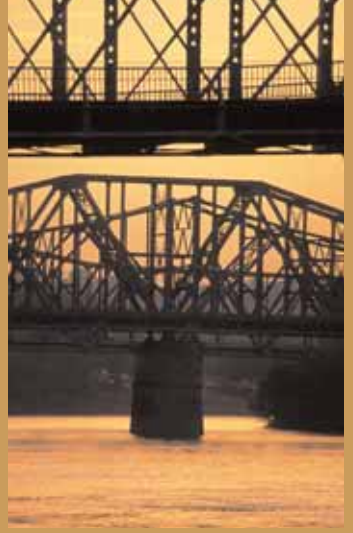

Caroline and Steve Statkus

# 2008 Budget

## Hamilton County, Ohio

Welcome to the digital presentation of the 2008 Hamilton County, Ohio budget.

The primary navigation tools for this document are:

- **PDF Bookmarks.** Each major section of the budget is indexed in the bookmark function of Adobe Acrobat Reader.

- **Table of Contents and Index.** Use the PDF bookmarks or the buttons below to go to the table of contents and index. All page numbers in both sections correspond to the digital page numbering employed here. Type any number into the page number display of your PDF reader to go directly to that page.

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Todd Portune, President
David Pepper, Vice President
Pat DeWine, Commissioner

**County Administrator**
Patrick Thompson

# 2008 Hamilton County Budget

**Board of County Commissioners**

| Todd Portune | David Pepper | Pat DeWine |
|---|---|---|
| President | Vice President | Commissioner |

Patrick Thompson
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. The annual budget provides historical, current, and future comparisons of revenues and expenditures.**

The budget is organized as follows:

- **Transmittal Letter**: A transmittal letter is submitted by the county administrator to the Board of County Commissioners (BOCC) to summarize the budget recommendations to the board and the effect the recommendations will have on operations. The transmittal letter included with this document provides the same information for the citizens of Hamilton County, focusing on the Commissioner's priority areas, as well as major policy decisions and fiscal issues facing the county in the budget year.

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

- **Budget Guidelines**: This section includes county policies associated with the budget. Also included is the general fund five-year plan, a planning document prepared during the budget season that reflects 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 and 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 are introduced with department descriptions and budget summaries. They enumerate each department's programs, including whether the program is mandated and how it is funded. Each sheet also includes a program description and recent accomplishments. **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 voted 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 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.

- **Grants**: A complete listing of grants awarded to the county is presented. Program information for grants is also included in the functional areas, but grant revenues and expenditures are not included in the budget presentations.

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

- **Debt**: This section contains a complete summary of the county's indebtedness.

- **Glossary/Acronyms/Index**: A glossary and list of acronyms are provided to help the reader with financial terms and terms unique to Hamilton County. An index is also provided.

## 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.*

Photo by Caroline Statkus

GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished Budget Presentation Award*

PRESENTED TO

**Hamilton County**

**Ohio**

For the Fiscal Year Beginning

**January 1, 2007**

President

Executive Director

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, 2007, the 15th 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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## Hometown Heroes

Bootsy Collins (1951- ), a funk/ R&B musician, was inducted into the Rock and Roll Hall of Fame in 1997 as a member of Parliament/ Funkadelic.

# Hamilton County

## County Administrator

BOARD OF COMMISSIONERS
Pat DeWine
David Pepper
Todd Portune

County Administration Building, Room 603
138 East Court Street, Cincinnati, OH 45202-1226

Phone: (513) 946-4400
Fax: (513) 946-4330
TDD/TTY: (513) 946-4719
www.hamiltoncountyohio.gov

ADMINISTRATOR
Patrick J. Thompson
Phone: (513) 946-4420

Citizens of Hamilton County:

With this letter, I am transmitting the 2008 budget to the citizens of Hamilton County. This budget was unanimously approved by the Board of County Commissioners (BOCC) on December 19, 2007.

In summary, the general fund 2008 budget of $271.6 million is a $5.9 million (2.2%) increase from the estimated 2007 expenditures. This general fund spending level meets the board's overall goal of keeping spending within the rate of inflation, estimated at 2.5% annually in the county's five-year plan. Accounting for budget increases associated with reimbursed work from the Department of Job and Family Services and Presidential election year costs, the approved 2008 general fund budget reflects a $3.6 million (1.4%) decrease from the estimated 2007 expenditures.

The total budget, which includes the general fund, is structurally balanced. Total 2008 appropriations are $1.24 billion (excluding entitlements paid directly to residents), and represent a $78 million, 6.8%, increase from estimated 2007 expenditures. The increase is primarily attributable to a $49 million increase in voted property tax levies consistent with previously approved levy plans and voter approval of the Mental Health levy and the Senior Services levy in November 2007. A $29 million increase is within the Metropolitan Sewer District to comply with the terms of the Global Consent Decree to address combined sewer and sanitary sewer overflows. The budget also includes $1.2 billion of entitlements (mostly Medicaid-related) that are not appropriated, but pass directly from the state to recipients.

This transmittal summarizes the following information:

- Major Changes in the 2008 Budget
- Commission 2008 Priorities
- Management Work Plan
- 2008 Budget Highlights
- Fiscal Challenges

This transmittal also serves as an introduction to the approved 2008 budget document via the county's website. Beginning with the 2007 budget document, Hamilton County no longer prints an annual budget document. (The entire budget document exceeds 400 pages in length.) The county relies on the internet to disseminate the wealth of information that is provided within the various files comprising the approved 2008 budget document. The entire budget document is available on the county website at www.hamiltoncountyohio.gov. A majority of the document is comprised of detailed programmatic information organized by functional area (i.e., public safety, economic development). Also provided are

sections for the County Profile, Budget Guidelines, and Budget Summaries. The budget document is a comprehensive presentation of the county's priorities, policies, and programs. As such, some readers may have difficulty locating specific information in the budget. I encourage readers to contact the Office of Budget and Strategic Initiatives if there are any questions concerning the 2008 budget.

**Major Changes in the 2008 Budget**

Developing the 2008 budget required serious examination as to funding priorities. The process began with the required tentative tax budget in May 2007 and later evolved into a detailed collaboration with all county departments and elected officials. This section of the budget transmittal highlights the major changes in the budget. The Commissioners exempted no county service in developing the 2008 budget. Funding was reduced or eliminated for the following entities and activities:

Significant Funding Reductions:

- Ohio State Extension Service ($260,000 decrease)
- Emergency Management Agency ($255,000 decrease)
- Partnership for Greater Cincinnati ($100,000 decrease)
- Miami Conservancy District ($80,000 decrease)
- Regional Planning Commission ($28,000 decrease)
- Hamilton County Development Company ($9,000 decrease)

Program Eliminations/Suspensions

- Employee Tuition Assistance Program
- Home Improvement Loan Program (HIP)
- Reverse Commute Bus Service

Additionally, there are no salary increases budgeted for non-union staff and 101 general fund positions are eliminated.

On the revenue side, the following revenue enhancements are included in the 2008 budget:

- Aging real property tax liens will be sold in 2008 ($400,000)
- Municipalities will be charged for jail costs for municipal code violations ($250,000)
- The county will sell excess property ($250,000)
- Inmate reception fee will be implemented ($150,000)
- Dog Warden boarding fees increased to reduce general fund subsidy ($45,000)

We also asked our employees to pay a greater share of the cost of health insurance by continuing to offer benefit plans that encourage sound decisions in accessing employer sponsored health insurance.

## Commission 2008 Priorities

The Commissioners' 2008 priorities are described in the 2008 Budget Goals and the 2008 Policy Agenda. These documents provide the roadmap for the County Administrator to prioritize management efforts and collaborate with other county elected officials and independently appointed boards and commissions. The 2008 Budget Goals accompany this transmittal. Both the goals and policy agenda are available on the county website.

***Fiscal Stewardship*** The primary challenge facing Hamilton County is providing a balanced budget and replenishing county reserves. During 2008, new non-tax revenue sources will be implemented, such as the sale of tax liens and selling under-used county property. The county will take more strategic steps by: establishing a Cabinet of Economic Advisors to develop strategies to grow the county's revenue base without raising taxes and to examine the county's revenue structure; and reformatting the existing Port of Greater Cincinnati Development Authority to strengthen its role in regional economic development.

***Criminal Justice Reform and Public Safety*** Building on the success and momentum in 2007, the county will continue to support the Criminal Justice Commission, evaluate and expand the intake and assessment efforts begun in 2007, fully develop the Community Certificate of Rehabilitation to help inmates find gainful employment, and expand the mental health court and associated treatment programs for the mentally ill and inmates with substance abuse issues. In 2008, the county will explore developing a Citizens Patrol program and enhancing the county's emergency notification system. Finally, while the ballot initiative to build a new jail failed in 2007, the county must still develop a plan to vacate the obsolete Queensgate facility.

***Quality of Life*** The county's responsibility for quality of life extends beyond traditional social services for at-risk populations to the environment, education, transportation and housing. In 2008, the county will increase access and capacity for key programs such as food stamps, Medicaid and adoption/foster care. The county will initiate an environmental agenda by developing "green" policies for county buildings and supporting the Solid Waste District's "Zero Waste" community approach. The county and local school districts will collaborate on issues of mutual interest such as transportation and mental health and substance abuse programs. The county and city of Cincinnati will continue progress toward a regional transportation approach to include regional governance and funding structure. The county will also take steps to help homeowners avoid foreclosure and enhance their properties to mitigate community blight.

To assist the reader in identifying the activities that support the Commission's goals, we have developed the following symbols used throughout the budget documents to label programs that support the Commission's 2008 priorities.

Fiscal Stewardship

Criminal Justice Reform and Public Safety

Quality of Life

## Management Work Plan

The County Administrator's Office is charged with developing initiatives and managing resources that make progress towards the Commissioners' priorities described in the previous section. We have developed an executive dash board to demonstrate progress on 2008 Commission priorities.

*Table I – 2008 Commission Priority Dash Board*

| | | |
|---|---|---|
| **1.** | **a.** | 2008 expenditures remain within originally appropriated funding level. |
| | **b.** | Increase reserve to 5% or more of general fund. |
| **2.** | **a.** | Decrease the number of early releases from the jail 5% from same calendar quarter in 2007. |
| | **b.** | Decrease the number of "process only" arrests 5% from the same calendar quarter in 2007. |
| **3.** | **a.** | Increase the number of foster homes in Hamilton County by 100. |
| | **b.** | Increase the number of adoptively placed children by 15% over the 2007 total. |
| **4.** | **a.** | Facilitate business investment in Hamilton County in excess of $50 million. |
| | **b.** | Through demonstrable County activity create 1,000 new jobs. |

In addition to the dash board, we have developed a Management Work Plan that identifies over 75 specific tasks and activities that support the Commission's goals and address important management initiatives. The dash board is updated quarterly for the Commission, but discussed weekly within the County Administrator's Office. The Management Work Plan is updated monthly and posted prominently on the County Administrator's webpage.

## 2008 Budget Highlights

### General Fund Overview

Though the 2008 budget is balanced without major tax increases, the general fund still faces significant challenges as we continue to see stagnant or declining revenue in many areas. Consumer spending has stalled and the housing market downturn has yet to bottom out. A discussion on the impact of the economy on the county's revenue resources is provided in the Budget Guidelines section of the budget document.

On the expenditure side, labor, health care, and commodity prices continue to increase, especially for fuel and utilities. Reducing the budget is not as simple as cutting a program or two because approximately 71.2% of general fund expenditures are in the areas of public safety and the court system (Chart I). Expenditures in these categories have grown steadily over the past five years, while other categories have experienced decreases. As a point of reference, the general fund has 68 fewer positions in 2008 than five years ago and the entire general fund budget has risen less than the rate of inflation (Chart II).

*Chart I - 2008 General Fund Expenditures by Function*

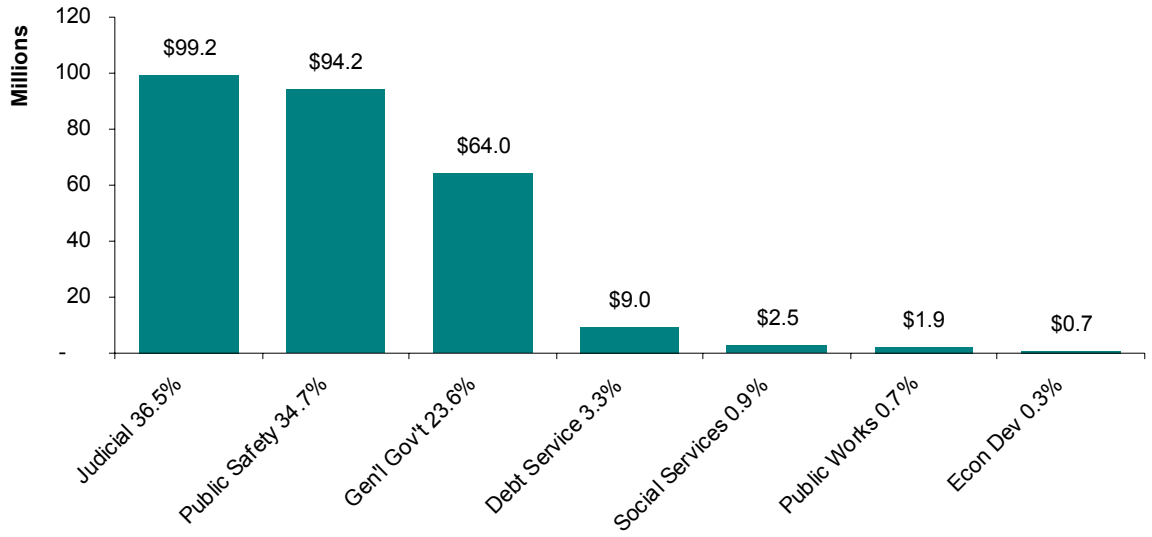
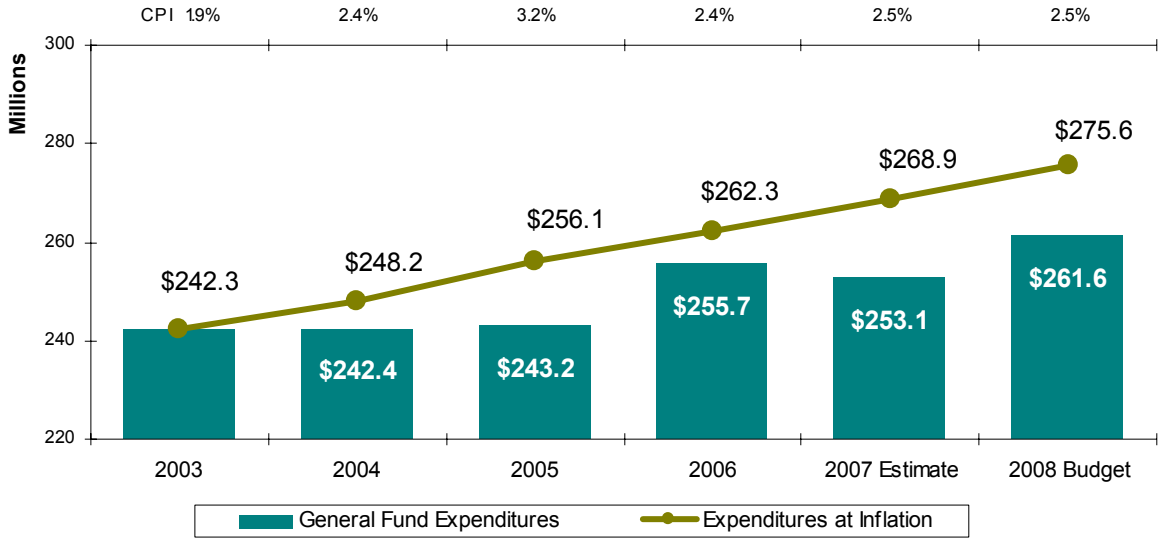



*Chart II - General Fund Expenditures vs. Inflation, 2003-2008*




*Note: The inflation comparison above excludes non-recurring expenditures.*

The initial departmental requests for general fund expenditures of $319.4 million exceeded initial resource estimates by $73.6 million. All of the county staff, both elected and appointed, worked long and hard to evaluate revenue projections, made the necessary expenditure cuts, and put in place controls that resulted in the adoption of a balanced budget.

The 2008 general fund supports 2,994 full-time equivalent (FTE) positions, a net decrease of 56 FTEs compared to 2007 staffing levels. The budget includes no general wage increase for non-union employees. The budget includes only wage increases necessary to meet various collective bargaining agreements.

## Restricted Funds and Other Issues

**Restricted Fund Positions Summary.** Restricted funds support 3,183 FTEs, a net decrease of 12 FTEs from 2007 staffing levels. This decrease is primarily attributable to the transfer to the general fund positions associated with human resources and facility management within the Job and Family Services department (JFS). As part of a significant consolidation of county support functions, these positions are moved to the County Personnel and County Facilities departments within the general fund and reimbursed by JFS. Combined with position reductions in the general fund, total county staffing decreases by 68 FTEs.

**Communications Center.** Since 2001, the board has maintained the rate for 911 system users at $14 per detail (emergency dispatch event). As a result of this rate freeze, an additional general fund subsidy of Communications Center operations has occurred. The 2008 budget maintains the $14 per detail rate, which results in a $1.85 million general fund subsidy to Communications Center operations.

**Debt Service.** The budget contains funding for payment on outstanding debt. Late in 2006, the board converted the outstanding note for the public safety 800 MHz radio system to permanent financing. The estimated $1.8 million in annual debt service was paid from the budget stabilization fund in 2007 and the 2008 debt service is included in the general fund budget. Debt service for the replacement tone alerting system within the Communications Center is included in the 2008 budget.

**Dog and Kennel Subsidy.** The general fund continues to subsidize the Dog and Kennel fund. The subsidy has increased from $70,000 in 2003 to a budgeted $700,000 in 2008. The county conducted a cost analysis of the entire Dog Warden function during 2007 that resulted in an increase in kennel boarding fees in the 2008 budget. During 2008, the county will assess the potential for an increase in the dog license fees to lessen the burden on the general fund budget.

**Metropolitan Sewer District (MSD).** The board previously adopted a three-year rate plan for MSD. Under this plan, a rate increase of 12% is effective in 2008. The majority of the rate increase is driven by the district's capital program required under the consent decree entered into with the U.S. Environmental Protection Agency (USEPA) in 2004. To a lesser extent, the rate increase is also attributable to increasing employee benefit costs. (Please note that all staff of MSD are City of Cincinnati employees as the city operates the county-owned sewer district by agreement. MSD employee benefit rates are set by the City of Cincinnati.) The MSD rate schedule is reviewed annually, as a part of the budget process, and can be adjusted each year as conditions merit. This multi-year approach provides rate stability to the community and MSD.

**Special Purpose Property Tax Levy Review.** In 2007, the Senior Services Levy and Mental Health Levy were approved for renewal by voters. In early 2008, the Zoo levy was approved by the voters. For the remainder of 2008 there are no other levies expiring. During 2009, the following voted property tax levies will be considered for placement on either May or November ballots:

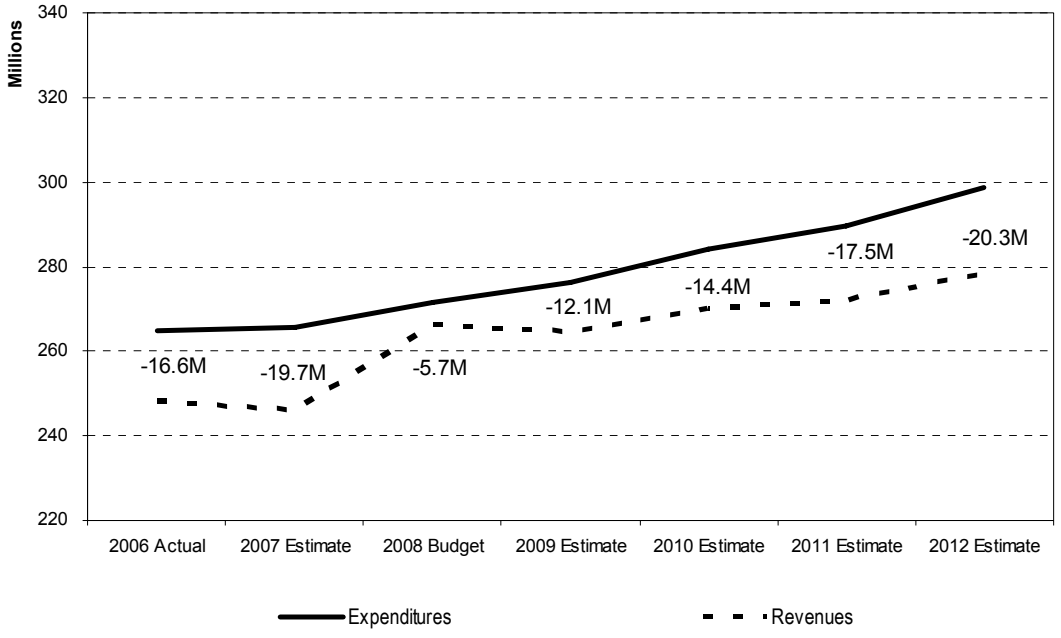
- Health and Hospitalization - Including Drake Hospital;
- Mental Retardation and Developmental Disabilities; and
- Cincinnati Museum Center.

**Capital Improvement Planning.** The Capital Improvement Plan (CIP) is transmitted along with the budget document. The Metropolitan Sewer District's portion of the CIP is also included. The non-MSD portion of the CIP includes projects in three different categories: approved, recommended, and potential. Of particular note for the 2008 capital improvement budget is the replacement of the county's 40-year old tone alerting system for the various fire and emergency medical response departments throughout the county. The board appropriates funding for capital projects on a project-by-project basis, thus no appropriation is included in this budget. Please see the Capital Improvement section of this budget presentation for details on specific capital projects.

**General Fund Five-Year Plan**

The budget document includes a five-year general fund spending and revenue plan for the 2008-2012 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 2.5%. Current projections show a structural imbalance with revenue growth not keeping pace with expenditure growth. Difficult expenditure and revenue decisions will be required in the 2009 budget.

*Chart III - General Fund Five-Year Budget Variance 2006-2012*



## Fiscal Challenges

**Criminal Justice Commission.** In early 2007, the Board of County Commissioners approved the creation of the Criminal Justice Commission to systematically assess the effectiveness of each part of the criminal justice system, especially inmate treatment and diversion programs. During 2007, a number of value-added recommendations were developed including an effort to help drunk driving offenders navigate the state's driver licensing system as well as developing a certificate of rehabilitation to assist offenders in obtaining gainful employment. These efforts target specific populations entering the county's justice system, but the issue of aging correctional facilities is still a pressing need without a funding source.

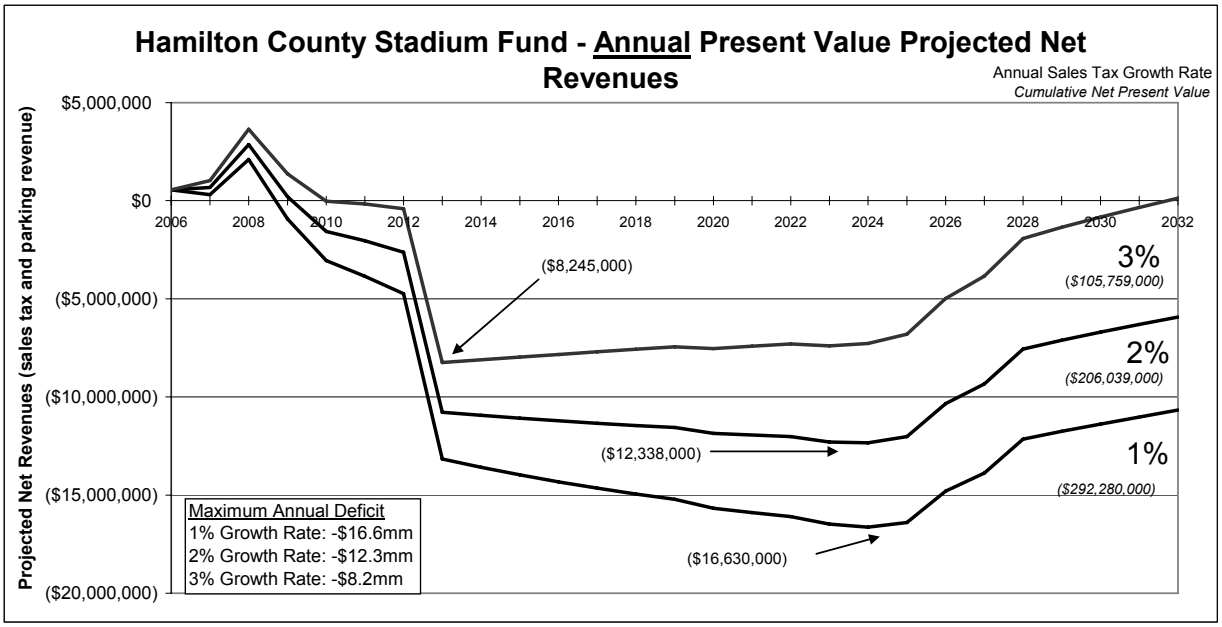
**Infrastructure Investments.** Several consecutive years of tight budgets have resulted in deferred investments in capital maintenance, capital equipment, information technology, and human capital (i.e., salary adjustments not keeping pace with inflation). Continued disinvestment will cost the county in the long-term because entire buildings and IT systems will need to be replaced. I envision a report to the Commission on infrastructure funding in early 2008.

**The Banks Project.** 2007 marked a year of significant progress on the much anticipated Banks Riverfront Development, with a master development agreement approved by the city and county. Implementation has begun in earnest. A ground breaking date of April 2, 2008 has been identified. The developer has submitted its private financing commitments for Phase 1A of the project. Multiple city/county project implementation teams have been identified. An economic inclusion consultant has been recommended and contract negotiations are underway. Bid Package #1 for site preparation and demolition has been issued and should be awarded in the first quarter

**Stadium-Riverfront Funding.** While the stadium-riverfront financing plan has benefited from a modest rebound in sales tax receipts, an insurance settlement related to design issues, the deferral of Cincinnati Public Schools payments in lieu of taxes, and the favorable refinancing of the riverfront related sales tax revenue bonds, the stadium-riverfront (sales tax) fund continues to face challenges. These challenges include projected near-term (2012) deficits and continued uncertainty regarding state capital funding for the completed riverfront projects.

Riverfront operating costs will be essentially unchanged from 2007 to 2008, with the exceptions of increased utility costs and changes in debt service related to the 2006 refinancing. The chart below depicts the annual deficits projected within the stadium sales tax fund under 1%, 2% and 3% sales tax growth assumptions. The projected fund deficit begins in 2012.

