.
- **Increasing construction costs**
- **Local share funding needs for grant awards**
- **Balancing need for new infrastructure vs. replacing current infrastructure**

# KPI Review: Pedestrian safety program

**FY 24 Goal:** 15% reduction in pedestrian crashes from the previous year



**THRIVING  
NEIGHBORHOODS**

- Additional Context for KPI:
  - CY 2022 crash total - 270
  - CY 2021 crash total - 305
  - CY 2020 crash total - 295
  - Crash statistics are from CPD crash reports.

# KPI Review: Street rehabilitation

**FY 24 Goal:** Annual PCI rate of 65 or higher

- Additional Context for KPI:
  - 2021 PCI rating 67.
  - Pavement rating goal every year.
  - Construction Costs increasing which reduces the number of streets completed annually.



**THRIVING  
NEIGHBORHOODS**

# Questions?

**April 4, 2023**

**To:** Members of the Budget and Finance Committee 202301053

**From:** Sheryl M. M. Long, City Manager

**Subject: Presentation – Department of Finance Department Budget Presentation**

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Attached is the Department of Finance's Department Budget Presentation for the Budget and Finance Committee Special Meeting on Tuesday, April 4, 2023 at 2:00 PM.

cc: Virginia Tallent, Assistant City Manager  
William "Billy" Weber, Assistant City Manager

# Department of Finance Budget Presentation

Budget & Finance Committee  
April 4, 2023

# Agenda

- Mission and Primary Services of Department
- Service Delivery Challenges
- Key Performance Indicator (KPI) Review – FY24 Goals

# Mission Statement and Services

***Mission:*** The Finance Department works to ensure a strong financial foundation for the City of Cincinnati and its residents. Our core mission is to protect the fiscal integrity of the City through the financial management of taxpayer resources, collection of revenue, disbursements, employee safety programs, administration of payroll and benefits for City employees, debt management, prudent investments and the preparation of financial statements, among other duties.

***Four Divisions:*** Accounts and Audits, Income Tax, Risk Management, and Treasury.

***Primary Services:***

- provide and monitor revenue estimates
- collect revenue and manage cash receipts
- prepare monthly and annual financial reports
- manage city investments
- administer various licensing programs
- process disbursements to vendors
- administer city-wide payroll functions
- manage employee benefits and employee safety
- administer the city's debt program
- process city income tax and other city tax returns.



# Budget and FTE History

Finance - General Fund	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Personnel Compensation	4,580,460	4,753,500	4,546,490	4,335,700	4,543,680
Fringe Benefits	1,569,300	1,598,970	1,428,700	1,500,300	1,528,860
Non-Personnel Expenses	1,014,980	966,200	1,002,275	1,367,800	1,278,310
<b>Total</b>	<b>7,164,740</b>	<b>7,318,670</b>	<b>6,977,465</b>	<b>7,203,800</b>	<b>7,350,850</b>

Finance - Restricted Funds	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Bond Retirement Fund	125,166,200	129,215,090	147,505,719	184,199,480	129,455,840
Income Tax-Infrastructure Fund	392,780	376,610	396,440	231,370	146,800
Other Restricted Funds	5,330,260	4,656,930	6,905,970	5,658,020	5,897,000
<b>Total Restricted Funds</b>	<b>130,889,240</b>	<b>134,248,630</b>	<b>154,808,129</b>	<b>190,088,870</b>	<b>135,499,640</b>

Finance - FTEs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
General Fund	75.81	75.80	78.00	59.00	59.00
Restricted Funds	28.75	31.70	38.70	32.70	32.96
<b>Total</b>	<b>104.56</b>	<b>107.50</b>	<b>116.70</b>	<b>91.70</b>	<b>91.96</b>

# Service Delivery Challenges

- Maintaining proper accounting checks and balances with current staff levels and high staff turnover/vacancy trends.
- Estimating revenues during a time of transition due to the shift in work and life patterns since the COVID-19 pandemic.
- Upgrades to technology are needed to provide efficiencies in service delivery.

# KPI Review: Tax Refunds



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SERVICE DELIVERY

**FY 24 Goal:** 95% of tax refunds are made within 90 days of receipt of completed paperwork

- Additional Context for KPI:
  - Prior year goal is the same as above.
  - Interest must be paid if the refund is not issued within 90 days.
  - Calculation: Number of refunds paid within 90 days of receipt of completed paperwork divided by number of completed refund requests received.
  - The number of refund requests has significantly increased as result of the increased number or remote workers.

# KPI Review: Vendor Payments



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SERVICE DELIVERY

**FY 24 Goal:** 90% of vendor payments are made within seven days of a department entering the payment

- Additional Context for KPI:
  - Prior year goal is the same as above.
  - Ordinance #297-2002 requires prompt payment (within 30 days) to all contractors.
  - Calculation: Number of vendor payments made within seven days of department entering the payment divided by the number of vendor payments made once the department enters the payment.
  - High staff turnover and vacancies has made it very difficult to meet this KPI.