*Chart IV – Stadium Sales Tax Fund*




**Historical Sales Tax Growth: 5 Year Average = 1.58% 10 Year Average = 2.32%**

Note: Sales tax revenue projections are based on 2006 revenues. Net Revenues do not reflect Fund Balances at 2006 year end. Net Revenues Present Valued to 2006.

Source: Public Financial Management, Inc. 10/10/07 (October 2007 Financial Planning Model)

## Conclusion

I am proud of our collective efforts to develop this balanced budget. Difficult work lies ahead in 2009 and beyond. We will continue to work to maintain the trust of Hamilton County residents in being good stewards of your tax dollars. Many staff throughout the county contributed countless hours toward the development of the budget. Their commitment to Hamilton County is invaluable at a time of difficult choices. All residents, businesses, and visitors should be proud of their county government.

I also wish to extend a special thanks to budget staff: Lisa Anderson, John Bruggen, Jim Cundiff, Lori Hallal, Clara Hughes, Paula Knecht, Karen McFarland, Christian Sigman, Rob Wagner, Lisa Webb, and Cindy Weitlauf. Their dedication, patience and expertise made developing a balanced budget less challenging and more orderly. In closing, I also want to thank the Commissioners and other elected officials for their collaborative leadership in addressing the many challenges and opportunities before us.

Respectfully submitted,

Patrick Thompson
County Administrator

## 2008 County Commissioner Budget Goals

1. The primary challenge facing Hamilton County is balancing the budget and replenishing county reserves. Items that reduce expenses, increase revenues or provide new approaches that stabilize the budget will be given priority.

2. Within the budget challenges, the primary challenge facing Hamilton County remains reducing crime and improving and enhancing the quality of life in county neighborhoods, especially the first suburbs. Items that address these goals shall be given funding priority. Among these, improving safety in the county is the most pressing short-term need faced by the county generally, and a great many of its jurisdictions. Many of the county's departments and agencies have a direct impact on community safety—in terms of enforcement, prevention, and reducing recidivism. Adequately resourcing and improving those safety-related functions are of the highest priority as we budget for 2008.

3. With the flux in population being experienced in the vast majority of the county's jurisdictions, working in partnership with those jurisdictions—including the City of Cincinnati and the many first ring suburbs—to improve their quality of life and stabilize population loss is a top budget priority, as is supporting county functions that assist in that effort.

4. Job losses and a stagnant sales tax, as well as aging economic districts in many of the county's jurisdictions, demand more effective county economic development efforts and support systems for local governments, along with a more robust economic development infrastructure within county government.

5. The Board intends to target community indicators as identified in the 2007 Hamilton County Citizen Report Card and in the State of the Community Report by the United Way of Greater Cincinnati. Said indicators include, without limitation, criteria in the areas of:

    - Public Safety
    - Homeland Security
    - Education
    - The Environment
    - Housing
    - Economic Development, Job Creation and Poverty Eradication
    - Energy Dependence
    - Health Care
    - Human Services Delivery and
    - Transportation

    The Board shall prepare a budget that is designed to make a positive difference in addressing especially those specific criteria in the aforementioned reports that have demonstrated no change where positive change is the preferred indicator, or that

exhibit general decline in the area of measurement. Those criteria that are exhibiting general improvement in the area of measurement shall be considered on a case-by-case basis to determine whether budget priority should be given to activity in that area in order to maintain the improving measure.

6. The 2008 budget will support comprehensive corrections and rehabilitation programs to relieve overcrowding; to treat mental illness and substance addiction; to allow for re-entry into the community as productive members of society and to reduce recidivism; all leading to a better and safer Hamilton County, and to housing all inmates within existing means. The budget will explore alternatives to Queensgate that may be addressed within our means.

7. The 2008 budget process will carry out state and federal mandated county responsibilities to the extent state and federal funding is provided. In the event funding is not provided Hamilton County will aggressively pursue state and federal funding, or failing that, alternative sources of funding for these mandates. If no funding is otherwise available the county will ascertain whether it is legally obliged to provide such services before funding the same and will consider all options available before resorting to the use of existing local revenues, or the need to raise new revenues to fund them. The Board will also develop a list of legislative policy priorities and will act to implement them.

8. The Board of County Commissioners shall continue to endeavor to keep property taxation from growing above the rate of inflation as first established via voted Board policy beginning in December 2003.

   Voted levy taxation (total revenue) shall not exceed the rate of inflation for each such levy since it was last enacted, unless such increase is offset by a dollar-for-dollar reduction in another levy on the ballot in the same year, or utilizes savings achieved in prior years. In calculating this number, the initial year of the levy's previous term shall be used as a base year, and inflation shall be defined as the Midwest Urban inflation rate published by the Bureau of Labor Statistics.

   Total revenues for property taxation dedicated to the county's general fund (2.26 mills) will not rise above the rate of inflation. The inflation rate is defined as the most recent 12-month Midwest Urban inflation rate published by the Bureau of Labor Statistics. In furthering this goal, the Board shall charge the Tax Levy Review Committee to examine the status of property taxes in Hamilton County; where we stand among other counties in the Tri-State, region and state; and determine our true effective millage.

9. The 2008 budget will hold the growth of locally set fees (excluding MSD rate increases driven by the federal Global Consent Decree) under the rate of inflation and/or to be competitive to other jurisdictions. The Board will not increase the real estate transfer tax in 2008.

10. The budget will endeavor to introduce pay equity across county divisions and departments for comparable work and/or pay classifications, including both collectively bargained for and unrepresented employees. To the extent pay raises are not awarded, the savings shall first be applied to save county jobs where layoffs are planned solely for the purpose of balancing the budget. The budget will endeavor to accomplish a net reduction in the number of county employees.

11. To the fullest extent possible the budget will reflect consolidations, efficiencies, and, subject to Board of Commission approval, other recommendations of the Hamilton County Efficiency and Managed Competition Committee.

12. The 2008 budget will implement the Board's desire to move toward a performance based budgeting system with meaningful performance measures for each county department or division.

13. The 2008 budget will continue, and as appropriate and possible, to expand and improve, the gain-sharing program to encourage savings during the budget year by rewarding county employees who save taxpayers money in 2008.

14. The 2008 budget will provide support services for the Board created, citizen-led task forces of:

    - Economic Cabinet of Economic Advisors
    - Competition and Efficiency Committee
    - Tax Levy Review Committee

    The 2008 Budget will also provide support services for all other Board created and citizen-led Task Forces or committees that may include, without limitation:

    - The Criminal Justice Commission
    - Infant Mortality Reduction Commission
    - Hamilton County Council of Elders

15. The 2008 Budget shall further expand leveraged buying for all departments under the Board and departments under other county elected officials. To the extent permissible and lawful, and in an effort to assist the 49 jurisdictions of Hamilton County, said opportunity for leveraged purchasing under the county's program shall be offered to the county's 49 municipalities and townships.

16. The county will undertake a sustained effort to increase revenues without increasing the tax burden on county residents or unfairly increasing fees on county residents. By way of example, such efforts shall include, but shall not be limited to: 1) Examining the use of county property for operational efficiencies, possible sales and potential lease revenues, and 2) Cost sharing with local jurisdictions for use of the county jail for municipal offenses.

17. The 2008 budget shall provide sufficient resources for the development and distribution of a 2007 countywide report card to citizens.

18. The county will work to encourage consolidation of services with other local governments throughout Hamilton County, and for the overall reduction of county taxation, and will continue as a charter member of the Competition and Efficiency Committee.

19. Through the 2008 budget the county will continue to identify opportunities to increase the general fund reserve with a goal set of 15% of recurring general fund expenditures.

20. The 2008 budget will look to identify economic development opportunities that result in the expansion, relocation, retention or start-up of businesses that generate sales tax, transient occupancy tax, property tax and/or other forms of county favored tax revenues. Measures that support the same shall be given budget priority.

21. All special funds will, to the extent possible, reimburse the general fund for both direct and indirect costs.

22. The 2008 budget will be used to coordinate special levies to ensure that there is no duplication of services and that the respective levies take responsibility for all obligations.

23. The level of ongoing general fund revenue will meet or exceed the level of ongoing general fund expenditures.

24. The budget will continue to support the improvement of customer service in 2008. Each county department will submit a plan to measurably improve customer service in 2008.

25. The budget will identify opportunities to maintain balance in the Riverfront Fund and to stave off any fund deficits.

## Hometown Heroes

Ezzard Charles (1921-1975), the “Cincinnati Cobra,”
was heavyweight boxing champion (1949-51).

## 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:

- Through elected officials, it administers and enforces state laws, operates the courts and criminal justice systems, collects taxes, assesses property, records public documents, and issues titles and licenses;
- Through appointed boards and officials, it conducts elections and provides social services, libraries, sewer operations, stormwater oversight, and civil defense.

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 inspections, planning, and zoning. A city or village may contract with the county to receive these services.

**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 (Auditor, Clerk of Courts, Coroner, Engineer, Prosecuting Attorney, Recorder, Sheriff, and Treasurer) who have administrative powers. The commissioners have budget authority over all. The other elected officials function as independent administrative heads of their respective departments. The three commissioners are of equal rank, they elect their own president, and their terms are staggered. These 11 administrative officials are all elected by the voters of the entire county for four-year terms. Their salaries are set by act of the Ohio General Assembly.

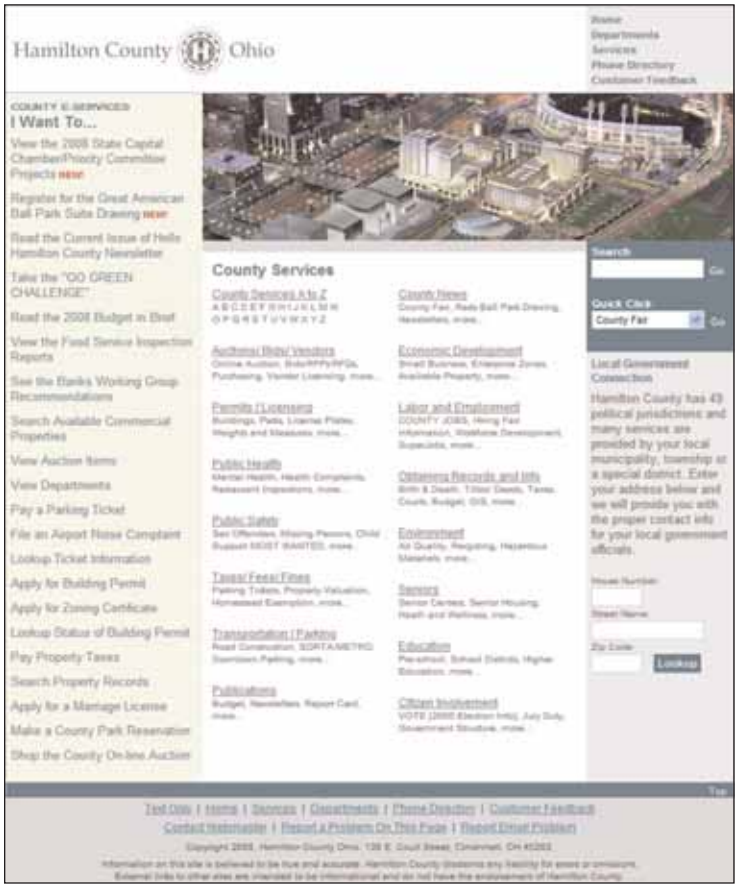
In 1963, the Board of County Commissioners created the appointive office of County Administrator, authorized by the Ohio Revised Code. Section 305.29 of the Code describes the county administrator as the "administrative head of the county under the direction and supervision of the board." The statutory 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 County Administrator.

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). The appointed executive plan (which generally expands the number of commissioners, and has the potential to place some of the duties of the sheriff and auditor under the commissioners) 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.*

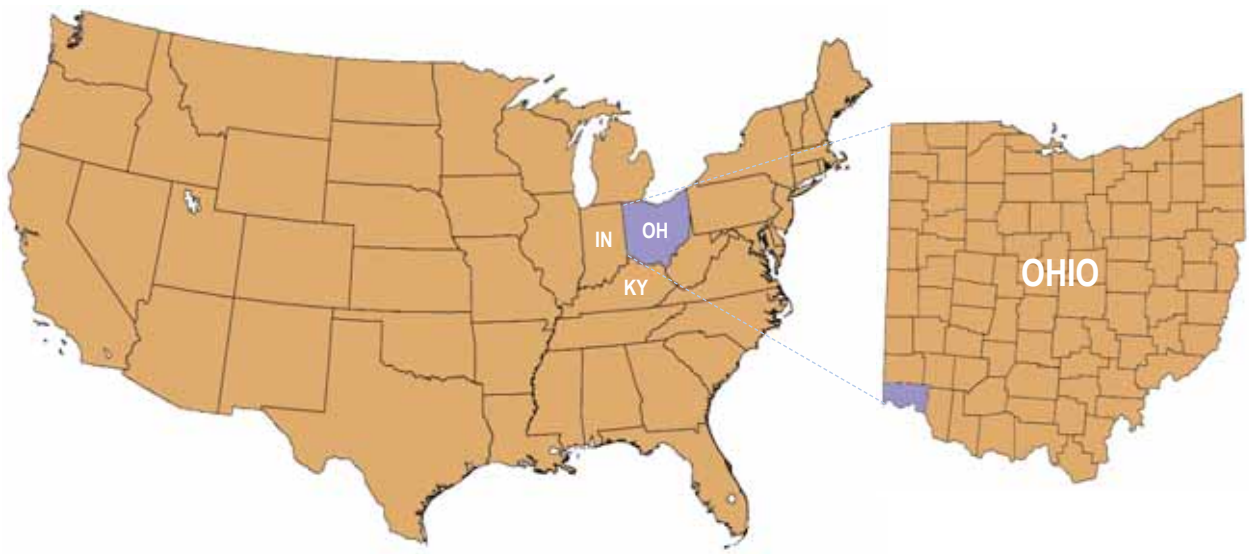


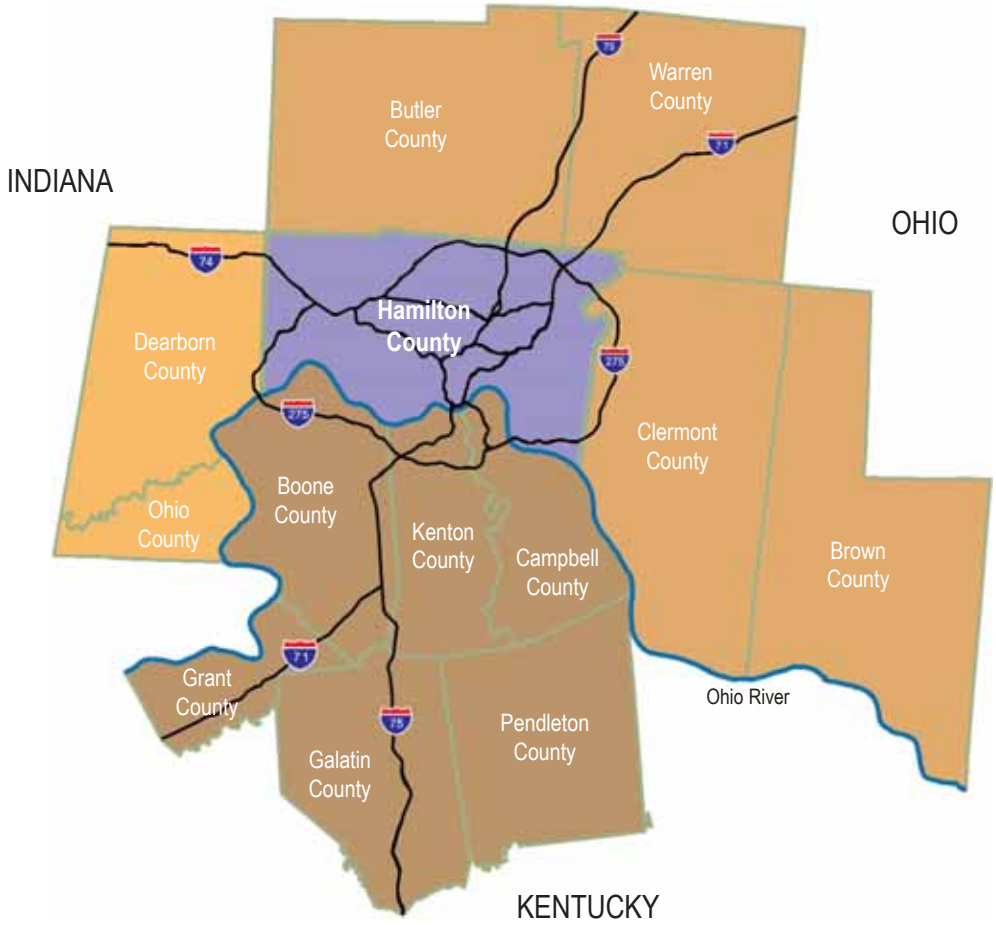

**www.hamiltoncountyohio.gov**

*The Hamilton County website includes direct links to major functional areas and online services, as well as a listing of county agencies and a county-wide phone and email directory.*

*The image in the upper right cycles through various views of the county with every visit to the site. Pictured is a rendering of The Banks riverfront development by Carter Real Estate.*

## The Continental United States
## The State of Ohio and
## The Hamilton County Region



# County Profile

## Location

Hamilton County is situated in the 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 most populous in the state. 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 Boone, Bracken, Campbell, Gallatin, Grant, Kenton, and Pendleton counties across the river in Kentucky. The population of the metropolitan area is 2.11 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 riverfront 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 2006 census estimates is 822,596, of which 332,252 (40%) are in Cincinnati.

## Climate

Hamilton County's seasons are distinct. Spring and fall are the most pleasant, with high temperatures in the mid-60s and lows in the mid-40s. Summers are hot with an average high temperature of 85 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 overall temperature of 33 degrees. Annual precipitation is 39.6 inches, with approximately 11.8 inches of rain in the spring.

Lois Reynolds

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

**Population**

Hamilton County has a population of 822,596 according to 2006 census estimates. This is the unchallenged population figure; if jurisdictional challenges are accepted, the figure could be as high as 842,844. 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 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, housewares, and shoes.

*The Banks riverfront development will break ground in 2008, leveraging more than $600 million in private investment to create hundreds of new jobs and draw 3,000 new downtown residents.*

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 10 Fortune 500 firms are located in the county, including: Procter & Gamble, Kroger Company, Federated Department Stores, Ashland Inc., Fifth Third Bancorp, OmniCare, AK Steel Holding, Western & Southern Financial, Cincinnati Financial, and Chiquita Brands International. Others in the Fortune 1000 are American Financial Group, Cintas, Convergys, and E.W. Scripps.

The county is also the location of major federal government installations, including a regional postal service center, research centers for EPA, OSHA, and Homeland Security, an FDA forensic chemistry center, and the Sixth Circuit Court of Appeals.

## Transportation

The region's 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 served 15.7 million passengers in 2007 with 425 daily departures to 120 cities, including nonstop service to several international destinations. CVG is a major hub for Delta Air Lines.

The metropolitan area is on the 15,000 mile Mississippi River inland waterway and intracoastal canal system. The Port of Cincinnati is home to two major barge companies and links to 140 more. Annually, 241 million tons are transported on the Ohio River, including 14.6 million tons through the port of Cincinnati. Passenger carriers on the Ohio River include B&B Riverboats, Celebrations Riverboats, Delta Queen Steamboat Co., Queen City Riverboats, RiverCity Charter, and Satisfaction Yacht Charter Services, Inc.

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. Hamilton County is served by Queen City Metro with 22 million bus rides per year, 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 (TANK).

## 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 over 25 colleges and universities with a combined enrollment of over 108,500. The University of Cincinnati, with over 36,500 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 20,000 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 14,600. 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 Christ Hospital School of Nursing.

## Libraries

The quality of life is further enhanced by a county library system (The Public Library of Cincinnati & Hamilton County) that is among the best in the nation in per capita holdings, total holdings, circulation per cardholder, and total circulation. The system has 41 branches plus the main library, a circulation of 14.8 million items, and holdings of 9.6 million items. The Library has approximately 42.9 million annual visits posted to its online resources.

**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 Tony Awards in 2004 and 2007), Ensemble Theater of Cincinnati, Cincinnati Shakespeare Company, the Know Theatre Company, New Stage Collective, 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, the Children's Museum, and an OMNIMAX Theater.

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.

**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 enjoy 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 Jungle Kats of the Arena Football League, Cincinnati Sizzle of the National Women's Football Association, Cincinnati Cyclones of the East Coast Hockey League, Cincinnati Kings of the United Soccer Leagues, and Cincinnati Rollergirls of the Women's Flat Track Derby Association. 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.

*World #1 Roger Federer won the 2007 ATP Masters Series Cincinnati. It is one of the nine men's tennis events worldwide that rank just below the slams.*

The county's primary sporting venues include Paul Brown Stadium with 65,500 seats and Great American Ball Park with 42,000 seats, as well as University of Cincinnati's Nippert Stadium (35,000), US Bank Arena (17,000), the Fifth Third Arena in the Shoemaker Center at UC (13,200), the Cincinnati Gardens (10,800), and the Cintas Center at Xavier University (10,000).

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

**Parks**

The over 16,000 acres of protected greenspace in the Hamilton County Park District offer a wide variety of recreation for area residents. Nearly 8 million visitors annually enjoy the District's 21 parks, four lakes for fishing and boating, seven golf courses, three campgrounds, playgrounds, picnic shelters, miles of trails, and much more. The Park District is not controlled by the county commissioners, but rather operates as a separate district under the statutes of the Ohio Revised Code. More detail can be found at the Park District's website, GreatParks.org.

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 65 miles of hiking and bridle trails. The Cincinnati Recreation Commission oversees an additional 27 recreation centers, 41 acquatic facilities, 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.

*Cincinnati Zoo gorillas, including mother Muke and baby Bakari, have been some of the most prolific gorillas in captivity, making the Zoo one of the top breeders of this endangered species in the world with 48 births to date.*

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.

**Health Care**

There are 11 acute care facilities with emergency departments and approximately 3,700 physicians located in Hamilton County. In addition, the county has a state mental hospital, Summit Behavioral Healthcare, the Shriner's Hospital for Children, Regency Hospital of Cincinnati, Select Specialty Hospital, and the Drake Center. County-wide levies support indigent health care at University Hospital and Children's Hospital Medical Center as well as long-term rehabilitative care at the Drake Center.

Hamilton County Public Health is governed by the county Board of Health and administered by a health commissioner. It strives to prevent disease and injury, promote wellness, and protect people from environmental hazards via education, inspections, health care coordination, and data analysis. In addition to Hamilton County Public Health, there are five independent city health districts: Cincinnati, Norwood, St. Bernard, Sharonville, and Springdale.

# Selected County Demographics

Total Population: 822,596*

***Sex and Age***

| | |
|---|---|
| Male | 394,315 |
| Female | 428,281 |
| | |
| Under 5 years | 56,774 |
| 5 to 9 years | 55,350 |
| 10 to 14 years | 56,780 |
| 15 to 19 years | 60,965 |
| 20 to 24 years | 56,508 |
| 25 to 34 years | 92,681 |
| 35 to 44 years | 117,677 |
| 45 to 54 years | 127,394 |
| 55 to 59 years | 52,144 |
| 60 to 64 years | 35,527 |
| 65 to 74 years | 53,015 |
| 75 to 84 years | 40,327 |
| 85 years and over | 17,454 |

***Race***

| | |
|---|---|
| One race | 812,292 |
| White | 598,710 |
| Black/African American | 205,789 |
| Asian | 14,728 |
| Other Race | 2,065 |
| Two or more races | 10,304 |

***Hispanic Origin***

| | |
|---|---|
| Hispanic or Latino (of any race) | 12,715 |
| Non-Hispanic | 809,881 |

***Educational Attainment***

| | |
|---|---|
| Population 25 years and older | 535,645 |
| Less than 9th grade | 18,057 |
| 9th to 12th grade, no diploma | 54,006 |
| High school grad/equivalency | 160,454 |
| Some college, no degree | 98,776 |
| Associate degree | 40,100 |
| Bachelor's degree | 101,514 |
| Graduate or professional degree | 62,748 |
| | |
| High school grad or better | 86.5% |
| Bachelor's degree or higher | 30.7% |

***Household Income***

| | |
|---|---|
| Households | 330,490 |
| Average household size | 2.42 |
| | |
| Less than $10,000 | 34,923 |
| $10,000 to $14,999 | 20,466 |
| $15,000 to $24,999 | 37,036 |
| $25,000 to $34,999 | 40,638 |
| $35,000 to $49,999 | 45,899 |
| $50,000 to $74,999 | 58,732 |
| $75,000 to $99,999 | 37,977 |
| $100,000 to 149,999 | 31,025 |
| $150,000 to $199,999 | 10,662 |
| $200,000 or more | 13,132 |
| | |
| Median household income | $44,652 |

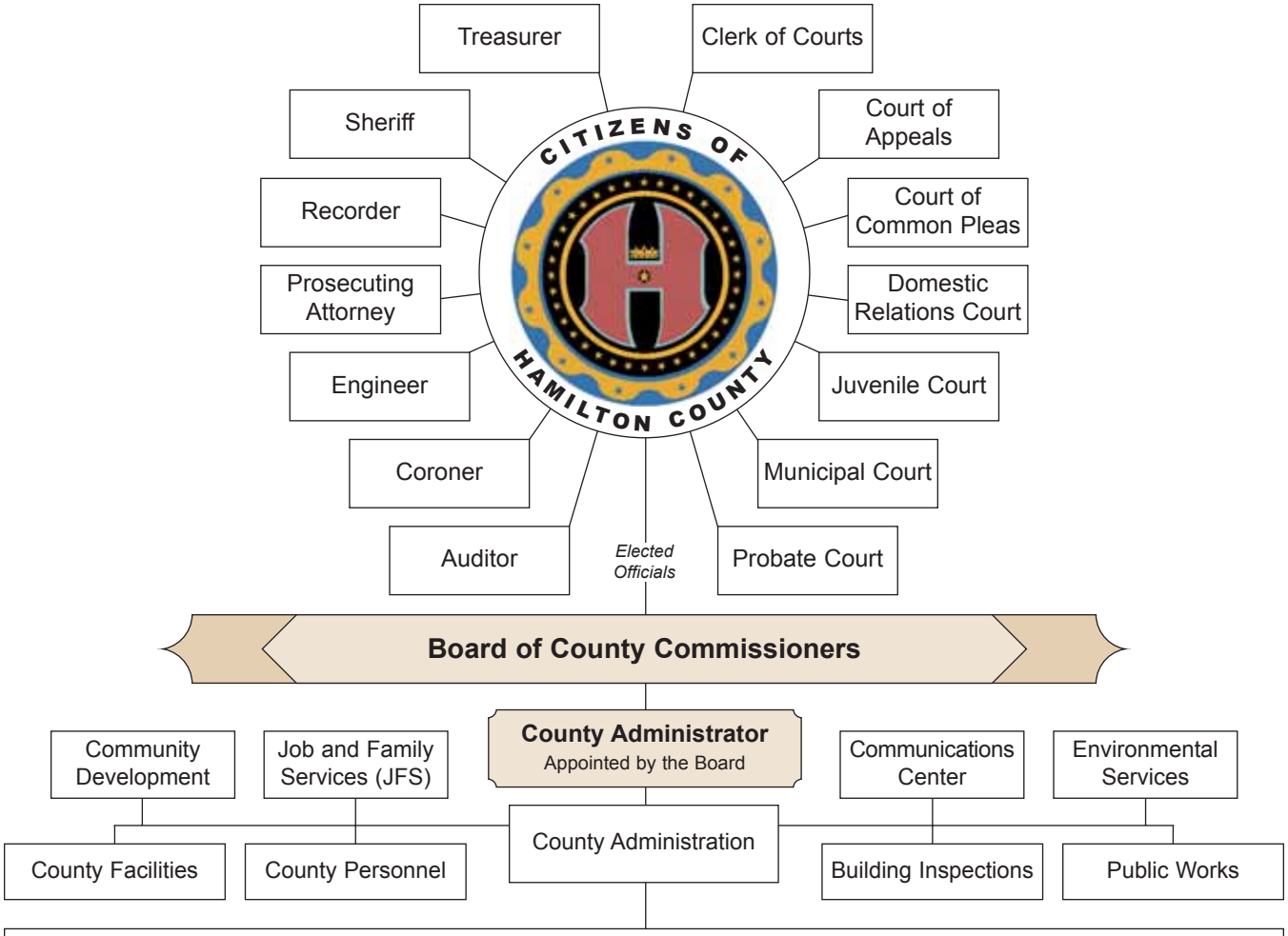
***Selected Housing Characteristics***

| | |
|---|---|
| Occupied Household Units | 330,490 |
| Total Housing Units | 383,903 |
| | |
| Year Structure Built | |
| 2005 or later | 2,485 |
| 2000-2004 | 13,222 |
| 1990-1999 | 27,234 |
| 1980-1989 | 31,164 |
| 1970-1979 | 46,125 |
| 1960-1969 | 58,817 |
| 1950-1959 | 69,162 |
| 1940-1949 | 31,297 |
| 1939 or earlier | 104,397 |

*According to 2006 census estimates. If the Census Bureau accepts jurisdictional challenges, the figure could be as high as 842,844.

Population data from the US Census Bureau 2006 Population Estimates. Education and Household data from the 2006 American Community Survey.

# Hamilton County, Ohio
# Government




*County services for which the Board of County Commissioners is solely responsible*

Board of Building Appeals
Board of Building Standards
Board of Zoning Appeals
Cabinet of Economic Advisors
Competition and Efficiency Committee
Council of Elders
Criminal Justice Commission
Dog Warden
Earthworks Appeals Board
Economic Development Task Force
Great American Ball Park
Health Care Review Commission
Homeland Security Commission
Hospital Commission
Infant Mortality Reduction Commission
JFS Planning Committee
Local Corrections Planning Board
Metropolitan Sewer District
Paul Brown Stadium
Rural Zoning Commission
Tax Incentive Review Committee
Tax Levy Review Committee
Storm Drainage Appeals

*County services in which the Board of County Commissioners share responsibility*

Board of Elections
Board of Mental Retardation/Developmental Disabilities
Board of Park Commissioners
Board of Revision
Cincinnati Area Geographic Information System
Cincinnati Metropolitan Housing Authority
Cincinnati Museum Center
Cincinnati Zoo and Botanical Gardens
Children's Trust Fund
County Law Enforcement Applied Regionally
Community Action Agency
Community Improvement Corporation
Convention Facilities Authority
Drake Center
Elderly Services Program Advisory Council
Emergency Management Agency
Family and Children First Council
Hamilton County Board of Health
Hamilton County Development Company
Indigent Health Care
Information Processing Advisory Committee
Integrating Committee (District 2)
Kenton County Airport Board Advisory Committee
Mental Health and Recovery Services Board
OH-KY-IN Regional Council of Governments
Ohio State University Extension Service
Port of Greater Cincinnati Development Authority
Public Defender Commission
Public Library of Cincinnati and Hamilton County
Regional Computer Center Control Board
Regional Planning Commission
River City Correctional Facility
Senior Services
Soil and Water Conservation District
Solid Waste Management District
Southwest Ohio Regional Transit Authority
Stormwater District Oversight Board
Veterans Service Commission

# Hamilton County Elected Officials

*(as of March 1, 2008)*

| | Elected to Term | Term Expires |
|---|---|---|
| Board of County Commissioners | | |
| Todd Portune, President | 11/2004 | 01/01/2009 |
| Pat DeWine | 11/2004 | 01/02/2009 |
| David Pepper | 11/2006 | 12/31/2010 |
| Clerk of Courts | | |
| Greg Hartmann | 11/2004 | 01/04/2009 |
| Coroner | | |
| O'dell M. Owens | 11/2004 | 01/04/2009 |
| County Auditor | | |
| Dusty Rhodes | 11/2006 | 03/14/2011 |
| County Engineer | | |
| William W. Brayshaw | 11/2004 | 01/04/2009 |
| Court of Common Pleas | | |
| Ethna M. Cooper | 11/2004 | 02/11/2009 |
| David P. Davis | 11/2002 | 01/03/2009 |
| Dennis S. Helmick | 11/2006 | 03/31/2013 |
| Charles J. Kubicki, Jr. | 11/2002 | 02/12/2009 |
| Melba D. Marsh | 11/2002 | 12/31/2008 |
| Steven E. Martin | 11/2006 | 12/31/2012 |
| Beth A. Myers | 11/2004 | 02/10/2009 |
| Norbert A. Nadel | 11/2002 | 01/01/2009 |
| Fred Nelson | 11/2002 | 02/09/2009 |
| William L. Mallory | 11/2006 | 03/31/2013 |
| Robert P. Ruehlman | 11/2004 | 01/02/2011 |
| Alex Triantafilou *(Unexpired Term)* | 12/2006 *(Appointed)* | 01/01/2011 |
| John Andrew West | 11/2004 | 01/03/2011 |
| Ralph E. Winkler | 11/2004 | 01/14/2011 |
| Robert C. Winkler *(Unexpired Term)* | 04/2006 *(Appointed)* | 02/08/2009 |
| *Domestic Relations Division* | | |
| Elizabeth B. Mattingly *(Unexpired Term)* | 12/2006 *(Appointed)* | 06/30/2009 |
| Ronald A. Panioto | 11/2004 | 01/04/2011 |
| Susan Laker Tolbert | 11/2004 | 01/15/2011 |
| *Juvenile Division* | | |
| Karla J. Grady *(Unexpired Term)* | 11/2006 | 02/13/2009 |
| Thomas R. Lipps | 11/2004 | 12/31/2010 |
| *Probate Division* | | |
| James Cissell | 11/2002 | 02/08/2009 |
| *Drug Court Judge* | | |
| Kim Wilson Burke | 11/2002 | 01/02/2009 |

| | Elected to Term | Term Expires |
|---|---|---|
| First District Court of Appeals | | |
| Patrick Dinkelacker | 11/2006 | 02/09/2013 |
| Penelope Cunningham | 11/2006 | 02/11/2013 |
| Sylvia Sieve Hendon | 11/2004 | 02/08/2011 |
| Lee H. Hildebrant, Jr. | 11/2002 | 02/08/2009 |
| Mark Philip Painter | 11/2006 | 02/08/2013 |
| J. Howard Sundermann | 11/2006 | 02/10/2013 |
| Municipal Court | | |
| *District 1* | | |
| Dwane K. Mallory | 11/2007 | 01/04/2014 |
| Fanon A. Rucker *(Unexpired Term)* | 11/2007 | 01/02/2012 |
| *District 2* | | |
| Nadine Allen | 11/2007 | 01/04/2014 |
| Cheryl Grant | 11/2005 | 01/02/2012 |
| *District 3* | | |
| Ted N. Berry | 11/2007 | 01/04/2014 |
| David C. Stockdale | 11/2005 | 01/02/2012 |
| *District 4* | | |
| Russell J. Mock II | 11/2005 | 01/02/2012 |
| Julie Stautberg | 11/2007 | 01/04/2014 |
| *District 5* | | |
| Brad Greenberg *(Unexpired Term)* | 11/2007 | 01/02/2012 |
| Heather Russell | 11/2007 | 01/04/2014 |
| *District 6* | | |
| Richard Bernat | 11/2007 | 01/04/2014 |
| Bernie Bouchard (Unexpired Term) | 11/2007 | 01/02/2012 |
| *District 7* | | |
| Lisa C. Allen | 11/2005 | 01/02/2012 |
| Melissa Powers | 11/2007 | 01/04/2014 |
| Prosecutor | | |
| Joseph T. Deters | 11/2004 | 01/04/2009 |
| Recorder | | |
| Rebecca Prem Groppe | 11/2004 | 01/04/2009 |
| Sheriff | | |
| Simon L. Leis, Jr. | 11/2004 | 01/04/2009 |
| Treasurer | | |
| Robert A. Goering, Jr. | 11/2004 | 09/01/2009 |

# 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 to be adopted on or before April 1. The county budget office makes adoption prior to December 31 an annual goal because it allows departments to have final numbers as they begin the calendar 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 since 1993, 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 to determine: 1) whether revenues are correct/overstated/understated; 2) whether there are other revenue sources that can be utilized; 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, the general fund is reviewed and projected through the calendar year every month beginning in March. Restricted funds are reviewed bimonthly. Budget analysts in the Office of Budget and Strategic Initiatives (BSI) 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 adjust (transfer, reduce or supplement) current funding.

Tax Levy Funds Those organizations seeking funding by a dedicated 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 continue to meet ballot language requirements.

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 ensure a positive fund balance.

The revenues for the budgeted year are compared to the revenues as certified by the county's Budget Commission. As the basis for the certification, the commission compares 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. 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 directly reimburse the general fund for services.

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 Office of Budget and Strategic Initiatives 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 makes an inventory of assets annually on the second Monday in January. The inventory is a public record filed with the Clerk of the Board of County Commissioners and with the County Auditor.

**Reserves**

General Fund The Board of County Commissioners has established a budget goal to increase the undedicated general fund reserve to 15% of ongoing expenditures.

Budget Stabilization Fund The above reserve may include undedicated resources in the budget stabilization fund established in 2001 pursuant to Ohio Revised Code 5705.13. The statute requires that contributions to the fund be limited to 5% of the prior year's resources. The current balance of the fund as of January 1, 2008 was $2.0 million, all of which is allocated to potential near-term liabilities.

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 revenue. The Auditor is responsible for all accounting functions and the processing of warrants and checks.

The formal investment policy requires that all county revenues be invested in accordance with the Ohio Revised Code (ORC), Section 135. The Treasurer limits market risk and ensures 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 of County Commissioners regarding the issuance of debt. It is understood that the board makes the final decision on all debt issues.

The debt policy includes appropriate situations for the issuance 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 Plan**

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 support 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 issuance 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.

6. Capital projects involving over $1 million in county funding will include a professional and comprehensive audit regarding the inclusion of people with disabilities.

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 May 17, 2006*
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 the 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 the budget director. 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 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 the findings of 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

a. 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.
b. Review the applicant's core business processes and their impact on cost of providing services and make recommendations to reduce costs where appropriate.
c. 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.
d. 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.
e. Review the quality of service provided by the applicant, and make recommendations for improvement.
f. Note accomplishments by the applicant's management.
g. Note shortcomings in management by the applicant and make recommendations for improvements.
h. 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.
i. Evaluate compliance by the applicant with past county contracts and the objectives set forth in those contracts.
j. Conduct a survey of client/customer satisfaction, to provide feedback from the user and client communities.
k. Compare the benefits to be provided by the applicant with similar agencies in other communities.

l. Identify financial savings and/or service enhancements to be achieved by implementing recommended improvements.

Financial Review

a. Evaluate the applicant's budget over past years and, if changed, the reasons for those changes.
b. Evaluate the applicant's actual financial results of operation over past years, and if varied from budget, the reasons for those variations.
c. Analyze the impact of inflation on the applicant's operations.
d. Analyze actual and planned costs for capital expenditures.
e. Evaluate the ability of the applicant to receive financial support from sources other than the tax levy (for example, federal, private, or state grants).
f. 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 ten 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 Commissioner's 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 budget director.

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 budget director, in the budget request and at quarterly reviews with the County Administration. The Commissioners may adjust appropriations and/or consult with the Budget Commission based on the expenditure, revenue, and funding information received. The Office of Budget and Strategic Initiatives 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 the 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**

| Levy | Contracting Entity |
|---|---|
| Children's Services | None (funds go to Hamilton County Department of Job and Family Services) |
| CLEAR | City of Cincinnati (Regional Computer Center) |
| Community Mental Health | Hamilton County Mental Health and Recovery Services Board (MHRSB) |
| Community Mental Retardation and Development Disabilities | Hamilton County Board of Mental Retardation and Development Disabilities |
| Health and Hospitalization | Health Alliance, Inc.<br>Children's Hospital Medical Center<br>University of Cincinnati |
| Health and Hospitalization including Drake Memorial Hospital | Drake Center, Inc.<br>MHRSB |
| Senior Services | Council on Aging of Southwestern Ohio<br>Southwest Ohio Regional Transit Authority |
| Zoo | Zoological Society of Cincinnati |
| Cincinnati Museum Center | Cincinnati Museum Center, Inc. |

## 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 citizens and responsible for discharging their statutory functions in accordance with state law. As a result, each elected official identifies the immediate and long-range goals and objectives for his/her office. These plans are translated into funding requests in the annual budget process. The county commissioners are responsible for evaluating the goals, plans, and funding requests and establishing appropriations in accordance with available resources. The commissioners have no authority with respect to long-range plans for other elected officials, except through control of county property and adoption of the annual budget. As a result, departmental goals tend to impact the budget development 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:

- *Board Priorities* The Commissioners' 2008 priorities are described in the 2008 budget goals and the 2008 policy agenda. These documents provide the roadmap for the County Administrator to prioritize management efforts and collaborate with other county elected officials and independently appointed boards and commissions. The 2008 budget goals, policy agenda, and County Administration's work plan are available on the county website. The following priorities are highlighted throughout the program budget presentation with the icons shown below.

*Fiscal Stewardship* The primary challenge facing Hamilton County is providing a balanced budget and replenishing county reserves. During 2008, new non-tax revenue sources will be implemented, such as the sale of tax liens and selling under-utilized county property. The county will establish a Cabinet of Economic Advisors to develop strategies to grow the county's revenue base without raising taxes and to examine the county's revenue structure; and reconstitute the existing Port of Greater Cincinnati Development Authority to strengthen its role in regional economic development.

*Criminal Justice Reform and Public Safety* Building on the success and momentum in 2007, the county will continue to support the Criminal Justice Commission, evaluate and expand the intake and assessment efforts begun in 2007, fully develop the Community Certificate of Rehabilitation to assist inmates in finding gainful employment, and expand the Mental Health Court and associated treatment programs for the mentally ill and inmates with substance abuse issues. The county will explore developing a citizens patrol program and enhancing the emergency notification system. Finally, while the ballot initiative to build a new jail failed in 2007, the county must still develop a plan to vacate the obsolete Queensgate facility.

*Quality of Life* The county's responsibility for quality of life extends beyond transitional social services for at-risk populations to the environment, education, transportation and housing. In 2008, the county will increase access and capability for key programs such as food stamps, Medicaid, adoption, and foster care. The county will initiate an environmental agenda by developing green policies for county

buildings and operations which will include support for the Solid Waste District's "Zero Waste" community approach. The county and local school districts will collaborate on issues of mutual interest such as transportation and mental health and substance abuse programs. The county and the city of Cincinnati will continue progress toward a regional transportation approach to include regional governance and funding structure. The county will also take steps to help homeowners avoid foreclosure and enhance their properties to mitigate community blight.

- *Commissioner Task Forces* The Board of County Commissioners has established commissions of local experts to make ongoing recommendations on such issues as criminal justice management, economic development, infant mortality, tax levy review and managed competition.

- *Regional Efforts* In addition to County Commission initiated task forces, the county participates in a number of regional organizations that provide strategic guidance on issues important to the entire three-state, 13-county metropolitan area. Some of the major entities with long-term planning import include the Ohio, Kentucky, Indiana (OKI) Regional Council of Governments for regional transportation issues, the Council on Aging for Southwestern Ohio for senior services, the Southwest Ohio Regional Transit Authority (SORTA) for bus and paratransit services, and the Cincinnati USA Partnership for economic development.

- *Community COMPASS* Hamilton County's Comprehensive Master Plan and Strategies is a long-range plan to address physical, economic, and social issues among the county's 49 communities. Its Hamilton County 2030 Plan provides a comprehensive framework for achieving *The Vision for Hamilton County's Future*, which was endorsed by the county commissioners in November 2003. Various elements of the plan are being refined and implemented through the following entities:
    - The Local Alliance for Nature and Development addresses issues of green space and the balance of development and environment.
    - The Hamilton County Caucus focuses on transportation planning issues.
    - The First Suburbs Consortium of Southwest Ohio is an alliance of mayors and managers focusing on sustaining and redeveloping aging suburbs.
    - The Project Impact initiative works toward reversing population and job loss in first suburbs and sustaining traditional, historic, and urbanist qualities of older communities.
    - The Certified Planning Commissioners' Program is an alliance with universities and consultants providing training to build the capacity of planning commissions.
    - The Planning Commissioners' Forum is a network for peer-to-peer support and learning that increases the effectiveness of community planning.

- *Capital Improvement* The County Facilities department prepares its capital improvement plan with a five-year vision. This plan includes maintenance for county-owned facilities, replacement of major facility maintenance equipment and department and building specific projects as requested.

- *Information Processing Advisory Committee* This group of information technology representatives from county agencies examines long-range IT needs and how those needs can be met by coordinating efforts and centralizing services. Some items being discussed are the sale of obsolete equipment, data storage, business continuity and consolidation of email systems.

- *Five-year plans* All general fund departments perform an annual projection of future revenues and expenditures which is included on the pages immediately following.

# General Fund Five-Year Plan Overview
# 2008 - 2012

## Plan Development

The five-year plan for the general fund for 2008-2012 was developed in the fall of 2007 in conjunction with departmental forecasts and is viewed as a planning document, building in inflation where appropriate. The plan was developed by the Office of Budget and Strategic Initiatives 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. The forecast may 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 revenues.

The narrative explains the assumptions and variations from those assumptions that were made in compiling the plan. Non-recurring revenues and expenditures for 2008 were removed before the inflationary growth was applied for 2009 and beyond.

## Five-Year Outlook

**2007:** The general fund reserve balance as of December 31, 2007 is estimated to be $18.8 million. That balance is 7.6% of budgeted ongoing expenditures toward a board policy for the county to maintain 15% of ongoing expenditures in its reserve balance. The county liquidated the budget stabilization fund during 2007 to fund initiatives for boarding inmates in Butler County and patrolling the Over-the-Rhine neighborhood in the city of Cincinnati, as well as additional expenditures for special audits and Coroner's litigation. This allowed the reserve balance to remain relatively stable.

**2008:** Based on departmental information and current estimates, ongoing revenue for 2008 will exceed ongoing expenditures. The carryover is projected to be $12.6 million toward the Board of County Commissioners' 15% fund balance policy.

**2009-2012:** Absent significant expenditure reductions and/or revenue increases, the general fund balance will be essentially depleted by the end of 2009.

# Five-Year Plan

## General Fund 2008-2012

*Prepared March 2008* *Amounts in thousands of dollars*

| Variables | | Source |
|---|---|---|
| Rate of Inflation | 2.50% | Budget office estimate |

| | 2006 Actual | 2007 Estimate | 2008 Budget | 2009 Estimate | 2010 Estimate | 2011 Estimate | 2012 Estimate |
|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | |
| Administrative Services | 6,253 | 129 | - | - | - | - | - |
| Auditor | | | | | | | |
| Real Estate Tax | 44,992 | 45,906 | 46,833 | 47,626 | 47,701 | 47,179 | 47,854 |
| Public Utility Reimbursement | 794 | 678 | 635 | 635 | 635 | 635 | 552 |
| Personal Property Tax | 3,369 | 2,879 | 994 | - | - | - | - |
| Sales Tax (Original 1/2 Cent) | 64,048 | 66,381 | 67,600 | 68,614 | 69,643 | 70,688 | 71,748 |
| Local Government Fund | 21,302 | 21,302 | 24,437 | 24,804 | 25,176 | 25,553 | 25,937 |
| Local Gov't Revenue Assistance | 2,876 | 2,876 | - | - | - | - | - |
| Local Gov't Financial Inst. | 810 | 550 | 544 | 500 | 500 | 500 | 500 |
| Transfer Tax | 13,000 | 11,460 | 11,930 | 12,465 | 12,714 | 12,969 | 13,228 |
| Miscellaneous Auditor | 4,743 | 4,327 | 3,837 | 3,933 | 4,032 | 4,132 | 4,236 |
| Board of Elections | 1,555 | 439 | 1,588 | 450 | 1,700 | 470 | 1,850 |
| Board of Zoning Appeals | 19 | 19 | 17 | 17 | 18 | 18 | 19 |
| Building Inspections | 2,213 | 2,975 | 2,838 | 2,909 | 2,982 | 3,056 | 3,133 |
| Clerk of Courts | | | | | | | |
| Common Pleas | 3,308 | 3,762 | 3,803 | 3,841 | 3,879 | 3,918 | 3,957 |
| Municipal | 9,301 | 10,330 | 10,520 | 10,678 | 10,838 | 11,001 | 11,166 |
| Mail Center | 1,374 | 1,412 | 1,103 | 1,131 | 1,159 | 1,188 | 1,218 |
| Miscellaneous Clerk of Courts | 0 | 2 | - | - | - | - | - |
| Commissioners & County Administration | 1,036 | 6,660 | 13,829 | 14,174 | 14,529 | 14,892 | 15,264 |
| Communications Center | 149 | 147 | 1,350 | 1,354 | 1,358 | 1,362 | 1,366 |
| Community Development | - | 3 | - | - | - | - | - |
| Contracts and Subsidies | - | 305 | 332 | 483 | 539 | 358 | 367 |
| Coroner | 1,055 | 956 | 1,085 | 1,113 | 1,140 | 1,169 | 1,198 |
| County Facilities | 1,014 | 3,633 | 5,653 | 5,794 | 5,939 | 6,087 | 6,240 |
| County Personnel | 16 | 5 | 5 | 5 | 5 | 5 | 6 |
| Court of Common Pleas | 26 | 43 | 63 | 65 | 66 | 68 | 70 |
| Court of Domestic Relations | 862 | 736 | 895 | 918 | 941 | 964 | 988 |
| Court Reporters | 24 | - | 34 | 35 | 36 | 36 | 37 |
| Debt Service | - | 74 | - | - | - | - | - |
| Juvenile Court | 17,585 | 11,969 | 19,992 | 20,492 | 21,004 | 21,529 | 22,067 |
| Municipal Court | 139 | 105 | 154 | 158 | 162 | 166 | 170 |
| Non-Departmentals | - | 301 | 1,510 | 1,548 | 1,586 | 1,626 | 1,667 |
| Probate Court | 960 | 865 | 953 | 976 | 1,001 | 1,026 | 1,051 |
| Probation | 728 | 580 | 473 | 485 | 497 | 510 | 522 |
| Prosecutor | 3,487 | 1,777 | 1,545 | 1,584 | 1,623 | 1,664 | 1,705 |
| Public Defender | 3,453 | 3,929 | 3,883 | 3,723 | 3,817 | 3,912 | 4,010 |
| Public Works | 394 | 244 | 117 | 119 | 122 | 125 | 129 |
| Recorder | 4,975 | 4,181 | 4,500 | 4,738 | 4,832 | 4,929 | 5,027 |
| Rural Zoning Commission | 210 | 192 | 234 | 239 | 245 | 251 | 258 |
| Sheriff | 9,163 | 10,037 | 9,135 | 9,363 | 9,597 | 9,837 | 10,083 |
| Treasurer | | | | | | | |
| Interest | 19,690 | 20,480 | 18,200 | 16,000 | 16,400 | 16,810 | 17,230 |
| Miscellaneous Treasurer | 3,073 | 3,143 | 3,016 | 3,091 | 3,168 | 3,248 | 3,329 |
| Veterans Services | 105 | 205 | 213 | 205 | 205 | 205 | 205 |
| **Departmental Revenues Subtotal** | **248,102** | **245,998** | **263,849** | **264,263** | **269,789** | **272,086** | **278,386** |
| Transfers from Budget Stabilization Fund | - | - | 2,000 [1] | - | - | - | - |
| **Total Revenues** | **248,102** | **245,998** | **265,849** | **264,263** | **269,789** | **272,086** | **278,386** |

[1] The 2008 budget includes a $2.0 million transfer from the budget stabilization fund, which was earmarked for increases in workers compensation costs.