# KPI Review: Investment Rates of Return

**FY 24 Goal:** Obtain a rate of return equaling or exceeding a weighted benchmark comprised of:

- 80% - Barclay's Capital 1 to 5 Year Treasury Index
- 20% - three-month average yield of STAR Ohio

- Additional Context for KPI:
  - Prior year goal is the same as above.
  - Benchmarks: Treasury Index and STAR Ohio rates.
  - Measured by weighted average return.
  - Goals have been achieved for the past few years.



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SERVICE DELIVERY

# Questions?

**April 4, 2023**

**To:** Members of the Budget and Finance Committee  
**From:** Sheryl M. M. Long, City Manager  
**Subject:** **Presentation – Emergency Communications Center (ECC)  
Department Budget Presentation**

202301055

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Attached is the Emergency Communications Center's Department Budget Presentation for the Budget and Finance Committee Special Meeting on Tuesday, April 4, 2023 at 2:00 PM.

cc: Virginia Tallent, Assistant City Manager  
William "Billy" Weber, Assistant City Manager

# Emergency Communications Center Budget Presentation

Budget & Finance Committee

April 4, 2023





# Agenda

- Mission and Primary Services of Department
- Budget and FTE History
- Service Delivery Challenges
- Key Performance Indicator (KPI) Review – FY24 Goals

# Mission Statement and Services

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**Mission:** As a 24/7 connection to the City, the Emergency Communications Center answers calls for help, dispatches resources, supports community safety programs, and ensures mission readiness and continuous improvement.

**Primary services include:**

- Public Safety Call-Taking
- Customer Service Call-Taking
- Dispatching of Police, Mental Health Co-Responder, and Alternative Responders
- Alternative Response to Crisis (ARC) Response Team Program
- Public Alerting (CincyAlert)
- Emergency Preparedness Programs (Smart911, PulsePoint)

# Budget and FTE History

<b>Emergency Communications Center - General Fund</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Personnel Compensation	7,652,640	7,420,290	7,591,470	8,901,540	10,100,130
Fringe Benefits	3,228,910	3,316,040	3,656,390	4,013,180	4,079,750
Non-Personnel Expenses	174,650	145,150	151,850	160,440	206,160
<b>Total</b>	<b>11,056,200</b>	<b>10,881,480</b>	<b>11,399,710</b>	<b>13,075,160</b>	<b>14,386,040</b>

<b>Emergency Communications Center - 9-1-1 Cell Phone Fees Fund</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Personnel Compensation	1,043,810	720,000	998,410	970,010	573,480
Fringe Benefits	-	-	-	-	625,540
Non-Personnel Expenses	236,490	238,860	613,200	619,340	243,880
<b>Total</b>	<b>1,280,300</b>	<b>958,860</b>	<b>1,611,610</b>	<b>1,589,350</b>	<b>1,442,900</b>

<b>Emergency Communications Center - FTEs</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
	146.00	134.00	137.00	141.00	151.19
<b>Total</b>	<b>146.00</b>	<b>134.00</b>	<b>137.00</b>	<b>141.00</b>	<b>151.19</b>

# Service Delivery Challenges

**Many of the services we deliver are new, or significantly changed:**

- Protocol-based 911 call handling
- 311Cincy Customer Service Program
- CincyAlert Public Alerting
- ARC Response Team Pilot
- Mobile Crisis Team Co-Responder Program

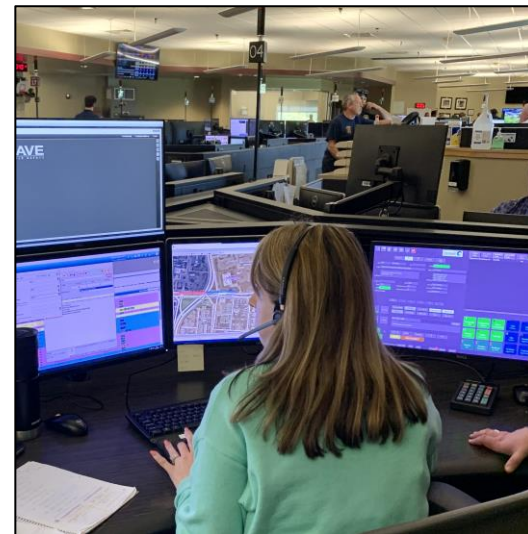
# KPI Review: Public Safety Call-Taking

## FY 24 Goal:

1. 90% of 911 calls are answered within 15 seconds.
  2. 75% of 911 calls at the highest prioritization level ("Echo" level) are entered for dispatch within 60 seconds
- Additional Context for KPI:
    - In CY22, ECC exceeded Goal 1 – 93.47%



PUBLIC SAFETY



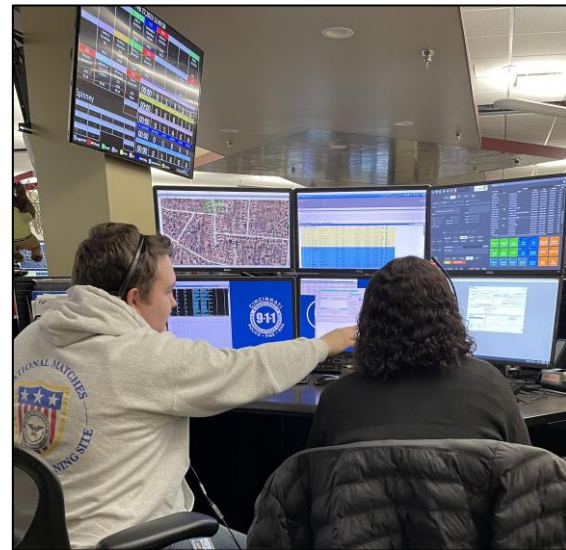
# KPI Review: Customer Service Call-Taking

**FY 24 Goal:** 90% of 311 customer service calls are answered within 45 seconds



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- Additional Context for KPI:
  - 311 service began at ECC in March 2022.
  - ECC took over the full call volume from DPS in October 2022.
  - Adjusting to call volume and onboarding additional staff.



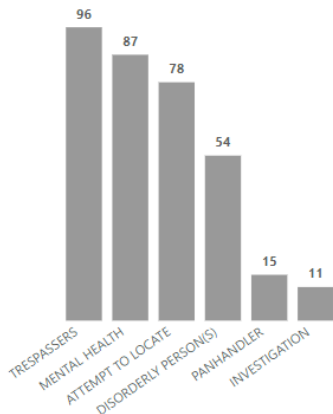
# KPI Review: Alternative Response to Crisis (ARC)



PUBLIC SAFETY

**FY 24 Goal:** 52% of ARC eligible calls are responded to by the ARC team (if two teams), or 26% (if one team)

ARC Pilot Responses By Problem Type



# of ARC Pilot Responses

496

# of Police Hours Saved

3K

ARC



# Questions?



**April 4, 2023**

**To:** Members of the Budget and Finance Committee 202301056

**From:** Sheryl M. M. Long, City Manager

**Subject: Presentation – Department of Economic Inclusion (DEI)  
Department Budget Presentation**

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Attached is the Department of Economic Inclusion's Department Budget Presentation for the Budget and Finance Committee Special Meeting on Tuesday, April 4, 2023 at 2:00 PM.

cc: Virginia Tallent, Assistant City Manager  
William "Billy" Weber, Assistant City Manager

# Department of Economic Inclusion Budget Presentation

Budget & Finance Committee

April 4, 2023

# Agenda

- Mission and Primary Services of Department
- Service Delivery Challenges
- Key Performance Indicator (KPI) Review – FY24 Goals

# Mission Statement and Services

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

## Catalogue of Primary Services

- Inclusion
- Contract Compliance

# Budget and FTE History

Economic Inclusion - General Fund	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Personnel Compensation	657,020	681,244	523,280	693,580	766,690
Fringe Benefits	229,100	197,466	140,540	204,620	243,350
Non-Personnel Expenses	83,770	87,620	3,626,327	148,120	156,840
<b>Total</b>	<b>969,890</b>	<b>966,330</b>	<b>4,290,147</b>	<b>1,046,320</b>	<b>1,166,880</b>

Economic Inclusion - Restricted Funds	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Income Tax-Infrastructure Fund	392,780	376,610	396,440	231,370	146,800
<b>Total Restricted Funds</b>	<b>392,780</b>	<b>376,610</b>	<b>396,440</b>	<b>231,370</b>	<b>146,800</b>

Economic Inclusion - FTEs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
General Fund	10.00	9.00	9.00	9.00	10.00
Income Tax-Infrastructure Fund	2.00	3.00	3.00	3.00	3.00
<b>Total</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>13.00</b>

# Service Delivery Challenges

- Living wage complaint monitoring (currently creating a new tool to track complaints)
- Closing contracts (some contracts are outdated and should be closed. Department is working to address this concern)
- Reporting issues with current tracking software related to LCP Tracker. Similar issue with previous service delivery challenge

# KPI Review: Prevailing wage determination

**FY 24 Goal:** 90% of wage determinations are completed within 5 business days



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- Additional Context for KPI:
  - 81% completion rate last fiscal year
  - DEI monitors progress on a quarterly basis
  - Department monitors progress through internal tracking spreadsheets. Department also partners with OPDA for monitoring

## KPI Review: City certification

**FY 24 Goal:** 90% of (completed application) certifications are completed within 60 days of obtaining all necessary documentation from businesses



GROWING ECONOMIC  
OPPORTUNITIES

- Additional Context for KPI:
  - 80% completion rate last fiscal year
  - DEI is proud to have reduced certification time from 120 days to 60 days beginning FY 2024
  - DEI monitors progress on a quarterly basis
  - Department monitors progress through internal tracking spreadsheets



# KPI Review: Bid review completion

**FY 24 Goal:** 90% of bid reviews are completed within 7 business days (of receipt by DEI)

- Additional Context for KPI:
  - 72% completion rate last fiscal year
  - DEI monitors progress on a monthly basis
  - Department monitors progress through internal tracking spreadsheets. Department also partners with OPDA for monitoring



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SERVICE DELIVERY

# Questions?