# Five-Year Plan

## General Fund 2008-2012

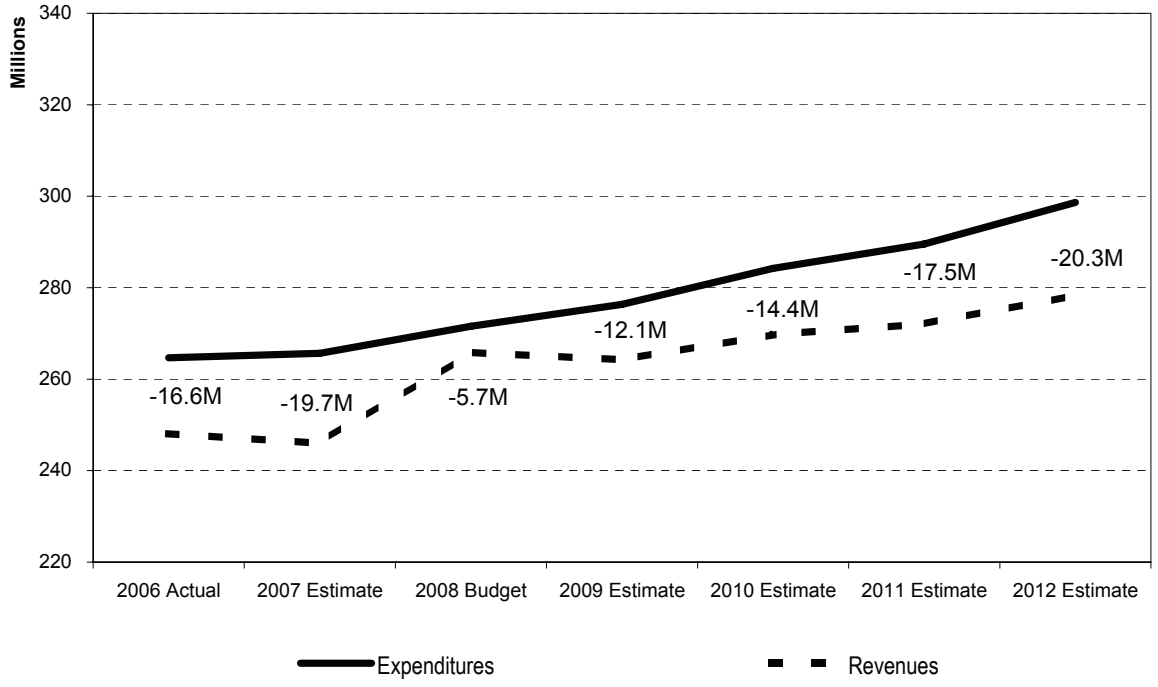
| | 2006 Actual | 2007 Estimate | 2008 Budget | 2009 Estimate | 2010 Estimate | 2011 Estimate | 2012 Estimate |
|---|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | | |
| Administrative Services | 19,143 | 1,700 | - | - | - | - | - |
| Auditor | 4,059 | 3,570 | 3,879 | 3,916 | 4,380 | 4,489 | 4,601 |
| Board of County Commissioners | 766 | 787 | - | - | - | - | - |
| Board of Elections | 9,582 | 5,948 | 9,419 | 7,515 | 9,753 | 7,947 | 10,195 |
| Board of Zoning Appeals | 89 | 90 | 75 | 75 | 77 | 79 | 81 |
| Building Inspections | 2,148 | 2,104 | 2,134 | 2,126 | 2,179 | 2,233 | 2,289 |
| Clerk of Courts | 15,116 | 15,546 | 15,904 | 15,868 | 16,265 | 16,672 | 17,089 |
| Communications Center | 1,837 | 1,860 | 2,017 | 3,980 | 4,158 | 4,313 | 4,475 |
| Community Development | 81 | 63 | - | - | - | - | - |
| Contracts and Subsidies | - | 2,020 | 2,288 | 2,338 | 2,621 | 2,606 | 2,259 |
| Coroner | 3,742 | 3,977 | 3,902 | 3,889 | 3,986 | 4,086 | 4,188 |
| County Administrator & Commissioners | 2,089 | 2,955 | 4,376 | 4,372 | 4,481 | 4,593 | 4,708 |
| County Engineer | 905 | 913 | 933 | 649 | 666 | 682 | 699 |
| County Facilities | 17,632 | 19,243 | 29,751 | 30,225 | 30,981 | 31,756 | 32,550 |
| County Personnel | 1,483 | 1,301 | 2,809 | 2,802 | 2,872 | 2,944 | 3,017 |
| Court of Appeals | 69 | 71 | 74 | 76 | 78 | 80 | 82 |
| Court of Common Pleas | 9,064 | 9,632 | 8,351 | 10,120 | 10,373 | 10,632 | 10,898 |
| Court of Domestic Relations | 5,401 | 5,274 | 4,843 | 4,809 | 4,930 | 5,053 | 5,179 |
| Court Reporters | 2,496 | 2,533 | 2,813 | 2,801 | 2,871 | 2,943 | 3,017 |
| Debt Service | 7,384 | 9,074 | 8,964 | 8,863 | 8,755 | 8,638 | 8,356 |
| Economic Development | 1,303 | 916 | 738 | 757 | 776 | 795 | 815 |
| Emergency Management | 669 | 604 | 349 | 675 | 675 | 675 | 675 |
| Info. Processing Advisory Committee | 550 | 435 | 262 | 268 | 275 | 282 | 289 |
| Job and Family Services | 1,916 | 1,433 | 1,111 | 1,138 | 1,167 | 1,196 | 1,226 |
| Juvenile Court | 31,830 | 30,809 | 34,020 | 34,044 | 34,895 | 35,767 | 36,661 |
| Municipal Court | 6,934 | 7,423 | 7,651 | 7,842 | 8,038 | 8,239 | 8,445 |
| Non-Departmentals | - | 11,055 | 5,034 | 2,905 | 2,978 | 3,052 | 3,128 |
| Probate Court | 3,058 | 3,015 | 3,243 | 3,235 | 3,316 | 3,399 | 3,483 |
| Probation | 8,978 | 9,435 | 8,872 | 9,913 | 10,161 | 10,415 | 10,675 |
| Prosecutor | 13,569 | 12,667 | 13,139 | 13,054 | 13,380 | 13,715 | 14,058 |
| Public Defender | 12,454 | 12,800 | 13,401 | 13,815 | 14,160 | 14,514 | 14,877 |
| Public Works | 1,402 | 1,170 | 991 | 989 | 1,014 | 1,039 | 1,065 |
| Recorder | 2,355 | 2,299 | 2,272 | 2,265 | 2,322 | 2,380 | 2,439 |
| Rural Zoning Commission | 430 | 409 | 414 | 412 | 422 | 432 | 443 |
| Sheriff | 73,673 | 79,853 | 74,780 | 77,857 | 78,376 | 80,996 | 83,704 |
| Treasurer | 1,265 | 1,370 | 1,330 | 1,341 | 1,375 | 1,409 | 1,444 |
| Veterans Services | 1,199 | 1,300 | 1,424 | 1,441 | 1,477 | 1,514 | 1,552 |
| **Total Expenditures** | **264,672** | **265,656** | **271,565** [1] | **276,376** | **284,231** | **289,565** | **298,664** |
| Budget Gap | (16,570) | (19,658) | (5,716) [1] | (12,113) | (14,441) | (17,479) | (20,279) |
| Prior Year Carryover | | | 18,816 | 12,600 | 154 | (14,287) | (31,766) |
| Adjustments: Advances, Transfers, etc. | | | 500 [2] | (333) | - | - | - |
| **Projected Ending Balance** | **18,952** | **18,816** | **12,600** | **154** | **(14,287)** | **(31,766)** | **(52,045)** |

1 The 2008 budget includes $11.2 million in non-recurring expenditures.

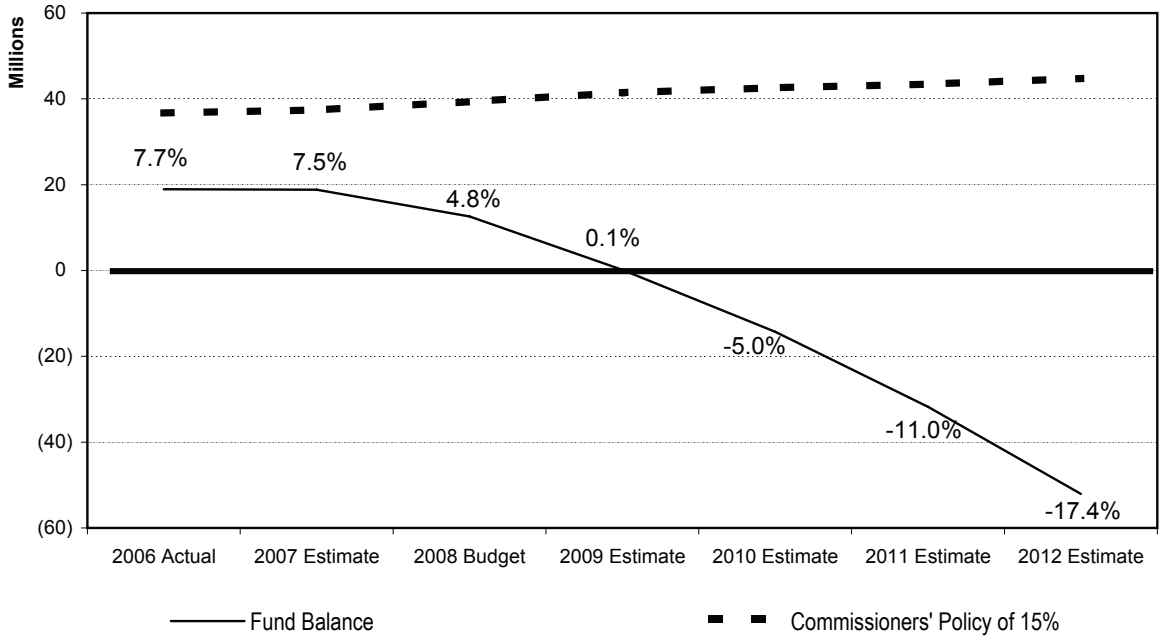
2 2008 adjustments include -$333,000 in a loan payment receivable and -$167,000 for a Drake lease payment received in 2006. The loan payment recurs in 2009.

# General Fund Projected Budget and Fund Balance

Annual Operating Budget - General Fund Budget Variance
(2006 - 2012)




General Fund Balance
(2006 - 2012)



# Five-Year Plan Narrative 2008 - 2012

Assumptions include annual rate of inflation of 2.5% over the five-year period covered in this plan. The base year is the 2008 budget amount, unless otherwise indicated. 2007 figures reflect unaudited year-end totals as of January 2008. If non-recurring expenditures were included in the 2008 budget, the 2009 amount was adjusted to reflect the reduction of these items. The plan assumes level funding for information technology investments and for capital maintenance and equipment.

## Revenues

- **Auditor - Real estate tax** – The Auditor's office projects flat real estate tax revenue. Any new construction growth will likely be offset by the declining property values projected to occur in the 2009 reappraisal. A tangible personal property reimbursement established under House Bill 66 is reflected through 2010. It will gradually be reduced from 2011 through 2018. The $10K personal property reimbursement phase-out is reflected at its accelerated rate under HB 66. The Treasurer will also sell tax lien certificates in 2008, which would generate an additional $400,000 in property tax revenue. This amount is expected to decrease to $100,000 for the duration of the five year plan.

- **Auditor - Public Utility Reimbursement** – The state is phasing out the reimbursement. Revenue will be flat through 2011, and further decrease in 2012.

- **Auditor - Personal property tax** – HB 66 phased out personal property tax through 2008, and eliminated it beginning in 2009.

- **Auditor - ½ cent sales tax –** Sales tax receipts are projected to realize an annual growth of 1.5% for the length of the plan.

- **Auditor - Local Government Fund (LGF), Local Government Revenue Assistance Fund (LGRAF)** – The LGRAF is eliminated in 2008. The freeze on LGF revenue is lifted in 2008, and will be $24.4 million in 2008. It is projected to realize 1.5% growth each year thereafter.

- **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.

- **Communications Center** – Revenues include $1.2 million for the inmate phone service contract each year.

- **Contracts and Subsidies** – The state is phasing financial responsibility for the county law library to an external agency through 2011. Revenues for 2008 through 2010 include an increasing reimbursement to the county for personnel.

- **Coroner** – The office may consider charging law enforcement agencies to generate revenue based on increased DUI sample analyses requirements.

- **County Facilities** – Inflationary revenue growth reflects the impact on rent for the downsizing of the Regional Computer Center in the county administration building, as well as reimbursement revenues for maintenance of the Law Library beginning in 2008.

- **Public Defender** – Department revenues are based on the Public Defender's assumption of a 25.3% reimbursement rate in 2008, and 24.8% in 2009 and the following years.

- **Recorder** – Recorder's revenues are projected at $4.5 million for 2008. It is expected that the revenue improvement will continue in 2009, with 2.0% growth projected for future years.

**Expenditures**

- **Administrative Services** – The department is eliminated in 2008. These functions and the accompanying expenditures are primarily moved to the Commissioners and County Administration department.

- **Board of Elections** – The Board of Elections operates on a two-year cycle. Expenditures are included according to a schedule provided by the board taking into account the calendar of local and national elections.

- **Communications Center** – The general fund subsidy of $1.85M was moved from Non-Departmentals to this department for 2009 and future years. The subsidy is projected to increase by 5.0% annually due to union contracts, and software, maintenance, and licensing fees for 911 and computer aided dispatch. The plan assumes that the sunset on the current wireless 911 surcharge will be extended beyond the end of 2008. Should the sunset remain in place, the general fund subsidy would grow by $700,000 to $800,000 beginning in 2009.

- **Contracts and Subsidies** – CAGIS expenditures are based on the department's five year plan, including central systems replacement and cyclic aerial photo costs in 2010 and 2011. The law library, which was funded in the Court of Common Pleas budget through 2007, has been moved into this department due to a legislative change shifting responsibility to the Board of County Commissioners.

- **Coroner** – Federal grant funding of DNA analysis is expected to end in 2009, which will require a reassessment of program need for 2010 and future years.

- **Debt Service** – Debt increases in 2008 as a result of financing the expired notes for the county public safety radio system and the tone alerting system.

- **Emergency Management (EMA)** – A $150,000 annual payment to the Greater Cincinnati HazMat Unit and a $525,000 annual subsidy of EMA operations are included in the plan.

- **Information Processing Advisory Committee (IPAC)** – IPAC is not a mandatory allocation. Future years reflect inflationary growth, but do not presume continued funding.

- **Municipal Court** – Should the state dissolve Mayor's Courts, that caseload and its respective expenditures would be realized in the Municipal Court. If this occurs, there would be some offsetting revenue.

- **Non-Departmentals** – The 2008 budget includes a $1.85 million subsidy to the Communications Center. This subsidy is moved to the Communications Center department in 2009. The general fund subsidy for the Dog and Kennel fund is $700,000 in 2008. Unless a license fee increase is passed, the subsidy will continue to grow in order to keep the fund whole. Also, special audit expenditures are projected to be eliminated in 2009.

- **Public Defender** – $300,000 is added in 2009 to allow for 3.0% growth in assigned hourly counsel rates. Inflationary growth is assumed for the following years.

- **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.

- **Sheriff** – The Sheriff's personnel vacancy rate has been adjusted from 5.0% to 2.0% for 2009 and future years. Personnel costs are projected to increase by 3.5% annually due to labor contract negotiations.

## Notable Nationally

The Fine Arts Fund is the oldest and among the largest united arts campaigns in the nation.

# Economic Outlook

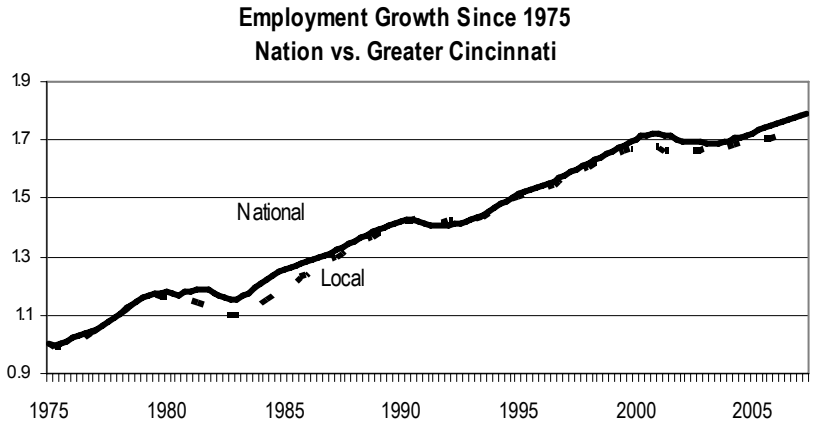
*Following are excerpts of a report by the Cincinnati USA Regional Chamber of Commerce (www.gccc.com) that was a resource during the preparation of the 2008 budget. It was issued in the fall of 2007. Although the chamber's report has traditionally been the county's main economic forecasting tool, the county also receives economic updates from regional banks, the state budget office and the Federal Reserve Bank of Cleveland. The economic forecast does not reflect the full impact of the housing market slowdown in late 2007 and the financial market impact of the credit crisis in early 2008. The outlook is still a valuable tool in providing perspective on the region's economy, but national-level economic volatility is a major concern.*

**Local Overview**

The future of the Hamilton County region's economy depends upon how closely the region follows the nation as well as how it competes domestically and globally. The key questions confronting the area at this juncture are:

- Will local employment and population growth begin to regain their position relative to the nation?
- Will the region see further losses of manufacturing jobs?
- Where will future job growth originate?

Before delving into the forecast, a review of recent trends provides a foundation for understanding the direction of the local economy.




*Employment Trends* For decades, growth in the Hamilton County economy has tracked that of the nation. The chart to the right provides a comparison of the change in national employment versus local employment since 1975. This demonstrates how close the linkage was over a long period of time, but has diverged over the past several years. In 2006 local employment growth was only 0.4% vs. a national growth rate of 1.8%. Efforts to attract new businesses as well as expansion by existing businesses can help close the gap.

*Population Trends* Slow population growth has been cited as a contributing factor to the low employment growth. Two demographic trends continue to change the character of the Cincinnati Metropolitan Statistical Area, according to the latest data for the entire region.

First, population is growing more slowly than the U.S. as a whole. From July 2005 to July 2006, local population increased by about 13,000 people, or slightly more than half a percent, compared to one percent growth for the nation as a whole.

The growth rate for the region has been stable at about this level since 2000. In the past seven years, the region has grown cumulatively by 4.4%, while the nation has grown by 6.1%. The region is therefore

continuing to become a modestly smaller part of the U.S.

Natural increase—that is, the excess of births over deaths in the region—is the main contributor to local population growth. Migration of people from the region to the rest of the country continues to be a slight drain on the population. International migrants have largely balanced the domestic losses, but are still not arriving here in the numbers that would be needed to spur more rapid population growth.

Second, the population of the region is continuing to decentralize from the urban core to the suburban counties. While housing development in the central city and on the southern shore of the Ohio has clearly led to a sense of resurgence in the cities of Cincinnati, Covington, and Newport, the overall trend of faster population growth in the suburbs is continuing. Even if the population of Hamilton County and the City of Cincinnati stabilizes or begins growing slightly, faster growth in the surrounding counties will continue to increase the share of population in the region in the suburban counties.

Hamilton County, Ohio, the region's largest county, has lost 2.5% percent of its population since 2000. The biggest percentage gainers are Warren County, Ohio in the northern suburbs which has grown by 25% and Boone County, Kentucky in the southern suburbs which has grown 26.5%. The growth rate of both of these fast-growing counties has slowed in the most recent year and may continue to slow if the market for new housing continues to stagnate. At over twice the size of the next largest county, Hamilton County will remain the largest in the MSA for the foreseeable future, even as its share of the total population declines.

At the same time that the population is shifting outward, the age structure of the population will be changing. Empty nesters ages 50 and over and young adults ages 20 to 34 will be the fastest growing age segments through 2015.

Consequences of the continuing decentralization of the region's population include:

- A larger share of total employment and retail sales in the region will be in the suburbs, even if employment and sales in the urban core on both sides of the Ohio River stabilize or increase.
- The role of downtown Cincinnati and Hamilton County in the region will continue to be important even as its daytime employment function becomes less dominant.
- The two fastest growing age groups, empty nesters 50 and older and young adults 20 to 34 years, may find urban housing and entertainment attractive, moderating some of the population shift to the suburbs.
- The Hamilton County economic region may become larger in the decades ahead as employment centers continue to spring up in Warren and Butler counties. This may lead to the creation of a consolidated Cincinnati/Dayton MSA in the future.

*Income Trends* In spite of all the changes in the international, national and local economies that have occurred, the Hamilton County region has neither gained nor lost ground in comparison to the U.S. as a whole over nearly four decades. Per capita personal income in the region has been about the same as that for the nation as a whole since the late 1960s.

In 1969, real per capita income in the Hamilton County region was $3,842, virtually the same as the U.S. per capita income of $3,836. In 2005, per capita income in Hamilton County was $34,961 compared to $34,471 for the U.S., again virtually the same level. Not all regions in this part of the country have shown the same stability. Both Cleveland and Dayton have seen declines relative to the nation.

**Local Conclusion**

The Hamilton County regional economy is one of the most diverse in the nation. Locally, manufacturing is spread across a wide number of industries. This is one reason why the local economy has tracked the nation very closely for a long time. However, the region has been tracking slower as manufacturing in general has experienced a decline and the region works to reinvent itself in service industries. That does not mean manufacturing should lose focus. Opportunities are developing in clusters such as aerospace, biotechnology, advanced manufacturing, plastics and motor vehicles. However, the region can also develop into a healthcare powerhouse with the concentration of research firms and universities. As the headquarter location of major firms like Procter and Gamble, Kroger and Macy's, the region has developed a world-leading concentration of brand building and graphic design expertise. The future holds bright promise if the region can maintain its targeted focus. Promoting the expansion of existing businesses as well as attracting new businesses and fostering in-migration must continue to bring local economic growth back on track with the national economy.

*Positives*

- Relatively low cost of business.
- Affordable housing.
- A major transportation hub including a world class international airport.
- Skilled labor force.
- Business expansions and relocation continue to accelerate. Activity is occurring in the aerospace, manufacturing, biomedical, computer, financial and distribution industries.
- Revitalization of Fountain Square is bringing a new excitement to downtown retail and nightlife.

*Negatives*

- Manufacturing employment has experienced a substantial decline in this cycle, down over 19% since July 1999.
- Transportation sector being affected by higher costs of travel.
- Low growth in employment and population.
- Higher tax rates affect business competitiveness.
- Erosion of urban core in population and jobs.

The Hamilton County region has a variety of assets that should help propel its economy to new levels of success, matching and surpassing national economic performance. It's no coincidence that it is among the nation's top ten markets for number of Fortune 500 headquarters per million residents. Compared with most U.S. metropolitan areas, it costs less to run a business and to raise a family in Hamilton County. The local economy will continue to expand as it preserves and leverages this crucial advantage. In so doing, the region must focus on attracting businesses and growing industry clusters that have a greater positive impact on employment and wages, as well as strengthening the infrastructure that sustains such an environment.

Hamilton County is not without significant challenges. The area continues to face the gradual loss of population and employment opportunities in the central core to the surrounding and ever-expanding suburbs; a strong region requires a vital core. The region must fund The Banks and unleash the growth that would result from the development, and it must effectively address the troubling population migration patterns.

And yet, with a wonderfully diversified economy, skilled workforce, competitive cost structure and accessibility to regional and national markets through our outstanding international airport and other means, the Hamilton County region is positioned to continue as a great environment for attracting new businesses and building an even greater 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 does 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. High 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** (continued) | | | | |
|---|---|---|---|---|
| | *Inflation* | *Interest Rates* | *Unemployment* | *Fund Balance (Cash Balances)* |
| *Local Government Fund (LGF)* | High inflation rates increase state sales and income tax revenues through higher prices and higher incomes.<br>Since these state revenue comprises a majority of the LGF, county revenues rise faster as inflation increases. | Interest rates affect LGF revenue through purchase of durable goods (see Sales Tax Revenues) and business investment.<br>The LGF is the county's share of the state's general revenue fund collections. The Corporate Activity Tax contributes to the LGF revenue, and interest rates influence corporate investment activity.<br>High rates dampen high investment and state revenues, while low rates spur investment and raise state revenues. | Unemployment lowers personal income within Ohio, and this shrinks the amount of income and sales tax revenues available for allocation to the LGF, thus reducing revenues for local governments in Ohio. | The level of cash balances does not affect Local Government Fund Revenue. |

| **Expenditures** | | | | |
|---|---|---|---|---|
| | *Inflation* | *Interest Rates* | *Unemployment* | *Fund Balance (Cash Balances)* |
| | High inflation rates drive expenditures up as the cost of goods and services increases and employees demand larger wage increases.<br>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.<br>A cash balance without a targeted goal permits greater expenditures and allows little room for emergencies and budgetary deficits. |

## Budget Calendar

## Budget Development Process

**April 2007**
Tax budget preparation begins.

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 operating expenditures for the budget year and the anticipated revenues for the same period. Departments begin the budget process when they are presented with the tax budget workpapers in April of each year.

**April 2007**
Capital project requests due to County Facilities.

Spring 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 capital plan.

**April - June, 2007**
Tax budget developed by Budget and Strategic Initiatives (BSI) with departmental input.

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.

**May 2007**
County departments submit state fiscal year grant budgets to budget office.

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.

**May - July, 2007**
Departments complete online budget data.

**June 2007**
County Facilities compiles capital requests.

**June 2007**
State fiscal year grants on Board of County Commissioners (BOCC) agenda.

About this time, county departments are also beginning to assemble their operating budgets. As the first step of budget preparation, departments are asked to complete performance measures with program goals and objectives for the budget year. This aspect of the process is followed by the submission of personnel information by departments and the input of non-personnel items. With the exception of performance measurement, all budgeting is done through an enterprise-wide integrated budgeting and accounting system. Training on the budget system is supplied by the budget staff for departments as requested.

**June 2007**
Tax budget on BOCC staff agenda.

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. This presentation is an opportunity for administration to brief the BOCC on the county's fiscal outlook and receive guidance on the upcoming budget decisions.

**July 2007**
Tax budget adopted by BOCC.

On or about 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 operating 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, which includes 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 funding than is 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.

**July - September, 2007**
Analysts complete operating budget and capital plan recommendations.

By July, county departments have transmitted completed budget forms to the Office of Budget and Strategic Initiatives (BSI). Submission deadlines are staggered so that departments complete performance measurements, then personnel requests, information technology requests, and finally, all other expenditure requests and revenue estimates.

The budget staff begins the review of all budget components and prepares recommendations to be reviewed by the county administrator. These recommendations encompass staffing levels and requests for new equipment and programs.

**August 2007**
Departments submit federal fiscal year grant budgets to budget office.

In August, the federal fiscal year grant budgeting process begins so that grants following this fiscal cycle can be appropriated before October.

**September - October, 2007**
Budget reviews by BSI and County Administrator.

Once budget analysts' recommendations are complete, they are reviewed by the the BSI supervisors and director in September and October prior to the County Administrator review. The county utilizes a batch budget review process that prioritizes the review order to create a more logical progression through the county structure and to keep departments better informed during the review. If issues arise during these meetings, the departments are invited for a meeting with the administrator and budget team.

**September 2007**
Internal review of Capital Improvement Plan (CIP) by County Administrator.

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.

**September 2007**
BOCC appropriates federal fiscal year grants.

**September - October, 2007**
Five-year plan developed by BSI with departmental input.

While analysts continue work on the county operating budget, BSI is also developing a five-year plan in conjunction with departmental forecasts. It is viewed as a planning document, building in inflation 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.

**October 2007**
Administrator's recommended budget available online for county departments.

Once the administrator makes recommendations on the operating budget, BSI enters any changes into the 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.

**October 2007**
Administrator presents operating and capital budgets, and five-year plan to BOCC.

The final administrator's recommendation is presented to the BOCC in late October. 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. If the budget is not adopted on or before January 1st, the commissioners must adopt a temporary appropriation measure. They must adopt a permanent appropriation by April 1.

**November - December, 2007**
Commissioners formally adopt budget goals.

The county budget office builds the annual budget based on those priority issues that the Board of County County Commissioners identify during the operating year. Typically, the commission formally adopts budget goals between the presentations of the administrator's recommended budget and adoption of the final budget.

**November - December 2007**
Public budget hearings are held.

Public hearings are held throughout the county in November and December to hear departmental and public comment on the operating and capital budgets. Public hearings for any Metropolitan Sewer District (MSD) rate increase and MSD capital and operating budgets are usually held at the same time.

**December 19, 2007**
BOCC approves
2008 budget.

After further discussions with departments and additional balancing by the budget office and the administrator, a full-year budget was adopted by the board on December 19, 2007.

**Budget Amendment**

The adopted budget may be amended in the following ways:

1. Transfer of appropriation between object level totals or departments must be approved by the Board of County Commissioners.
2. Additional appropriations (after budget adoption) must also be approved by the 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 Office of Budget and Strategic Initiatives.

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

Requests for amendments to the budget are submitted 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. The administrator may require the department requesting the amendment to appear before the BOCC at its 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 BSI director 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 meeting held by the administrator and key staff prior to the commissioners' regular weekly meeting.

**Dissemination of the County Budget**

The 2008 Hamilton County budget was available in draft form after the presentation of the recommended budget by the County Administrator to the BOCC in October. The administrator's transmittal letter and detailed budget documents are produced based on the County Administrator's recommendations. The recommended budget summary was available on-line shortly after the formal presentation. After approval of the county budget by the board on December 19th, final budget documents were prepared by the Office of Budget and Strategic Initiatives. The appropriating budget documents are posted to the county website within hours of budget adoption. The budget-in-brief, a booklet outlining the highlights of the county budget, is available to the public within 45 days after the budget passes. The brief presents budget highlights by function, property tax information, and general facts about the county. The budget office provides the brief to all county agencies, and to the leadership of all local jurisdictions within the county. It is disseminated at key events throughout the budget year and provided for the permanent collection of the Public Library of Cincinnati and Hamilton County. The county also notifies key stakeholders via email when the brief is available, and in 2008 notified citizens of its availability with an insert mailed with water bills.

The detailed presentation you are now reading is made available digitally as a reference source to citizens, local universities, libraries, elected officials, county departments, and bond rating agencies, usually within three months of budget passage. The complete budget and budget-in-brief are both available for download on the county's website at www.hamiltoncountyohio.gov, or on digital media by calling (513) 946-4400.

**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 they 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 through 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 1993-2007 budgets. Awards have been bestowed for each budget year the county has participated in the program. The GFOA award is valid for a single year. Hamilton County believes its 2008 budget presentations will continue to conform to program requirements and has submitted them to GFOA in order to maintain its high performance standard. Continued participation ensures that documents prepared by county staff continue to convey clear, comprehensive information for the variety of groups who use the budget materials.

## Hamilton County Firsts

1954: Cincinnati's WCET-TV is
the nation's first public television station.

# Budget Structure

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:

- The fiscal year for counties must begin January 1 and end December 31.
- The budget must be based on the resources as set forth in the revised tax budget as approved by the Budget Commission.
- Budget appropriations cannot exceed the resources certified by the Budget Commission.
- Counties are required to prepare budgets on a cash basis.

**Basis of Budgeting vs. Basis of Accounting**
The state requirement that counties budget on a cash basis means that obligations paid or obligated (through purchase orders) during the year are budgeted as expenditures, and revenues are recognized when received. Encumbrance accounting (under which purchase orders, contracts, and other commitments for the expenditure of fund balances are recorded in order to reserve that portion of the applicable appropriation) is employed as an extension of formal budgetary control. Encumbrances outstanding at year-end are reported as reservations of fund balance and are carried forward for subsequent year expenditures.

The financials presented in this document are not comparable to those in the Comprehensive Annual Financial Report (CAFR) prepared by the County Auditor, which are presented based on generally accepted accounting principles (GAAP). The major differences between the budget basis and the GAAP basis are:

- Revenues are recorded when received in cash (budget) as opposed to when susceptible to accrual (measurable and available to finance expenditures of the fiscal period) (GAAP).
- Expenditures are recorded when disbursed in cash (budget) as opposed to when susceptible to accrual (a liability has been incurred) (GAAP).
- Encumbrances are recorded as the equivalent of expenditures (budget) as opposed to a reservation of fund balance (GAAP).
- Within enterprise funds, principal payments on long-term debt and capital outlays are both recorded as expenditures (budget) as opposed to debt payments being applied to the outstanding liability and capital outlays being recorded as assets (GAAP).
- Depreciation expense is recorded on a GAAP basis only.

The modified accrual basis of accounting is followed for budgeted funds with the exception of enterprise 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 60 days of year-end. Governmental funds' expenditures are recognized when the related liability is expected to be liquidated, except interest on long term debt which is recorded when due.

For enterprise 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.

**Financial Structure**

*Funds and Subfunds* 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. In all, there are nine major categories in the county operating budget that are known as "funds." These categories are further broken out into 102 discrete "subfunds" that account for each restricted pool of revenue. These subfunds are used, for example, to separate dollars used to pay 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.

| Title | Description | Number of Subfunds |
|---|---|---|
| General Fund | The general fund is the general operating fund of the county. It is used for all financial resources except those required to be accounted for in another fund. | 1 |
| Special Revenue Funds | Special revenue funds account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. | 46 |
| Tax Levy Funds | Tax levy funds are special revenue funds. The specified purpose is determined by the ballot language of each voted property tax levy. | 9 |
| Debt Service Funds | Debt service funds are used to account for the accumulation of resources for, and the payment of general long-term debt principal, interest, and related costs. | 8 |
| Internal Service Funds | Internal service funds are used to allocate selected costs (e.g., data processing) to other funds within the government. | 8 |
| Enterprise Funds | Enterprise funds are used to account for services provided on a total or partial cost-recovery basis to parties outside the government (e.g., sewers, stadiums). | 10 |
| Calendar, State, and Federal Fiscal Year Grant Funds | These three grant funds are special revenue funds. The specified purpose is defined in the individual grant agreements. | 20 |

This structure of funds and subfunds might be compared to doing business with nine banks with 102 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.

The county budget document presents only those subfunds that are appropriated by the Board of County Commissioners. The Auditor's CAFR on the other hand, also includes a number of single-purpose funds known as agency funds, for which no appropriation is required prior to expenditure. Agency funds are used to account for resources held by the reporting government in a purely custodial capacity. In addition, the CAFR presents funds appropriated by organizations independent of the Board of County Commissioners.

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, for example, a new levy or a new source of revenue.

The receiving department submits a request to the budget office seeking a supplemental appropriation for a new source of funding. The assigned budget analyst begins the process of preparing the supplemental legislation and determines that there is a need to establish a fund. 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.

*Program Budget* The county has a number of programs. Programs cross funding lines and can represent funding from one or numerous subfunds. Each program has specific objectives to be met during the budget year. Funding is allocated to programs based on demand and workload and to ensure the effectiveness of the program objectives. Many of these objectives and measures are directly linked to the Board of County Commissioners' initiatives and are identified by an accompanying icon.

*Line Item Detail* At the most detailed level there are over 5,000 individual line items budgeted and monitored within the subfunds.

**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.

- *27th Payroll Reserve* General fund contributions to cover the costs of the 27th payday that occurs in some calendar years. The 2008 budget contains 27 paydays, with the next occurrence projected in 2020.
- *Administration of Justice* Voluntary contributions, primarily from jurors who turn their jury fees back to the county, to provide 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 forward that support to custodial parents. It is largely self-supporting via federal and state reimbursement and poundage and incentive revenues.
- *Citizen Reward Program* Funding for the Greater Cincinnati/Northern Kentucky Crimestoppers program generated from one dollar for every non-traffic criminal conviction in Hamilton County.
- *Clerk's Automation* Funding from court filing fees for automating the county's courts.
- *Common Pleas Mediation* Funding from court filing fees for the operation of the mediation department.
- *Common Pleas Special Projects* Funding from court filing fees for court-related projects.
- *Convention Center* A pass-through fund used for distribution of the 3.5% lodging tax used for renovation and expansion of the downtown convention center.

- *Coroner's Out of County Fees* Funding from autopsies and other laboratory services other counties used to maintain the coroner's laboratory.
- *County Hospital Facility Fund* Funding from capital financing projects to review requests from health care organizations that wish to pursue financing.
- *Court Delay Reduction/Diversion Program* Funding from court filing fees for a diversion program that allows first-time non-violent offenders to obtain an expungement.
- *Delinquent Tax Assessment and Collection* Funding allocated from property tax payments to collect delinquent taxes.
- *Dispute Resolution Fund* Funding from court filing fees to establish procedures for the resolution of disputes between parties to any civil action in the Probate Court.
- *Dog and Kennel* Funding from the sale of dog licenses and fines (supplemented by a subsidy from the general fund) to patrol the county for stray dogs and provide shelter and veterinary care for those impounded.
- *Emergency Management* Funding from the federal and state government (supplemented by a subsidy from the general fund) for integrated emergency management for all hazards, covering mitigation, preparedness, response and recovery.
- *Enforcement and Education* Funding from DUI fines for public education on the effects of alcohol.
- *Family and Children First Council* Funding from various agencies for the Family and Children First Council's (FCFC) array of social service programs.
- *Hamilton County Storm Water District* Funding from participating jurisdictions to address the federal and state regulations to manage storm water quality.
- *Indigent Guardianship* Funding from filing fees for guardianship estates and trusts to support probate situations for indigents.
- *JFS Special Trust* Donations from Jobs and Family Services employees and private foundations to help needy people not otherwise eligible for public assistance.
- *Juvenile Court Legal Research* Funding from court fling fees to provide computerized legal research equipment and services in Juvenile Court.
- *Legal Research* Funding from court filing fees to provide computerized legal research equipment and services.
- *Major Highway Operations - County* Funding remaining after the completion of the Ronald Reagan cross-county highway project and revenues from leased property along the highway for the continued maintenance of the highway.
- *Medically Handicapped Children* Funding to reimburse the Ohio Department of Health for its share in providing medical, surgical, and other aid to medically handicapped children.
- *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.
- *Mental Health and Recovery Services* Funding for the operation and administration of the Mental Health and Recovery Services Board.
- *Municipal Court Special Projects* Funding from court fees for special court projects in the Municipal Court.
- *Permissive Auto Tax - County* Funding from vehicle registration in unincorporated areas to coordinate major road and bridge repairs.
- *Permissive Auto Tax - Municipal* Funding vehicle registration in the various county municipalities to coordinate major road and bridge repairs.
- *Probate Court Automation* Funding from court filing fees to be used for automating the court.
- *Probate Court Conduct of Business* Funding from marriage license fees for the operating needs of Probate Court.

- *Probate Court Legal Research* Funding from court filing fees to be expended for computerized legal research.
- *Probation Services* Funding from probationers' fees 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 allocated from property tax payments 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 from real and personal property fees to appraise and assess all taxable and non-taxable real property.
- *Roads and Bridges* Funding from vehicle registrations, a gasoline excise tax and court fines for the maintenance, construction and repair of county roads, bridges, grade separations, retaining walls, and road drainage facilities.
- *Sheriff's Concealed Handgun Licenses* Funding from fees paid by applicants for concealed handgun licenses for any costs related to the issuance of the licenses.
- *Sheriff's Parking Violations* Fines collected for illegal parking in handicapped parking spaces used for compliance with handicapped signage and notice requirements, and for various programs and public improvements for persons with disabilities.
- *Solid Waste Management* Fees charged by the district to prepare and maintain a comprehensive solid waste management plan.
- *Title Administration* Funding from title fees for the Clerk of Courts' costs associated with the transfer of titles for autos and boats.
- *Treasurer's Optional Payment* A fund to account for property tax payments under a monthly installments plan rather than semi-annual collections.
- *Victims of Domestic Violence* Funding from marriage and divorce filing fees to provide financial assistance for victims of domestic violence.
- *Water Rotary* Funding derived primarily from a Cincinnati Water Works surcharge to oversee waterline improvements and repair, replace or install fire hydrants.
- *Wireless 911 Government Assistance* Funding from a telephone surcharge to develop locating technology to pinpoint the location of an emergency cellular phone call.
- *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 services for employers seeking job-ready employees.

**Special Revenue: Tax Levy Funds**

Tax levy funds are special revenue funds that derive their primary funding from voted property tax levies dedicated to a specific purpose.

- *Children's Services* Funding to provide services for abused and neglected children.
- *Cincinnati Museum Center* Funding to provide for the preservation of the Cincinnati Union Terminal building.
- *Cincinnati Zoo* Funding to support the Cincinnati Zoo and Botanical Gardens.
- *CLEAR (Countywide Law Enforcement Applied Regionally)* Funding to provide for a regional law enforcement information systems for use by Hamilton County law enforcement agencies.
- *Community Mental Health* Funding for a network of services to care for the emotionally distressed and the mentally disabled. In addition to property taxes, funding is also received from federal Medicaid and Title XX allotments, and state programs.

- *Health and Hospitalization - Drake* Funding to support various county health programs and provide skilled comprehensive rehabilitation, subacute and academic skilled nursing care programs for indigent county residents at the Drake Center.
- *Health and Hospitalization - University and Children's Hospitals* Funding to support various county health programs and to provide health and hospitalization services for indigent county residents at University Hospital and Children's Hospital.
- *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. In addition to property taxes, funding is also received from federal and state allotments.
- *Senior Services Levy* Funding to foster self-determination and independence for the elderly to enable them to remain in their homes.

**Debt Service Funds**

The debt service funds are utilized to account for the payment of interest, principal and related debt costs.

- *Bond Retirement - General Obligation - Unvoted* The unvoted debt service issues support such projects as the county administration building, courthouse improvements, 800 Broadway building acquisition and improvements, Alms & Doepke acquisition and improvements, Bridgetown/Zion road waterline, the construction of a juvenile youth detention center, and Water West.
- *Bond Retirement - General Obligation - Voted* County voted debt service relates to a 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.
- *Note/Bond Funds* Funds required by the Ohio Revised Code for the deposit of proceeds from every debt issuance. For 2008 these funds are related to issues for Communications Center HVAC, Fire/EMS Voice Tone Alerting, and the Coroner's settlement.
- *Special Assessment Notes* This fund accounts for short-term debt funding for waterlines.

**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.

- *Auditor's Computer Center* Funding from county agency user fees to plan, implement, and administer information systems for the County Auditor's office and dependent agencies.
- *Central Warrant ID Unit* Funding from the Sheriff's office and the City of Cincinnati to provide centralized control of all criminal and traffic warrants and capiases ordered by the courts, as well as a central location for the collection of fingerprints and mugshots.
- *Countywide Communications Center* Funding from user fees to provide emergency communication services to 30 suburban Hamilton County communities.
- *Multi-County Systems Agency* Funding from multiple social services agencies for multiple-needs children. This program was formerly housed in Job and Family Services.
- *Sheriff's Rotary Patrol* Funding derived from township reimbursements for Sheriff's patrol services.
- *Workers Compensation Paul Brown Stadium* Funding for workers compensation claims stemming from Paul Brown Stadium construction. Funding is provided through the Paul Brown Stadium Operating fund, which is financed largely through the dedicated sales tax.
- *Workers Compensation Reserve Funds* Funding for payment of claims and administrative fees from the Bureau of Workers Compensation. Funding from allocation among all funds based on employees' salaries. An additional Workers Compensation fund is used for the Great American Ball Park self-insurance plan.

**Enterprise Funds**

An enterprise fund is used to account for operations that are financed primarily by user fees.

- *Baseball Stadium Operations* Funding for the operating costs and debt retirement for the construction of Great American Ball Park.
- *Great American Ballpark Capital Reserve* Funding for capital repairs to the ballpark.
- *Great American Ballpark - Operating and Maintenance Reserve* Accounts for the county's contribution toward the cost of utilities used at the ballpark 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 in 1999.
- *Metropolitan Sewer District (MSD)* Funding for the operation of the 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* Accounts 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 riverfront parking operations.
- *Paul Brown Capital Repair Fund* Funding for capital repairs to Paul Brown football stadium.
- *Paul Brown Stadium Operations* Funding for the operations of Paul Brown Stadium.
- *Sales Tax Stabilization* Initially funded from the proceeds of the 2000B sales tax bonds, this fund is required to be maintained at 10% of the collections of the additional one half of one percent sales tax for any preceding fiscal year. It may be used for certain purposes related to stadiums and property tax rollback, but it must be replenished by January 15th of the succeeding year.

**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, 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).

None of the revenues and expenditures associated with grants funds are included in the budget summaries section of this book. (Grant employees are included.) All grants appropriated in the three consolidated pieces of grant legislation are listed in the grants section. Other grants are appropriated supplementally within these three funds during the course of the year.

## Notable Nationally

Cincinnati's King Records (1943-1968) sowed the seeds of rock and roll by combining rhythm and blues and county and western music. It was also among the first integrated record labels.

# Budget Summaries

The budget summaries section of the 2008 Hamilton County budget presentation summarizes revenues, expenditures and employee positions by all funds, by the general fund, and by restricted funds. This section concentrates on a broad view of the county budget to explain major fluctuations within budgeted funds and functions. Further budget detail for individual departments is available in the programmatic material that follows the budget summary section.

The budget summaries are divided into four sections:

**All Funds Budget**
The all funds budget section describes the total 2008 budget by major sources of revenue and functional areas of expenditures, explains expenditures by function and major county fund, and summarizes all revenues, expenditures and employee positions by major fund.

**Revenues**
The revenue section explains the make-up of the major sources of revenue in the Hamilton County budget, including the legal authorization for collection, approval dates, collection rates, and revenue sources and uses. Each presentation includes a 10-year revenue trend graph and explains the basic assumptions for estimating 2008 revenue amounts.

**General Fund and Restricted Fund Budgets**
These two sections present the same revenue, expenditure and employee position information for the county general fund (the primary operating account for the county) and restricted funds (over 100 other funds that are restricted to specific purposes). Each section includes:

- A graphic presentation of revenues by source and expenditures by function.
- A three-year history of revenues and expenditures by department.
- A summary of changes in fund balances.
- A three-year comparison of major revenue and expenditure categories.
- A three-year history of employee positions by department, including an explanation of changes in the 2008 budget.

# 2008 All Funds Budget

Sources and Uses

*(in thousands)*

**Revenues by Source**

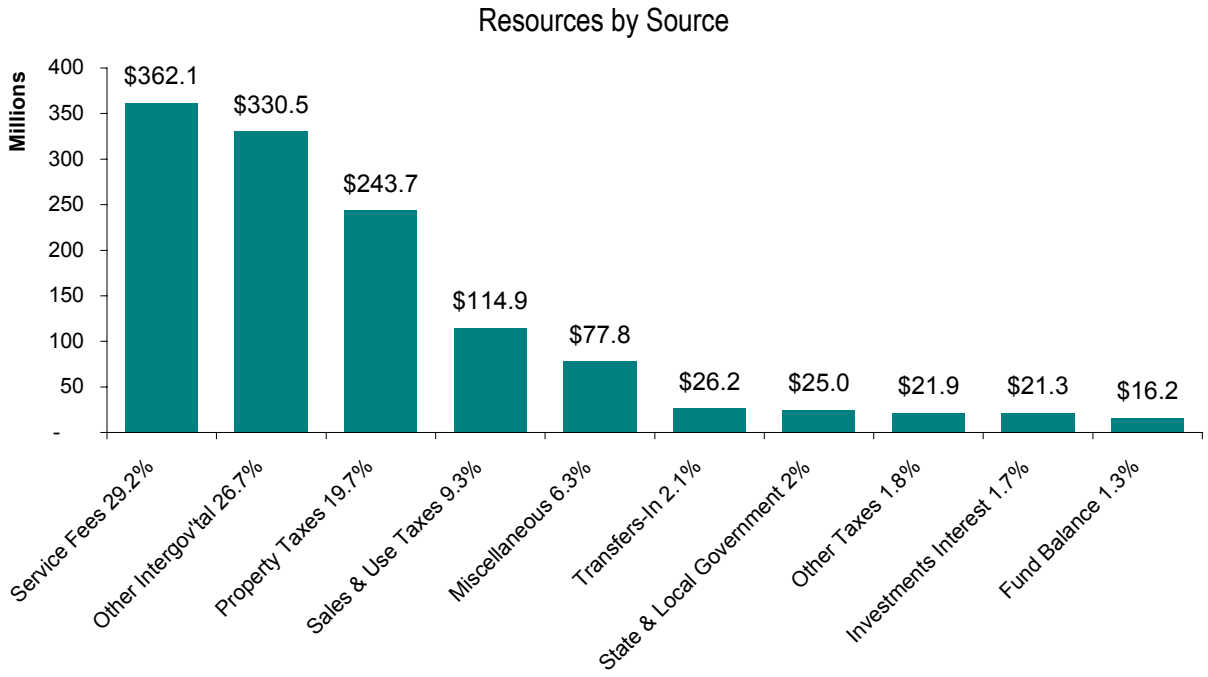
| Source | 2006 Actual | 2007 Estimate | 2008 Budget |
|---|---|---|---|
| Charges for Service Fees | 300,027 | 338,979 | 362,062 |
| Other Intergovernmental | 274,037 | 335,238 | 330,547 |
| Property Taxes | 262,442 | 256,338 | 243,742 |
| Sales & Use Taxes | 100,019 | 105,201 | 114,886 |
| Miscellaneous | 35,637 | 32,829 | 39,724 |
| Transfers - In | 41,425 | 17,113 | 26,216 |
| State & Local Government | 24,987 | 24,727 | 24,981 |
| Other Taxes | 22,291 | 22,150 | 21,878 |
| Investments Interest | 24,118 | 25,301 | 21,322 |
| Other Financing Sources* | 505,546 | 31,176 | 19,093 |
| Fines & Forfeitures | 12,027 | 13,314 | 13,123 |
| Licenses | 5,278 | 6,172 | 5,849 |
| **Total** | **$1,607,833** | **$1,208,539** | **$1,223,424** |

**Expenditures by Function**

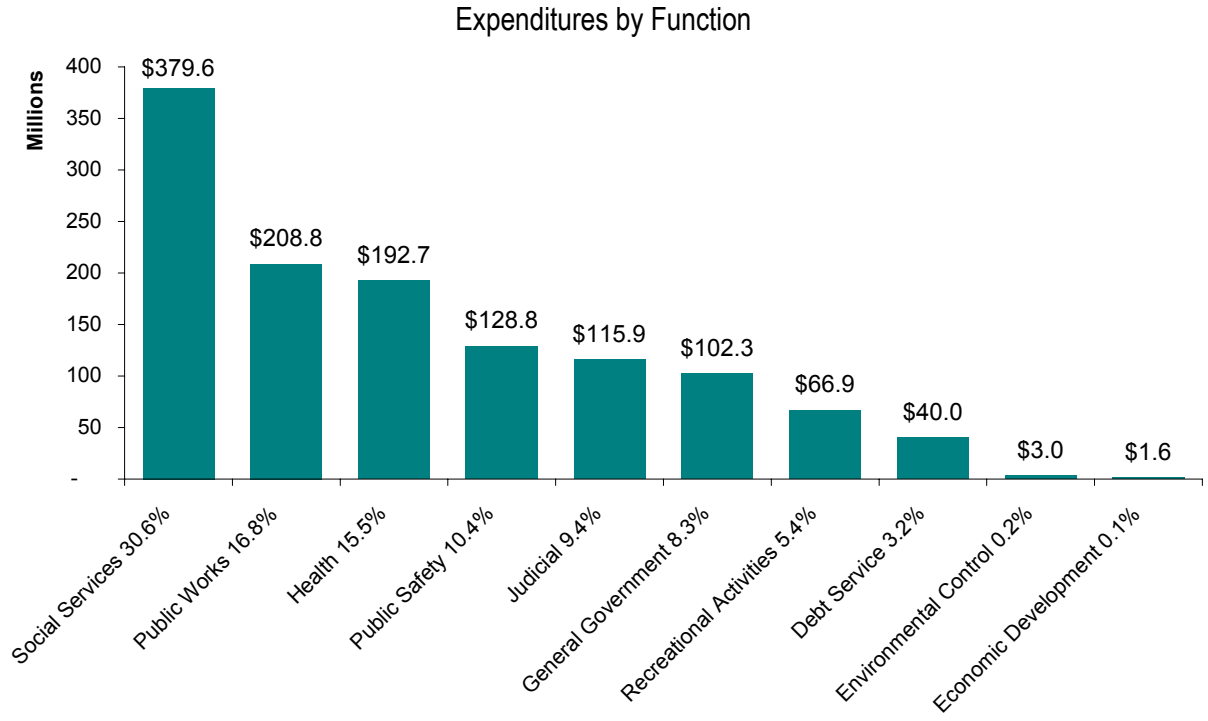
| Function | 2006 Actual | 2007 Estimate | 2008 Budget |
|---|---|---|---|
| Social Services | 304,782 | 349,089 | 379,618 |
| Public Works | 193,932 | 196,735 | 208,762 |
| Health | 182,421 | 177,015 | 192,695 |
| Public Safety | 121,007 | 130,000 | 128,789 |
| Judicial | 107,581 | 108,822 | 115,927 |
| General Government | 82,014 | 77,908 | 102,340 |
| Recreational Activities* | 548,344 | 62,434 | 66,887 |
| Debt Service | 63,982 | 54,782 | 39,988 |
| Environmental Control | 2,756 | 2,829 | 2,988 |
| Economic Development | 2,316 | 1,571 | 1,650 |
| **Total** | **$1,609,133** | **$1,161,186** | **$1,239,644** |

* The variance in 2006 is due to the refunding of sales tax bonds.

# 2008 All Funds Budget



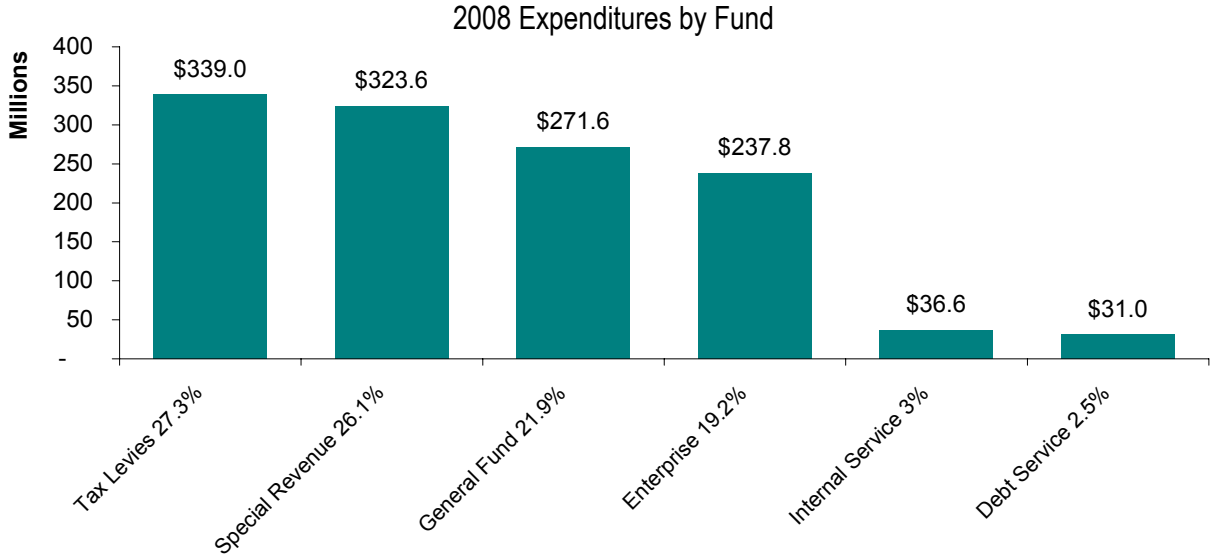

*The chart above varies from the table on the previous page as it includes use of fund balance to bring revenues even with expenditures. Miscellaneous revenues include fines and forfeitures, licenses, and other financing sources.*



# 2008 All Funds Budget

Expenditures by Function and Fund

| | Fund | | | | | | |
|---|---|---|---|---|---|---|---|
| Function | General | Special Revenue | Special Revenue/ Tax Levies | Debt Service | Internal Service | Enterprise | TOTAL |
| Economic Development | $0.7 M | | | | | $0.9 M | $1.6 M |
| Environmental Services | | $3 M | | | | | $3.0 M |
| General Government | $64 M | $24.4 M | $4.1 M | | $9.8 M | | $102.3 M |
| Health | | $5.4 M | $187.3 M | | | | $192.7 M |
| Judicial | $99.2 M | $11.1 M | $5.6 M | | | | $115.9 M |
| Public Safety | $94.2 M | $4.7 M | $15.4 M | | $14.5 M | | $128.8 M |
| Public Works | $1.9 M | $28.2 M | | | | $178.7 M | $208.8 M |
| Recreational Activities | | | $8.7 M | | | $58.2 M | $66.9 M |
| Social Services | $2.5 M | $246.8 M | $117.9 M | | $12.4 M | | $379.6 M |
| Debt Service | $9 M | | | $31 M | | | $40 M |
| TOTAL | $271.6 M | $323.6 M | $339 M | $31 M | $36.6 M | $237.8 M | $1.24 B |



# 2008 All Funds Budget

Three-Year History by Major Fund

*(in thousands)*

| Revenues | 2006 Actual | 2007 Estimate | 2008 Budget |
|---|---|---|---|
| General Fund | 248,102 | 245,998 | 263,849 |
| Special Revenue - Public Assistance | 172,980 | 232,046 | 207,602 |
| Special Revenue - Other | 102,362 | 98,935 | 103,215 |
| Tax Levies Operating Funds | 309,383 | 330,132 | 327,164 |
| Debt Service | 56,268 | 44,423 | 30,803 |
| Internal Service | 15,862 | 22,827 | 36,727 |
| Enterprise - Metropolitan Sewer District | 169,948 | 182,793 | 194,240 |
| Enterprise - Other* | 532,927 | 51,386 | 59,825 |
| **Total** | **$1,607,833** | **$1,208,539** | **$1,223,424** |

| Expenditures | 2006 Actual | 2007 Estimate | 2008 Budget |
|---|---|---|---|
| General Fund | 264,672 | 265,656 | 271,565 |
| Special Revenue - Public Assistance | 169,629 | 213,438 | 210,263 |
| Special Revenue - Other | 107,683 | 103,288 | 113,381 |
| Tax Levies Operating Funds | 298,093 | 290,105 | 338,985 |
| Debt Service | 56,598 | 45,708 | 31,024 |
| Internal Service | 17,970 | 23,882 | 36,625 |
| Enterprise - Metropolitan Sewer District | 154,441 | 164,398 | 178,655 |
| Enterprise - Other* | 540,049 | 54,711 | 59,148 |
| **Total** | **$1,609,133** | **$1,161,186** | **$1,239,644** |

** The variance in 2006 revenues and expenditures is due to the refunding of sales tax bonds.*

| Employee Positions | 2006 Budget | 2007 Budget | 2008 Budget |
|---|---|---|---|
| General Fund | 3,085.44 | 3,049.99 | 2,994.22 |
| Special Revenue - Public Assistance | 1,364.50 | 1,376.50 | 1,328.00 |
| Special Revenue - Other | 673.58 | 702.37 | 705.89 |
| Special Revenue - Grants | 302.58 | 255.84 | 274.14 |
| Tax Levies Operating Funds | 683.38 | 660.96 | 677.12 |
| Internal Service | 136.92 | 138.92 | 139.92 |
| Enterprise | 31.40 | 31.25 | 29.01 |
| Agency | 28.50 | 28.50 | 28.50 |
| **Total** | **6,306.30** | **6,244.33** | **6,176.80** |

*Positions summaries include employees in grant and agency funds not included in the expenditure and revenue summaries. Grant funds are legislated separate from the calendar year budget, and agency fund appropriations are not under the budget authority of the County Commissioners; however, these fund groups include county employees and are included here for completeness. Debt service funds have no employees and Metropolitan Sewer District staff are employees of the City of Cincinnati.*

# 2008 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 Auditor's office estimates the proceeds from tax levies, the Treasurer calculates the interest to be earned for the budget year, and the state sets the local government fund and numerous other revenues.

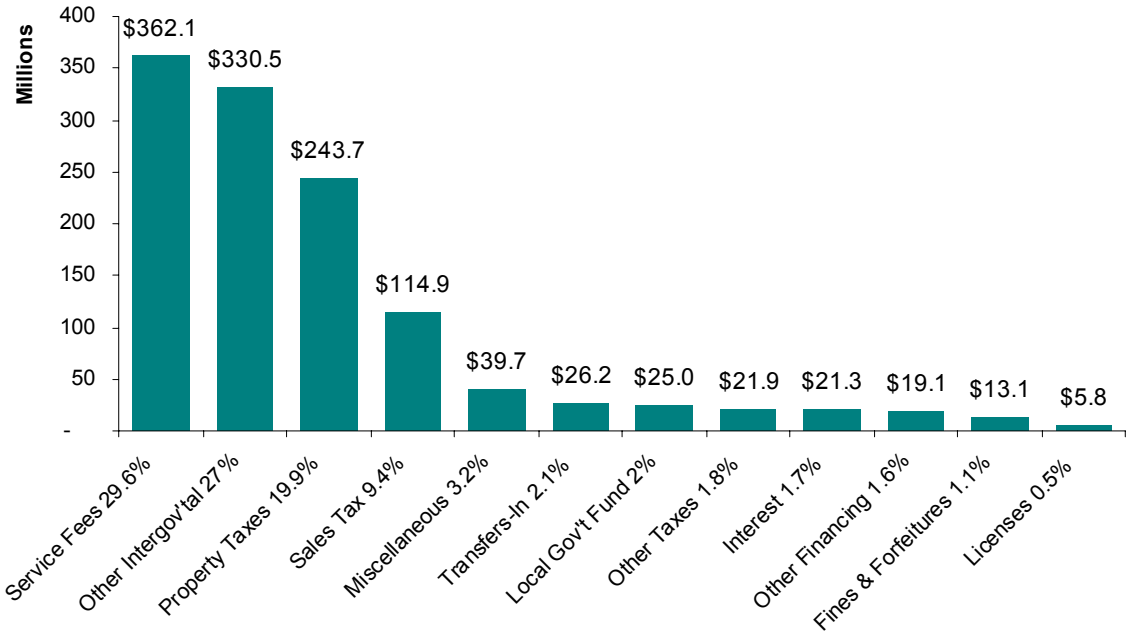
The county maintains diversity in funding sources. Key county revenues include property tax, sales tax, and intergovernmental funds (such as apportioned state revenue collections and reimbursements for services rendered for other government entities). In addition, the county receives revenues from fines and forfeitures, charges for services, 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, local economic conditions, historical patterns, occurrences in the budget year (e.g., if an election year, election reimbursements will follow), and other data available to the analysts.

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

**2008 Revenues by Source**

*(excluding use of fund balance)*



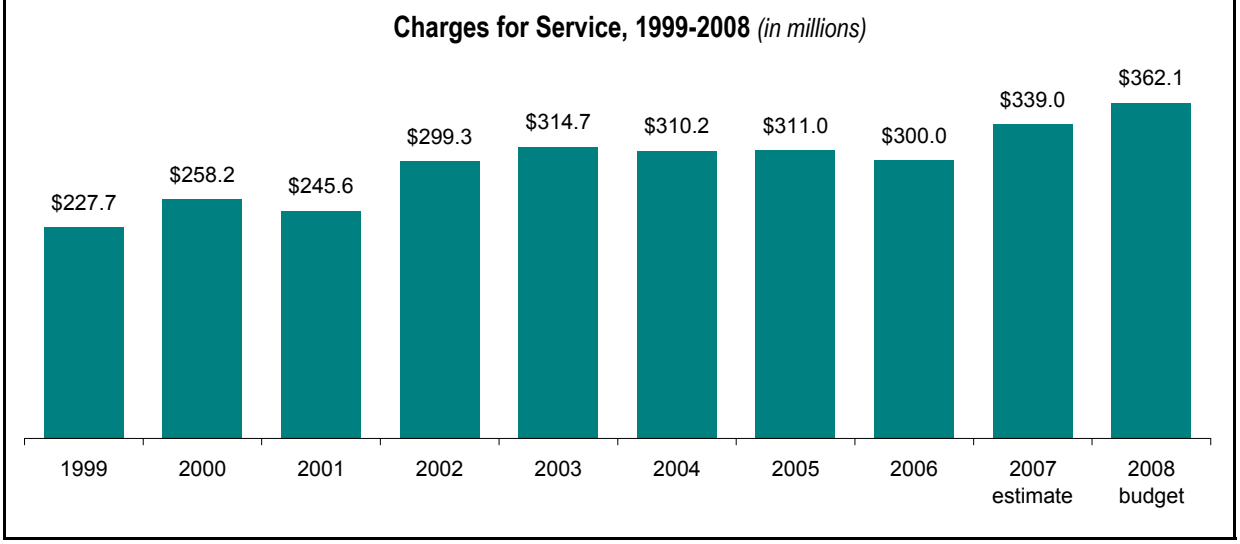
# 2008 Revenue

Service Fees

| | |
|---|---|
| **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. |

| | |
|---|---|
| **Legal Authorization for Collection:** | Varies by purpose of the charge |
| **Approval Date:** | Varies |

| | |
|---|---|
| **Rate:** | Varies by service |
| **Source:** | Primarily the public |
| **Use:** | General operations, unless specified by law |




**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 the global consent decree. The 2007 MSD rate increase was 8.6% and the 2008 rate increase was 12% effective January 9, 2008.

# 2008 Revenue

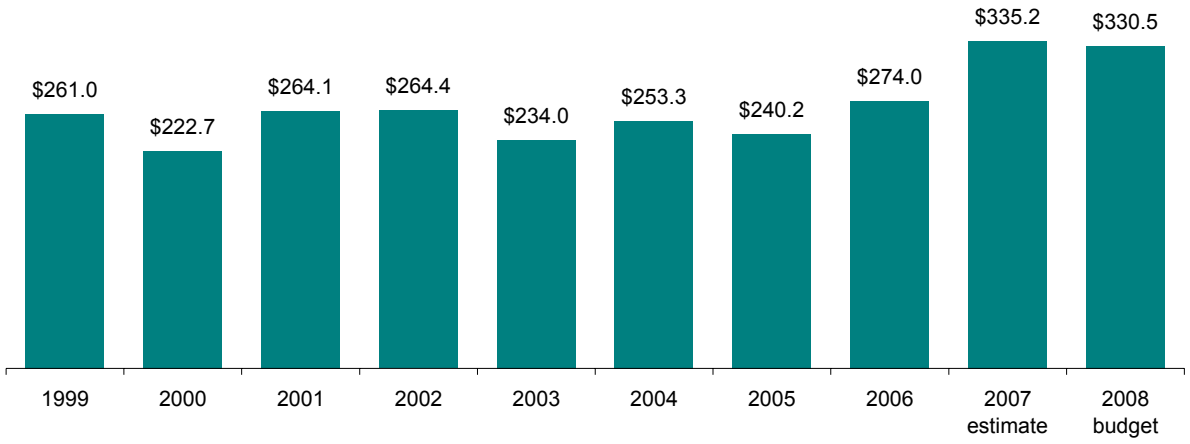
## Other Intergovernmental Revenue

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

| | |
|---|---|
| **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 |

| | |
|---|---|
| **Rate:** | Varies by source |
| **Source:** | Reimbursements for 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. |
| **Use:** | Varies by source |

**Other Intergovernmental Revenue, 1999-2008** *(in millions)*




**Revenue Assumption:** The budget office works with departments to determine the amount of this revenue. In most cases, contracts are in place for reimbursements. Indirect costs are determined by the cost plan developed annually. The increase in 2007 is due to changes to reimbursement procedures in Job and Family Services public assistance area and resumed participation in Protect Ohio in Children's Services. In 2008, the state phase-out of the personal propert tax reimbursement accounts for a portion of the reduction.

# 2008 Revenue

## Property Taxes

**Revenue Description:**

Levied, both inside and outside (definitions below), 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 includes some property valued 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 sexennial reappraisal was done in 2005 and received in 2006.

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 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%.

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 (approximately 3% in 2008). 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 30% of the proceeds of the county's ½% sales tax that was approved for constructing the stadiums.

**Legal Authorization:**

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.

**Approval Date:**

| | | | |
|---|---|---|---|
| Bond Retirement | 1986 | Mental Health | 2007 |
| Children's Services | 2006 | MR/DD | 2004 |
| CLEAR | 1982 | Museum Center | 2004 |
| Drake Center | 2004 | Senior Services | 2007 |
| Indigent Health Care | 2006 | Zoo | 2003 |

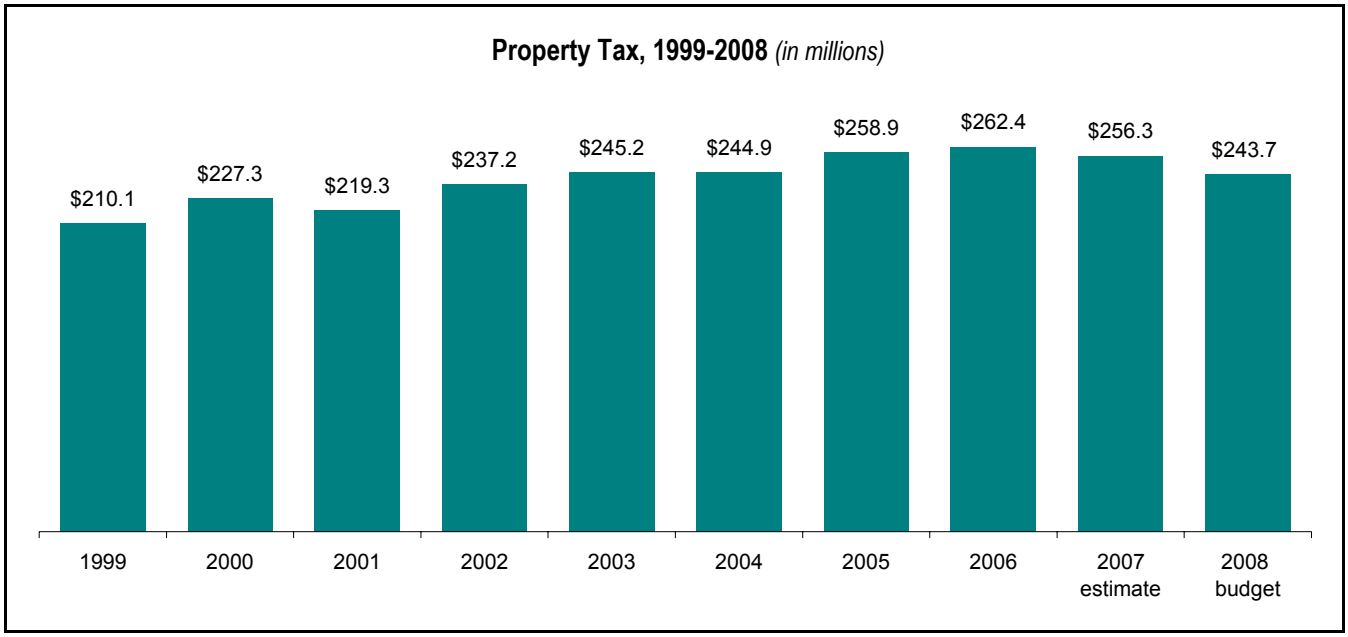
**Rate:** Varies depending on levy.

**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. Personal property tax is phasing out, and wil be eliminated in 2009.

**Use:** Specific purpose contained in ballot language of each voted levy. County inside millage of 2.26 is deposited in the general fund.

# 2008 Revenue

Property Taxes (continued)




**Revenue Assumptions:**

- 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 study the real estate market in each jurisdiction in Hamilton County. For appraisal purposes, neighborhood boundaries are defined by analyzing the characteristics of residential properties. Homes within a given neighborhood usually share schools, shopping and recreation areas. The result of the 2005 reappraisal was an approximate 15% increase in Hamilton County valuation. In 2007, property tax revenues decreased with a voter-approved reduction in the indigent care levy, as well as the state phase-out the personal property tax. The phase-out of the personal property tax continues into 2008. Additionally, the 2008 budget was conservatively estimated and budgeted based on 98% of the appraised value in the county.

- The mass reappraisal is conducted every six years, and a triennial statistical reappraisal occurs halfway between the mass reappraisal dates.

# 2008 Revenue

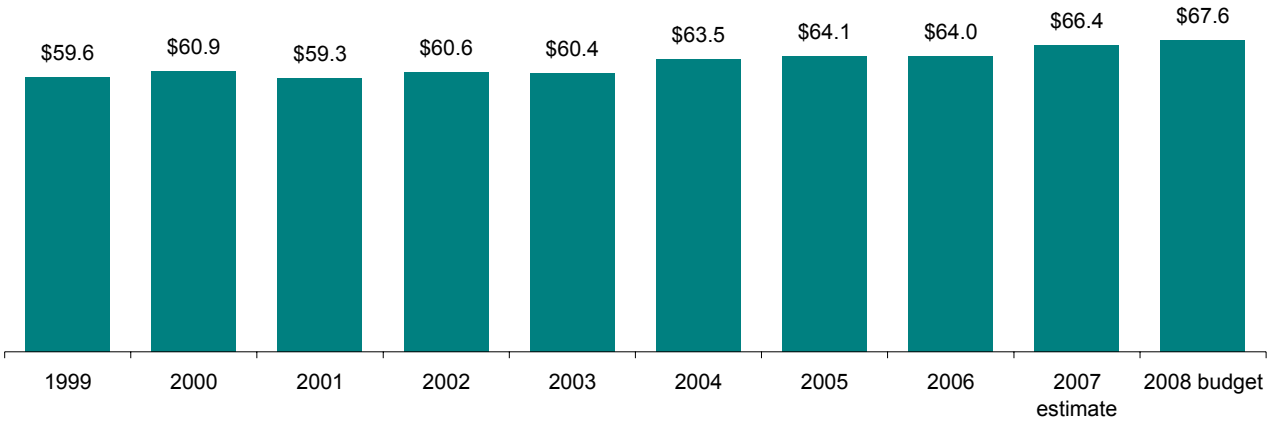
## Sales Tax

| | |
|---|---|
| **Revenue Description:** | The Ohio sales tax applies to the retail sales, 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. There are several exemptions from the sales tax; examples include purchases for resale, food for consumption off the premises where sold, newspapers, magazine subscriptions and prescription drugs. Sales 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 5.5%. Counties and regional transit authorities may levy local taxes at specified rates in addition to the state rate. |

| | |
|---|---|
| **Legal Authorization:** | The state sales tax rate is 5.5%. 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 0.5%. 1996 - Additional dedicated 0.5%. 0.5% remains available yet unapproved. |

| | |
|---|---|
| **Rate:** | 6.5% tax on retail sales |
| **Source:** | Consumers |
| **Use:** | The original 1/2 percent approved in 1970 is used for county operations and capital improvements. 70% of the 1/2 percent dedicated sales tax is used for stadiums and stadium-related activities and 30% is for property tax relief for county property owners. |

**General Fund Sales Tax, 1999-2008** *(in millions)*




*Total collections for the stadium sales tax are comparable to the general fund, but not all collections are transferred into the operating budget each year. Total all-funds sales tax revenues include all general fund collections and the portion of stadium sales tax collections included in the operating budget.*

**Revenue Assumptions:** 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 $67.3 million was determined using a 1.5% growth factor. This projection was increased from that used for the dedicated sales tax late in the budget process after review of several months of actual 2007 collections.

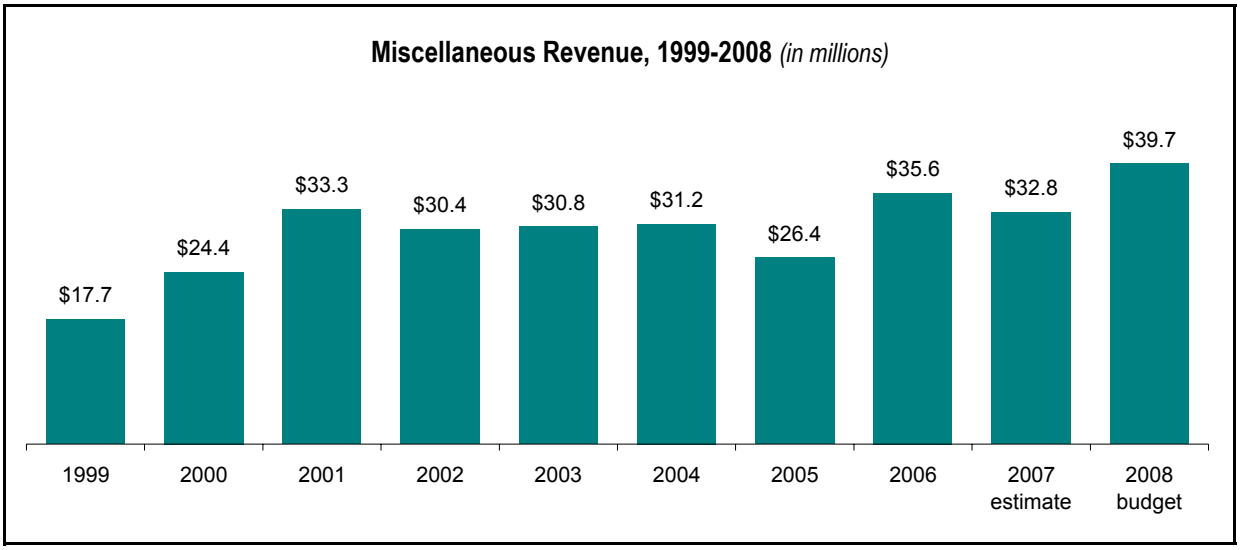
# 2008 Revenue

Miscellaneous Revenue

| | |
|---|---|
| **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. |

| | |
|---|---|
| **Legal Authorization for Collection:** | Varies depending on source |
| **Approval Date:** | Varies depending on source |

| | |
|---|---|
| **Rate:** | Varies depending on source |
| **Source:** | Varies |
| **Use:** | General operations, other uses under revenue assumptions |




**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 from the Cincinnati Reds as a part of the construction financing of Great American Ball Park. In 2005, the Water Rotary fund received less reimbursement from Cincinnati Water Works' unincorporated area surcharge and JFS' MCSA multi-agency program contributions were reduced. In 2006, the increase is due to a change in accounting for the Children with Medical Handicaps program and increased MRDD revenue from school districts for services rendered.

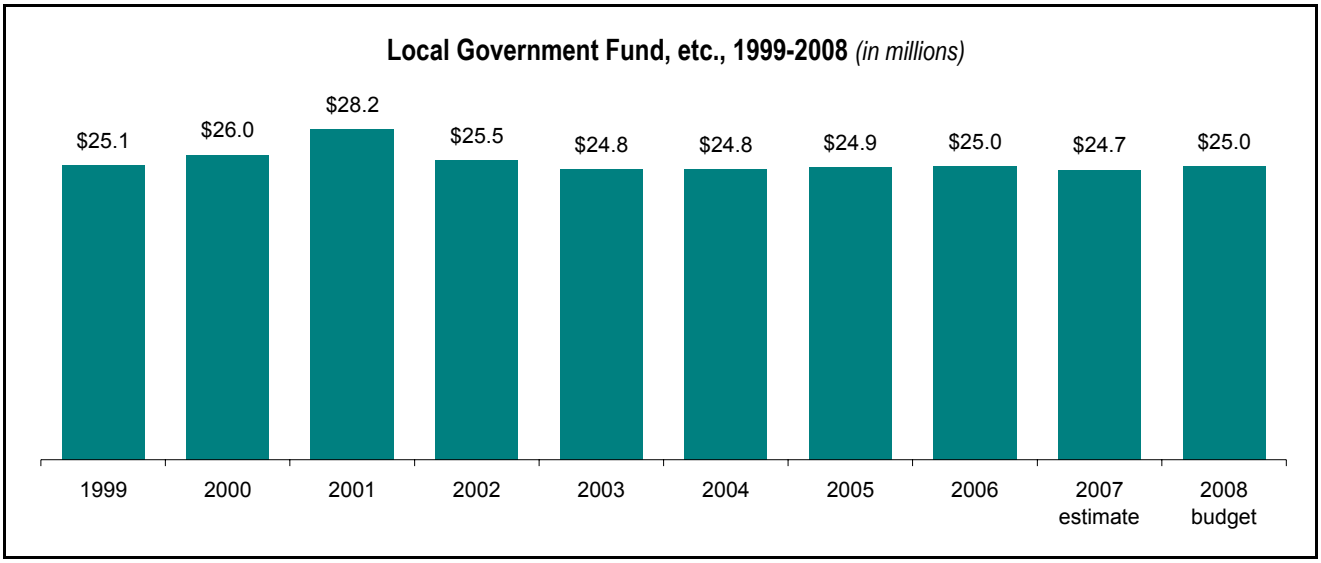
# 2008 Revenue

## Local Government Fund, Revenue Assistance Fund and Financial Institution Tax

| | |
|---|---|
| **Revenue Description:** | Includes revenue from the Local Government Fund, Local Government Revenue Assistance Fund and the Financial Institution Tax.<br>Local Government Fund - The taxes below are distributed to each county by the state 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.<br>Local Government Revenue Assistance Fund - Additional state revenues from the state distributed to counties based on the most recent census figures. This revenue was eliminated in 2008.<br>Financial Institution Tax - Financial institutions pay at a rate determined by the state. |

| | |
|---|---|
| **Legal Authorization for Collection:** | ORC 5747.5, ORC 5747.61 |
| **Approval Date:** | 1983, 1999 |

| | |
|---|---|
| **Rate:** | The state sets a funding formula and applies it to sales and use tax, personal income tax, public utilities excise tax and corporate franchise tax. |
| **Source:** | Sales and Use Tax, State Personal Income Tax, the Public Utilities Excise Tax and Corporate Franchise Tax |
| **Use:** | General operations |




**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. If there is no notification from the state, the revenue is based on the prior year projection completed late in the budget process.

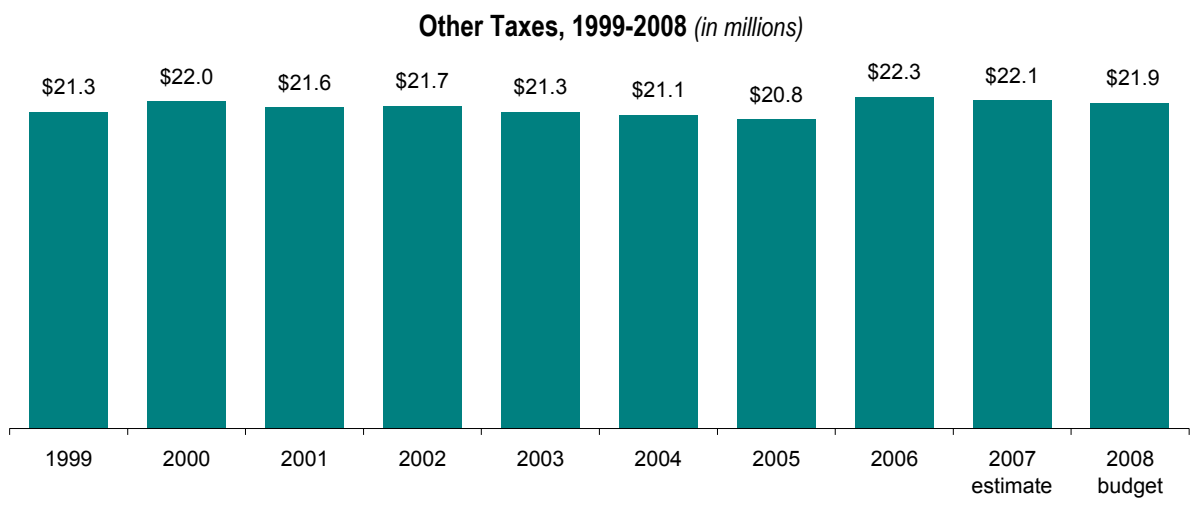
# 2008 Revenue

## Other Taxes

| | |
|---|---|
| **Revenue Description:** | Motor Vehicle License Tax<br>County Permissive Motor Vehicle License Tax<br>Motor Vehicle Fuel Tax |

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

| | |
|---|---|
| **Rate:** | Motor Vehicle License Tax is $34.50 for the State and $20.00 for the County.<br>County Permissive Motor Vehicle License Tax is $15.00.<br>Motor Vehicle Fuel Tax is $0.28 per gallon. |
| **Source:** | Owners and users of motor vehicles. |
| **Use:** | Motor Vehicle Taxes are earmarked for highway purposes. |




**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.

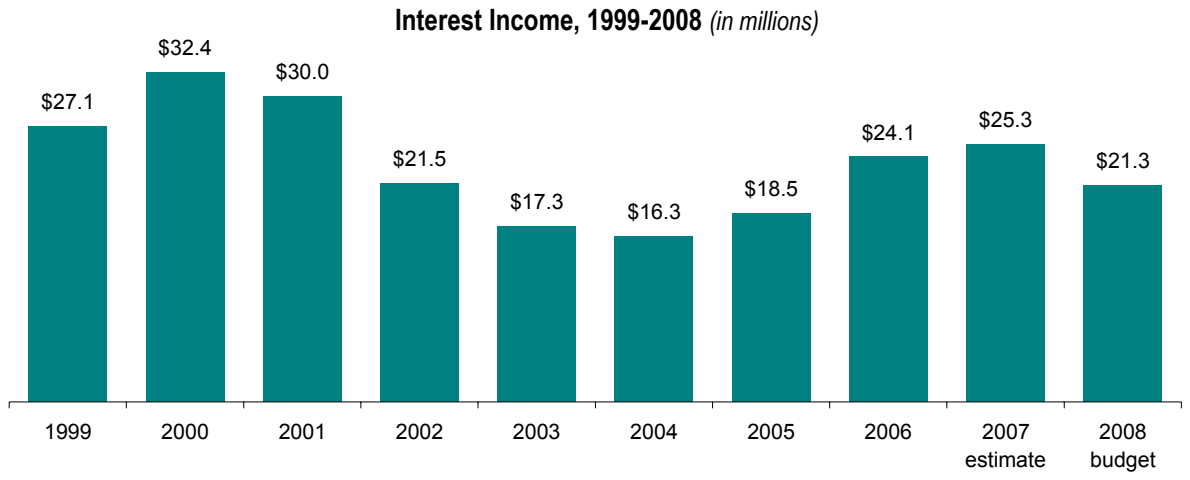
# 2008 Revenue

## Interest Income

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

| | |
|---|---|
| **Legal Authorization for Collection:** | Ohio Revised Code 135 |
| **Approval Date:** | County Investment Policy - last revision, 2004 |

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




**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.

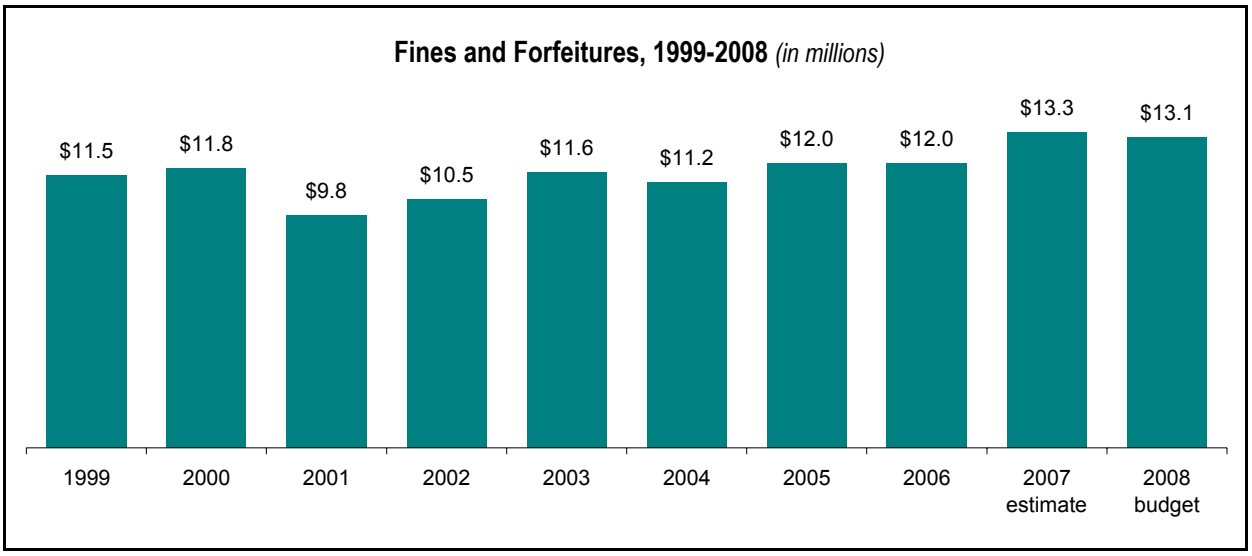
# 2008 Revenue

## Fines and Forfeitures

| | |
|---|---|
| **Revenue Description:** | Fines paid for various traffic and other violations<br>Bonds forfeited upon order of the courts |

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

| | |
|---|---|
| **Rate:** | Varies depending on citation |
| **Source:** | Fines for various offenses and bond forfeitures |
| **Use:** | General operations |




**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.

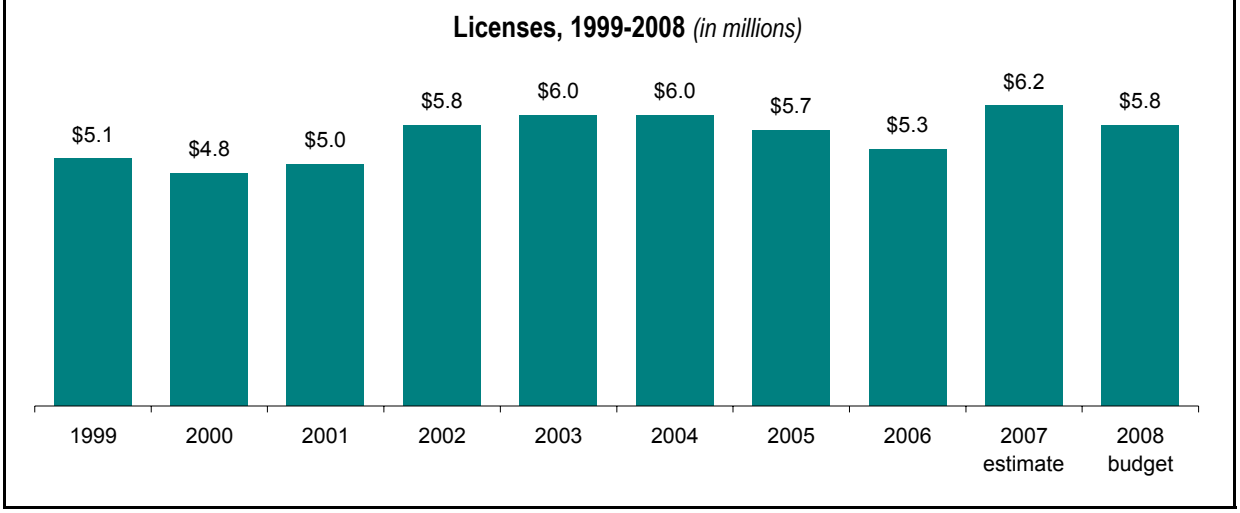
# 2008 Revenue

Licenses

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

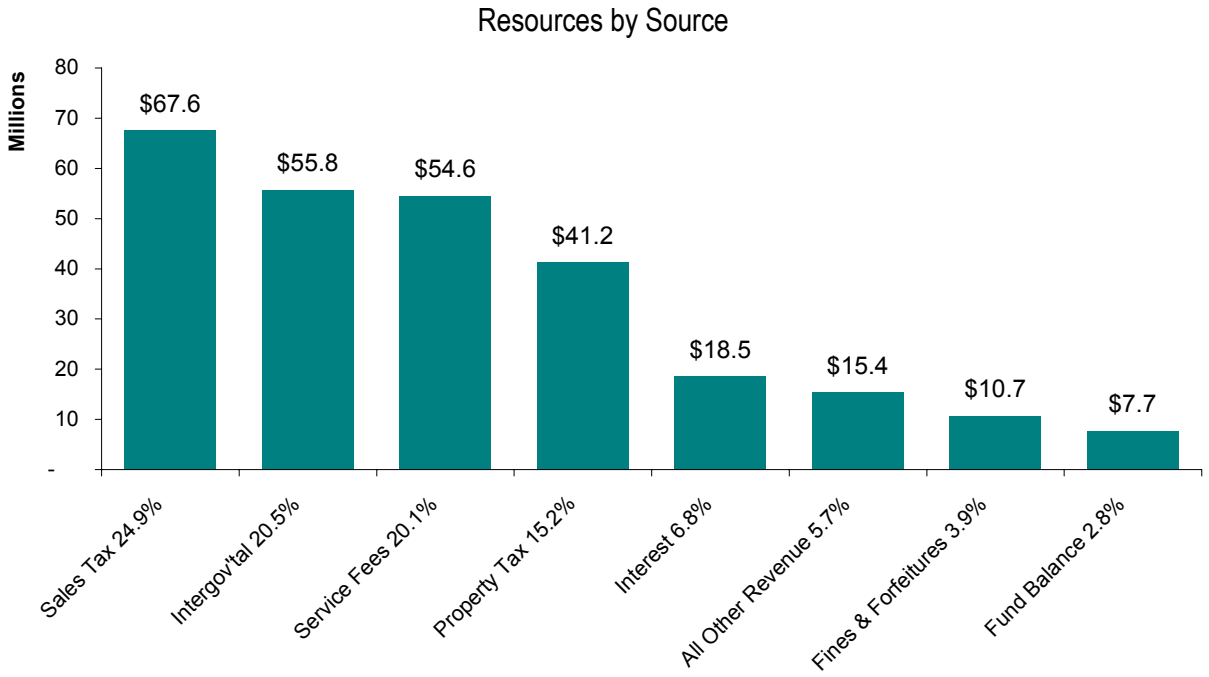
| | |
|---|---|
| **Legal Authorization for Collection:** | Various ORC sections |
| **Approval Date:** | Varies |

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

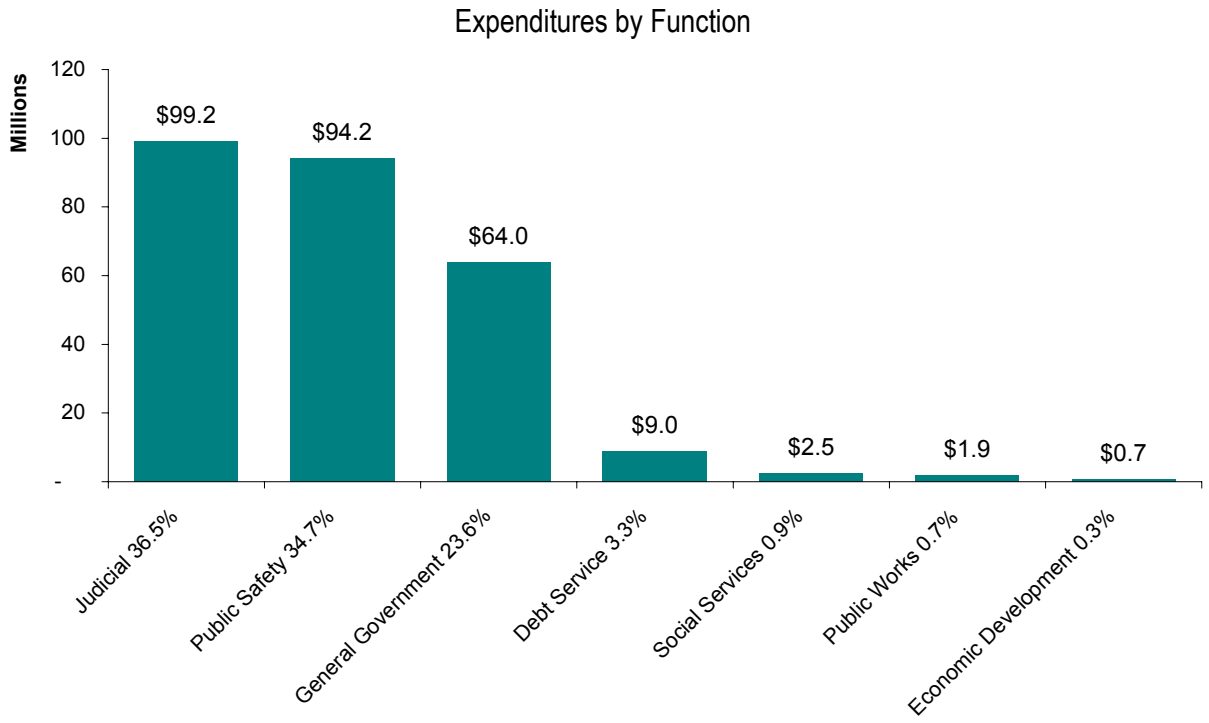



**Revenue Assumption:** Dog and kennel revenue is based on the number of licenses projected to be sold. These numbers are provided by the County Auditor who handles collection of Dog Warden license revenues. Building permit fees increased 30% in 2002 and since that time increase or decrease annually 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.

# 2008 General Fund Budget




*All other revenues includes permits and licenses, auction proceeds, reimbursements, the sale of real estate, and unclaimed assets. The use of fund balance is made up of an earmark to build the workers compensation reserve and the use of the 27th payroll reserve for its intended purpose in 2008.*



# 2008 General Fund Budget

Revenue by Department

*(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Administrative Services | 6,253 | 129 | 68 | - |
| Auditor | 155,933 | 156,357 | 158,115 | 156,811 |
| Board of County Commissioners | 0 | - | - | - |
| Board of Elections | 1,555 | 439 | 1,588 | 1,588 |
| Board of Zoning Appeals | 19 | 19 | 17 | 17 |
| Building Inspections | 2,213 | 2,975 | 2,838 | 2,838 |
| Clerk of Courts | 13,984 | 15,505 | 14,871 | 15,426 |
| Commissioners & County Administration | 1,036 | 6,660 | 4,253 | 13,829 |
| Communications Center | 149 | 147 | 150 | 1,350 |
| Community Development | - | 3 | - | - |
| Contracts and Subsidies | - | 305 | 531 | 332 |
| Coroner | 1,055 | 956 | 1,085 | 1,085 |
| County Facilities | 1,014 | 3,633 | 3,450 | 5,653 |
| County Personnel | 16 | 5 | - | 5 |
| Court of Appeals | 1 | 2 | 1 | 1 |
| Court of Common Pleas | 26 | 40 | 21 | 63 |
| Court of Domestic Relations | 862 | 736 | 895 | 895 |
| Court Reporters | 24 | - | 22 | 34 |
| Debt Service | - | 74 | - | - |
| Juvenile Court | 17,585 | 11,969 | 16,439 | 19,992 |
| Municipal Court | 139 | 105 | 154 | 154 |
| Non-Departmentals | - | 301 | 120 | 1,510 |
| Probate Court | 960 | 865 | 953 | 953 |
| Probation | 728 | 580 | 473 | 473 |
| Prosecutor | 3,487 | 1,777 | 1,845 | 1,545 |
| Public Defender | 3,453 | 3,929 | 3,901 | 3,883 |
| Public Works | 394 | 244 | 117 | 117 |
| Recorder | 4,975 | 4,181 | 5,000 | 4,500 |
| Rural Zoning Commission | 210 | 192 | 186 | 234 |
| Sheriff | 9,163 | 10,037 | 9,521 | 9,135 |
| Treasurer | 22,764 | 23,624 | 19,161 | 21,216 |
| Veterans Service Commission | 105 | 205 | - | 213 |
| **Total** | **$248,102** | **$245,998** | **$245,772** | **$263,849** |

# 2008 General Fund Budget

Expenditures by Department

*(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Administrative Services | 19,143 | 1,700 | 1,829 | - |
| Auditor | 4,059 | 3,570 | 4,600 | 3,879 |
| Board of County Commissioners | 766 | 787 | 801 | - |
| Board of Elections | 9,582 | 5,948 | 10,093 | 9,419 |
| Board of Zoning Appeals | 89 | 90 | 100 | 75 |
| Building Inspections | 2,148 | 2,104 | 2,472 | 2,134 |
| Clerk of Courts | 15,116 | 15,546 | 17,023 | 15,904 |
| Commissioners & County Administration | 2,089 | 2,955 | 4,236 | 4,376 |
| Communications Center | 1,837 | 1,860 | 2,358 | 2,017 |
| Community Development | 81 | 63 | 28 | - |
| Contracts and Subsidies | - | 2,020 | 1,479 | 2,288 |
| Coroner | 3,742 | 3,977 | 4,496 | 3,902 |
| County Engineer | 905 | 913 | 933 | 933 |
| County Facilities | 17,632 | 19,243 | 48,616 | 29,751 |
| County Personnel | 1,483 | 1,301 | 1,603 | 2,809 |
| Court of Appeals | 69 | 71 | 116 | 74 |
| Court of Common Pleas | 9,064 | 9,632 | 10,374 | 8,351 |
| Court of Domestic Relations | 5,401 | 5,274 | 5,403 | 4,843 |
| Court Reporters | 2,496 | 2,533 | 2,943 | 2,813 |
| Debt Service | 7,384 | 9,074 | 8,845 | 8,964 |
| Economic Dev Department | 1,303 | 916 | 1,275 | 738 |
| Emergency Management | 669 | 604 | 683 | 349 |
| IPAC | 550 | 435 | - | 262 |
| Job and Family Services | 1,916 | 1,433 | 1,437 | 1,111 |
| Juvenile Court | 31,830 | 30,809 | 35,999 | 34,020 |
| Municipal Court | 6,934 | 7,423 | 8,195 | 7,651 |
| Non-Departmentals | - | 11,055 | 5,901 | 5,034 |
| Probate Court | 3,058 | 3,015 | 3,373 | 3,243 |
| Probation | 8,978 | 9,435 | 10,366 | 8,872 |
| Prosecutor | 13,569 | 12,667 | 13,638 | 13,139 |
| Public Defender | 12,454 | 12,800 | 14,284 | 13,401 |
| Public Works | 1,402 | 1,170 | 1,212 | 991 |
| Recorder | 2,355 | 2,299 | 2,566 | 2,272 |
| Rural Zoning Commission | 430 | 409 | 473 | 414 |
| Sheriff | 73,673 | 79,853 | 88,866 | 74,780 |
| Treasurer | 1,265 | 1,370 | 1,377 | 1,330 |
| Veterans Service Commission | 1,199 | 1,300 | 1,390 | 1,424 |
| **Total** | **$264,672** | **$265,656** | **$319,387** | **$271,565** |

# 2008 General Fund Budget

Projected Reserve Balance

*(in thousands)*

| | |
|---|---|
| Cash balance 12/31/2006 | $44,030 |
| Plus: 2007 unaudited revenues | 245,998 |
| Less: 2007 unaudited expenditures | (265,656) |
| Plus: 27th Payroll Reserve and Project Equity Transfer | 5,365 |
| Plus: Advances repaid from Other Funds | 932 |
| Minus: Loans to Other Funds | (900) |
| Cash balance, 12/31/2007 | $29,769 |
| | |
| Plus: Advances due the general fund | 2,772 |
| Plus: Loan to Woodlawn receivable - Not available for appropriation | 666 |
| Plus: Loan to Engineer's Office - Not available for appropriation | 900 |
| Less: Encumbrances, 12/31/2007 | (13,291) |
| Less: Budget Stabilization Fund | (2,000) |
| Reserve balance, 12/31/2007 | $18,816 |
| | |
| Plus: 2008 budgeted revenue | 263,849 |
| Less: 2008 budgeted expenditures | (271,565) |
| Plus: 2008 expenditures allocated to budget stabilization fund | 2,000 |
| Less: Drake lease payments received during 2006 | (167) |
| Less: Woodlawn loan payment receivable (for 2008 payment) | (333) |
| Projected reserve balance 12/31/2008 | $12,600 |

**Reserve Requirement**

| | |
|---|---|
| Total 2008 budget expenditures | 271,565 |
| Less: Non-recurring expenditures | (10,000) |
| Total ongoing expenditures | $261,565 |
| | |
| Reserve requirement: 15% of ongoing expenditures | $39,235 |
| | |
| Budgeted reserve balance, 12/31/07 (8% of ongoing 2007 expenditures) | $19,840 |
| Unaudited reserve balance, 12/31/07 (7.6% of ongoing 2007 expenditures) | $18,816 |
| Projected reserve balance, 12/31/08 (4.8% of ongoing 2008 expenditures) | $12,600 |

# 2008 General Fund Budget

Three-Year Revenue Comparisons

(*in thousands*)

| Source | 2005 Actual | 2006 Actual | Variance | 2007 Estimate | Variance | 2008 Budget | Variance |
|---|---|---|---|---|---|---|---|
| Sales & Use Taxes | 64,095 | 64,048 | -0.1% | 66,381 | 3.6% | 67,600 | 1.8% |
| Charges for Service Fees | 58,213 | 51,930 | -10.8% | 47,736 | -8.1% | 54,561 | 14.3% |
| Property Taxes | 37,713 | 43,228 | 14.6% | 42,762 | -1.1% | 41,229 | -3.6% |
| Other Intergovernmental | 20,810 | 22,118 | 6.3% | 20,297 | -8.2% | 30,785 | 51.7% |
| State & Local Government | 24,961 | 24,987 | 0.1% | 24,727 | -1.0% | 24,981 | 1.0% |
| Investment Interest | 15,840 | 20,109 | 27.0% | 20,890 | 3.9% | 18,532 | -11.3% |
| Fines & Forfeitures | 9,598 | 9,536 | -0.6% | 10,497 | 10.1% | 10,713 | 2.1% |
| Miscellaneous | 7,049 | 8,064 | 14.4% | 5,559 | -31.1% | 7,303 | 31.4% |
| Other Financing Sources | 6,294 | 1,659 | -73.6% | 3,205 | 93.2% | 5,123 | 59.8% |
| Licenses | 2,388 | 2,156 | -9.7% | 2,923 | 35.6% | 2,776 | -5.0% |
| Other Taxes | 183 | 268 | 46.4% | 421 | 57.1% | 245 | -41.8% |
| Transfers - In | 29 | - | -100.0% | 600 | 100.0% | - | -100.0% |
| **Total** | **247,174** | **248,102** | **0.4%** | **245,998** | **-0.8%** | **263,849** | **7.3%** |

**Charges for Service Fees** - 2006: Revenues decrease due to the lack of the Communication Center lump sum payment for the inmate telephone contract in 2005, and decreases in Auditor and Juvenile Court revenues, as well as Recorder's revenue due to higher interest rates driving less refinancing activity. 2008: Juvenile Court's receipts increase due to the movement of formerly grant-funded programs to the general fund, where they will be reimbursed by the Children's Services levy.

**Property Taxes** - 2006: Revenues increase due to the six-year re-evaluation of real property completed in 2005.

**Other Intergovernmental** - 2008: Revenues increase due to indirect cost reimbursements from Job and Family Services for facilities maintenance and personnel functions moved to the general fund.

**Investment Interest** - 2006: Revenues increase due to higher interest rates. 2008: Revenues decrease due to conservative revenue estimates in an uncertain market.

**Fines and Forfeitures** - 2007: Revenues increase due to the Clerk of Courts collections for court fines and fees charged to defendants.

**Miscellaneous** - 2006: Revenues increase in Administrative Services from reimbursement from the City of Cincinnati for both the Metropolitan Sewer District and IT overhead. 2007: Revenues decrease as the Sheriff's reimbursement for providing security for the Court of Domestic Relations is reflected in charges for service fees instead of miscellaneous revenue. Administrator revenue decrease due to the movement of indirect cost collections to another revenue category. Auditor revenue decreased as there was no real estate assessment surplus distribution as in 2006. 2008: The Sheriff's revenues for jail intake fees and charges to local jurisdictions for jail space increase. Public Defender guardian ad litem revenue also increased in Non-Departmentals.

**Other Financing Sources** - 2006: Revenues decrease in the absence of restricted fund reimbursements and sale of real estate in 2005. 2007: Increases are due to the sale of real estate, primarily the Educational Service Center building. 2008: Revenues include an additional $2.7 million of Childrens Services levy reimbursement for capital projects at Hillcrest Training School.

**Licenses** - Licensing revenue is primarily collections in the Building Inpsections department. Variations in revenue reflect fluctuations in construction activity. The commercial real estate market drove the increase in 2007.

**Other Taxes** - 2006: Revenues increase due to a state code change that resulted in county collection of half of the inside millage for tax improvement financing (TIF) districts in the city of Cincinnati and Springfield Township. 2007: Revenues include an unusually high collection of unclaimed inheritance which does not recur in the 2008 budget.

**Transfers-In** - 2006: Revenues decrease due to an accounting change that moved a restricted fund reimbursement of overhead expenses in the Sheriff's office to other intergovernmental revenue. 2007: The $600,000 increase is a non-recurring transfer of unrestricted fund balance from the Sheriff's township patrol fund.

# 2008 General Fund Budget

Three-Year Expenditure Comparison

*(in thousands)*

| Function | 2005 Actual | 2006 Actual | Variance | 2007 Estimate | Variance | 2008 Budget | Variance |
|---|---|---|---|---|---|---|---|
| Judicial | 96,643 | 95,401 | -1.3% | 96,538 | 1.2% | 99,172 | 2.7% |
| Public Safety | 83,838 | 93,490 | 11.5% | 98,961 | 5.9% | 94,187 | -4.8% |
| General Government | 48,058 | 61,592 | 28.2% | 55,287 | -10.2% | 64,045 | 15.8% |
| Debt Service | 8,055 | 7,384 | -8.3% | 9,074 | 22.9% | 8,964 | -1.2% |
| Social Services | 3,054 | 3,115 | 2.0% | 2,733 | -12.3% | 2,535 | -7.3% |
| Public Works | 2,302 | 2,307 | 0.2% | 2,083 | -9.7% | 1,924 | -7.6% |
| Economic Development | 1,213 | 1,384 | 14.0% | 979 | -29.2% | 738 | -24.6% |
| **Total** | **243,163** | **264,672** | **8.8%** | **265,656** | **0.4%** | **271,565** | **2.2%** |

**Public Safety** - 2006: Expenditures increase primarily in the Sheriff's department for delayed salary increases for represented staff, increased use of overtime, a new pilot patrol initiative in the Over-the-Rhine neighborhood, and the housing of inmates in Butler County.

**General Government** - 2006: Expenditures increase due primarily to new election equipment and related operating costs in the Board of Elections, a Coroner's office legal settlement, and transfers of property tax and interest revenues to the Children's Services levy. 2007: Expenditures decrease due to the absence of the Board of Elections items and transfers from 2006. 2008: Expenditures increase in County Facilities and Personnel for reimbursable services to Job and Family Services and the Hillcrest Training School, as well as the Board of Elections for new elections requirements and the Presidential election year. The increases are offset by a decrease in transfers to the judgment and claims fund.

**Debt Service** - 2007: Expenditures increase due to the permanently financing the 800 MHz radio system.

**Social Services** - 2007 & 2008: Expenditures decrease due to the reduction in the mandatory general fund contribution to Job and Family Services. The annual contribution is calculated by the state.

**Public Works** - 2007 & 2008: Expenditures decrease due to the consolidation of the Public Works department capital improvement section within County Facilities.

**Economic Development** - 2006: Expenditures increase due to funding for the Cincinnati USA Partnership and the Hamilton County Development Company. 2007 & 2008: Decreases are the result of reductions in funding for the Partnership and the reassignment of convention and visitor bureau funding to another revenue source. In 2008 the home improvement loan program was also suspended.

## Notable Nationally

Originally intended as wallpaper cleaner, Play-Doh was invented
in 1955 in Cincinnati, Ohio, by Noah and Joseph McVicker.
It was tested and introduced in area schools as
an alternative to traditional modeling clay.

# 2008 General Fund Budget

Full-Time Equivalent Positions by Department

| Department | 2006 Budget | 2007 Budget | Add/(Delete) | 2008 Budget |
|---|---|---|---|---|
| Administrative Services | 28.60 | 12.50 | (12.50) | - |
| Auditor | 50.15 | 38.40 | (10.63) | 27.77 |
| Board of County Commissioners | 11.00 | 11.00 | (11.00) | - |
| Board of Elections | 42.40 | 42.40 | - | 42.40 |
| Board of Zoning Appeals | 1.95 | 1.50 | (0.50) | 1.00 |
| Building Inspections | 29.50 | 29.00 | (1.00) | 28.00 |
| Clerk of Courts | 275.09 | 275.09 | (1.00) | 274.09 |
| Commissioners & County Administration | 10.25 | 20.30 | 16.95 | 37.25 |
| Communications Center | 11.08 | 11.08 | 1.00 | 12.08 |
| Community Development | 1.50 | 1.50 | (1.50) | - |
| Contracts and Subsidies | - | - | 3.00 | 3.00 |
| Coroner | 43.95 | 46.95 | (1.00) | 45.95 |
| County Facilities | 93.00 | 118.00 | 27.05 | 145.05 |
| County Personnel | 16.62 | 15.62 | 17.69 | 33.31 |
| Court of Common Pleas | 85.35 | 86.45 | (11.70) | 74.75 |
| Court of Domestic Relations | 82.00 | 82.00 | (4.00) | 78.00 |
| Court Reporters | 42.50 | 42.50 | (3.00) | 39.50 |
| Economic Development | - | - | 0.25 | 0.25 |
| Juvenile Court | 546.03 | 513.03 | - | 513.03 |
| Municipal Court | 115.88 | 115.88 | (3.48) | 112.40 |
| Probate Court | 44.93 | 44.93 | - | 44.93 |
| Probation | 190.50 | 176.00 | (18.50) | 157.50 |
| Prosecutor | 201.05 | 171.85 | (3.09) | 168.76 |
| Public Defender | 112.00 | 112.00 | 1.00 | 113.00 |
| Public Works | 22.71 | 22.61 | (8.26) | 14.35 |
| Recorder | 42.00 | 42.00 | (3.00) | 39.00 |
| Rural Zoning Commission | 8.10 | 8.10 | (1.50) | 6.60 |
| Sheriff | 950.40 | 983.40 | (27.00) | 956.40 |
| Treasurer | 17.75 | 16.75 | (1.05) | 15.70 |
| Veterans Service Commission | 9.15 | 9.15 | 1.00 | 10.15 |
| **Total** | **3,085.44** | **3,049.99** | **(55.77)** | **2,994.22** |

# 2008 General Fund Budget

## Changes to General Fund Full Time Equivalents (FTEs)

**Administrative Services** - This department was eliminated in 2008. Two FTEs were eliminated, one was reallocated to a restricted fund, 0.25 allocated to Economic Development, and the remainder were moved to the Commissioners & County Administrator department.

**Auditor** - Elimination of vacant positions decreased general fund FTEs by 10.63.

**Board of County Commissioners** - This department was consolidated with County Administrator department for 2008.

**Board of Zoning Appeals** - The 2008 budget eliminates the 0.5 FTEs in administrative support staff

**Building Inspections** - A plans examiner position was eliminated in the 2008 budget.

**Clerk of Courts** - A deputy clerk position was eliminated in the 2008 budget.

**Communications Center** - A network engineer was approved by the County Administrator during 2007.

**Community Development** - The 2008 budget eliminates FTEs associated with the HIP home improvement loan program.

**Contracts and Subsidies** - Law library personnel were moved from the Court of Common Pleas to Contracts and Subsidies in 2008.

**Coroner** - A deputy coroner senior pathologist position was eliminated in the 2008 budget.

**Commissioners & County Administrator** - The Board of County Commissioners and County Administration were consolidated into one department for 2008. 9.25 FTEs from Administrative Services were moved to this department. Three positions were eliminated from County Administration. A 0.3 FTE net decrease was achieved by reallocating positions to restricted funds.

**County Facilities** - In 2007 Facilities assumed responsibilities for Capital Projects, taking on two FTEs previously in Public Works. In 2008 Facilities assumes responsibility for JFS maintenance, taking on 36 FTEs. The 2008 budget also includes two FTEs for additional maintenance needs at Hillcrest Training School and other county facilities (one of which is reimbursable to the general fund). Facilities offset these increases through the elimination and reassignment of current personnel.

**County Personnel** - Personnel FTEs increase 17.69 with the assumption of responsibility for JFS human resources in 2008.

**Court of Common Pleas** – 3.5 FTEs were eliminated as part of the court consolidation. 3.2 FTEs were reallocated to restricted funds. The department eliminated one position through attrition. Three FTEs were moved to Contracts and Subsidies due to law library legislative changes. One FTE was moved to the Public Defender. It is expected that the court will offer alternatives which may change the FTE total.

**Court of Domestic Relations** – The 2008 budget eliminates a secretary, an information systems position, a court reporter and a clerk.

**Court Reporters** - 3.0 FTEs were eliminated to allow for digital courtroom conversion. If the Courts choose to not pursue this conversion, the FTEs and corresponding personnel budget will be restored during 2008 using the funding allotted for the technology update.

**Economic Development** – One quarter of an Assistant County Administrator was allocated to this department in 2008.

**Municipal Court** - A net decrease of 0.48 FTEs occurs as a result of 2.0 FTE eliminations for court administration consolidation and adjustments to better reflect actual hours worked by part-time employees. It is expected that the court will offer alternatives to the eliminations. Additionally, 3.0 FTEs were reallocated to the Drake levy.

**Probation** - 2.0 FTEs were eliminated as part of an overall court consolidation. Another 16.5 FTEs were reallocated to the department's restricted fund. It is expected that the court will offer alternatives which may change the 2008 FTE total.

**Prosecutor** - Two assistant prosecuting attorneys and a paralegal working on the JFS audit were not funded in the 2008 budget. A further decrease of 0.09 in FTEs is due to reassignment of staff.

**Public Defender** - The 2008 budget includes an additional FTE for a dedicated computer analyst to address on-going maintenance, support application development and provide staff training/troubleshooting.

**Public Works** - During the 2007 department review, 4.89 FTEs were eliminated and two FTEs were transferred to County Facilities. The remaining 1.37 FTE reduction is due to a planned 2008 Public Works reorganization.

**Recorder** - The 2008 budget eliminates 3 FTEs in a budget reduction effort.

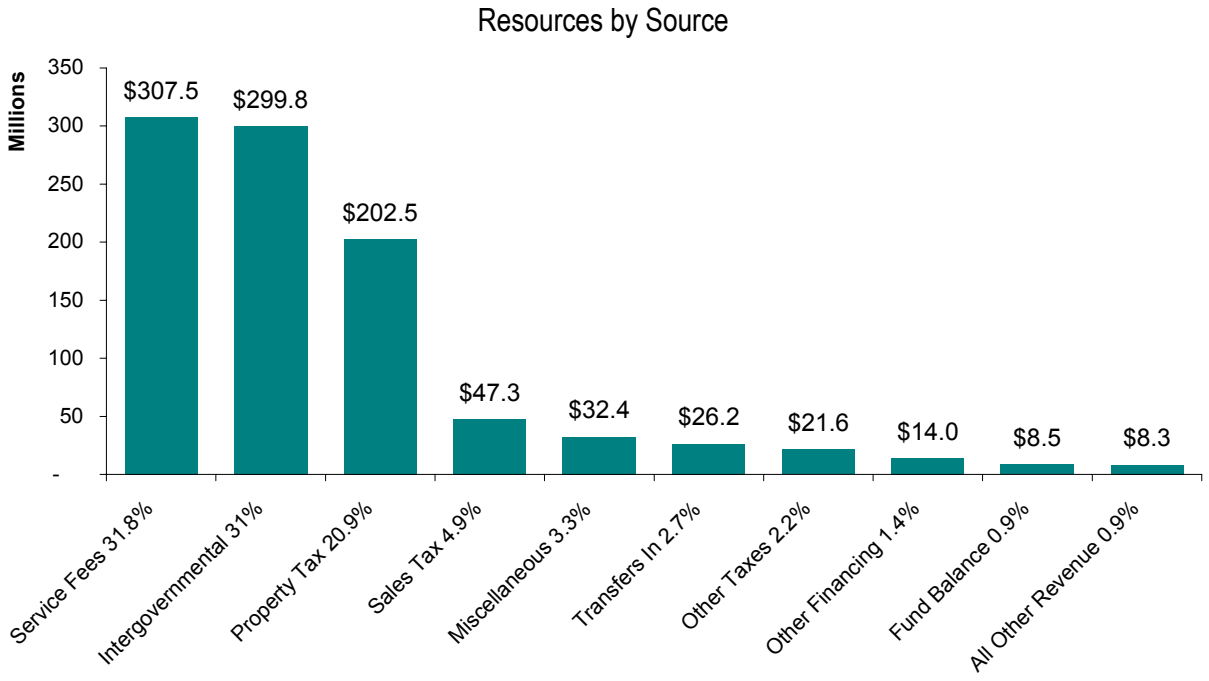
**Rural Zoning Commission** - The 2008 budget eliminates the 0.5 FTE in support staff and a vacant Property Maintenance Inspector.

**Sheriff** - The Sheriff's office decreases 27 FTEs in 2008 due to the following: a suspension of the Over-the-Rhine patrol (19 FTEs); budget reductions of 10 FTEs (three investigators, three organized crime detectives, two court services deputies, and two administrative staff); two fully-reimbursed FTEs added during 2007 for JFS security and Anderson Township patrol. Also during 2007, two FTEs were added to the general fund for a pilot re-entry program to be supported in 2008 through restricted funding.

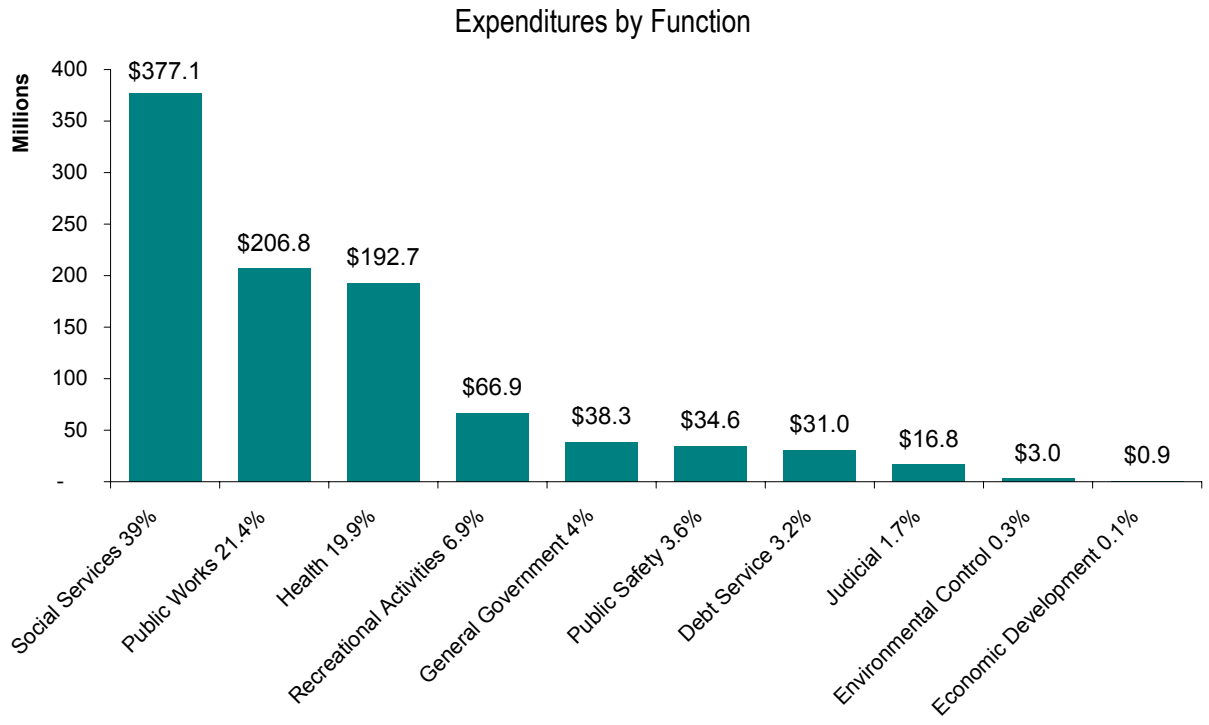
**Treasurer** - Funding for a PC Specialist position was reallocated to a contract with the Regional Computer Center. The 0.05 decrease FTEs is due to the reallocation of staff within the Treasurer's general fund and restricted funds.

**Veterans Service Commission** - The 2008 budget adds a client service officer to the Veterans Service Commission.

# 2008 Restricted Funds Budget




*Intergovernmental revenue includes grants, Medicaid receipts and state revenue sharing.*
*The miscellaneous category includes donations, auction proceeds and various reimbursements.*
*All other revenues include various licenses, title fees, court fines and investment interest.*



# 2008 Restricted Funds Budget

Revenue by Department

*(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| ADAS Board | 3,927 | 2 | - | - |
| Administrative Services | 7,174 | 8,321 | 1,065 | - |
| Auditor | 10,724 | 11,698 | 10,905 | 10,511 |
| Board of Mental Retardation | 97,813 | 93,098 | 96,761 | 96,761 |
| Cincinnati Museum Center | 3,820 | 3,832 | 3,703 | 3,703 |
| CLEAR | 5,120 | 5,137 | 4,789 | 4,789 |
| Clerk of Courts | 2,604 | 2,557 | 2,528 | 2,528 |
| Commissioners & County Administration | - | - | - | 14,563 |
| Communications Center | 7,227 | 5,817 | 8,261 | 7,841 |
| Community Mental Health Board | 36,515 | - | - | - |
| Coroner | 222 | 230 | 230 | 230 |
| County Engineer | 28,265 | 29,062 | 27,347 | 26,047 |
| County Facilities | - | 74 | - | 950 |
| County Personnel | 1,703 | - | - | - |
| Court of Common Pleas | 2,343 | 2,595 | 956 | 2,221 |
| Debt Service | 56,268 | 44,423 | 19,784 | 30,803 |
| Dog Warden | 473 | 774 | 74 | 794 |
| Emergency Management | 687 | 608 | 686 | 352 |
| Environmental Services | 2,875 | 3,068 | 2,820 | 2,820 |
| Family & Children First Council | 2,048 | 1,114 | 967 | 1,089 |
| Health and Hospitalization Tax | 71,774 | 66,399 | 63,523 | 63,523 |
| Hospital Commission | - | 24 | 26 | 26 |
| Job and Family Services | 276,616 | 361,903 | 330,171 | 341,356 |
| Juvenile Court | - | 62 | 70 | 70 |
| Metropolitan Sewer District | 169,948 | 182,793 | 176,850 | 194,240 |
| MHRS Board | - | 40,147 | 38,232 | 38,232 |
| Multi-County System Agencies | - | 6,227 | - | 12,360 |
| Municipal Court | 481 | 548 | 515 | 515 |
| Non-Departmentals | - | 886 | 2,127 | 2,127 |
| Parking Facilities | 877 | 876 | 900 | 1,017 |
| Probate Court | 374 | 357 | 396 | 396 |
| Probation | 1,229 | 1,192 | 1,302 | 1,302 |
| Prosecutor | 1,405 | 1,727 | 1,296 | 1,296 |
| Public Works | 734 | 1,361 | 848 | 1,715 |
| Senior Services | 19,030 | 19,038 | 18,318 | 20,871 |
| Sheriff | 7,257 | 7,548 | 7,904 | 7,969 |
| Stadiums* | 532,050 | 50,510 | 9,665 | 58,807 |
| Treasurer | 1,651 | 2,040 | 1,504 | 1,504 |
| Zoological Gardens | 6,496 | 6,494 | 6,247 | 6,247 |
| **Total** | **$1,359,731** | **$962,541** | **$840,769** | **$959,575** |

* *The variance in 2006 is due to the refunding of sales tax bonds.*

# 2008 Restricted Funds Budget

Expenditures by Department

*(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| ADAS Board | 8,707 | 45 | - | - |
| Administrative Services | 7,957 | 10,192 | 10,731 | - |
| Auditor | 6,238 | 7,282 | 14,702 | 15,103 |
| Board of Mental Retardation | 85,447 | 90,231 | 100,209 | 103,409 |
| Cincinnati Museum Center | 2,587 | 1,424 | 2,317 | 2,359 |
| CLEAR | 4,110 | 5,370 | 6,577 | 6,292 |
| Clerk of Courts | 2,961 | 3,427 | 3,846 | 3,773 |
| Commissioners & County Administration | - | - | - | 14,215 |
| Communications Center | 6,168 | 6,988 | 9,562 | 7,759 |
| Community Mental Health Board | 36,085 | (73) | - | - |
| Contracts and Subsidies | - | 1,553 | 1,074 | 2,599 |
| Coroner | 382 | 222 | 30 | 116 |
| County Engineer | 35,717 | 28,659 | 27,808 | 26,571 |
| County Facilities | 1,550 | 1,418 | 1,488 | 2,427 |
| County Personnel | 3,512 | - | - | - |
| Court of Common Pleas | 2,071 | 1,394 | 1,014 | 3,603 |
| Debt Service | 56,598 | 45,708 | 20,005 | 31,024 |
| Dog Warden | 1,214 | 1,191 | 1,265 | 1,235 |
| Emergency Management | 576 | 622 | 686 | 695 |
| Environmental Services | 2,756 | 2,829 | 2,963 | 2,988 |
| Family & Children First Council | 2,199 | 1,247 | 1,211 | 1,233 |
| Health and Hospitalization Tax | 52,137 | 43,021 | 43,041 | 43,041 |
| Hospital Commission | 45 | 20 | 26 | 26 |
| Job and Family Services | 280,295 | 322,271 | 343,162 | 343,359 |
| Juvenile Court | 1,363 | 1,386 | 1,518 | 1,518 |
| Metropolitan Sewer District | 154,441 | 164,398 | 181,051 | 178,655 |
| Mental Health and Recovery Services | - | 43,771 | 46,186 | 46,219 |
| Multi-County System Agencies | - | 4,796 | - | 12,360 |
| Municipal Court | 3,168 | 3,090 | 2,951 | 3,520 |
| Non-Departmentals | - | 838 | 7,245 | 2,127 |
| Parking Facilities | 932 | 592 | 1,103 | 912 |
| Probate Court | 335 | 300 | 511 | 511 |
| Probation | 2,283 | 2,687 | 2,650 | 3,831 |
| Prosecutor | 1,013 | 1,169 | 1,288 | 1,552 |
| Public Works | 1,467 | 1,595 | 1,762 | 1,612 |
| Senior Services | 19,173 | 18,042 | 20,132 | 20,132 |
| Sheriff | 14,054 | 15,476 | 16,685 | 16,954 |
| Stadiums* | 539,117 | 54,119 | 13,913 | 58,236 |
| Treasurer | 1,165 | 1,338 | 1,370 | 1,824 |
| Zoological Gardens | 6,640 | 6,891 | 6,292 | 6,292 |
| Total | **$1,344,461** | **$895,530** | **$896,373** | **$968,080** |

* *The variance in 2006 is due to the refunding of sales tax bonds.*

# 2008 Restricted Funds Budget

Projected Fund Balances

*(in thousands)*

| Fund/Subfund | 2008 Beginning Cash Balance | 2008 Revenue Budget | 2008 Expenditure Budget | Projected Ending Balance |
|---|---|---|---|---|
| **Special Revenue Operating** | | | | |
| Public Assistance | 27,697 | 207,602 | 210,263 | 25,037 |
| Bureau of Support | 839 | 26,439 | 26,193 | 1,085 |
| Roads & Bridges | 2,334 | 17,273 | 17,798 | 1,808 |
| Real Estate Assessment | 17,756 | 8,112 | 12,943 | 12,925 |
| Workforce Investment | (1,701) | 9,136 | 9,136 | (1,701) |
| Convention Center | 0 | 6,500 | 6,500 | 0 |
| Mental Health Special Revenue | 552 | 5,390 | 5,382 | 560 |
| Other Special Revenue Operating (39) | 27,067 | 30,366 | 35,429 | 22,003 |
| **Tax Levy Operating** | | | | |
| Board of Mental Retardation | 30,051 | 96,761 | 103,409 | 23,403 |
| Children's Services | 28,961 | 98,130 | 96,339 | 30,752 |
| Indigent Health Care | 10,093 | 47,818 | 48,116 | 9,794 |
| Community Mental Health Board | 19,008 | 32,842 | 36,939 | 14,910 |
| Senior Services | 4,302 | 20,871 | 20,437 | 4,737 |
| Health & Hospitalization Levy / Drake | 2,208 | 16,004 | 17,313 | 899 |
| Zoological Gardens | 316 | 6,247 | 6,292 | 271 |
| CLEAR | 7,470 | 4,789 | 6,292 | 5,967 |
| Cincinnati Museum Center | 1,387 | 3,703 | 3,847 | 1,243 |
| **Debt Service (8)** | 1,928 | 30,803 | 31,024 | 1,707 |
| **Internal Service** | | | | |
| Multi-County Systems Agency | 1,431 | 12,360 | 12,360 | 1,431 |
| County Communication Center | 90 | 6,971 | 6,889 | 173 |
| Workers Compensation Reserve | 4,325 | 6,673 | 6,325 | 4,672 |
| Sheriff's Rotary Fund | 561 | 5,200 | 5,200 | 561 |
| Other Internal Service (4) | 984 | 5,523 | 5,851 | 656 |
| **Enterprise** | | | | |
| Metropolitan Sewer District | 37,136 | 194,240 | 178,655 | 52,721 |
| Paul Brown Stadium Operations | (841) | 29,838 | 29,896 | (899) |
| Baseball Stadium Operations | 3,150 | 19,187 | 18,527 | 3,810 |
| Parking Revenue | 2,876 | 7,000 | 6,229 | 3,647 |
| Other Enterprise (6) | 14,171 | 3,799 | 4,496 | 13,475 |

*Individual fund balances are included above for all funds with 2008 expenditures of at least $5.0 million, 0.5% of total restricted fund expenditures. All other fund balances are presented in the aggregate by fund type.*

# 2008 Restricted Funds Budget

## Changes to Fund Balances

*Following are notes for all funds that vary by at least 10% between the 2008 beginning and ending balances, and for all funds with projected negative balances.*

**Special Revenue Operating**

**Public Assistance** – Public Assistance revenue may be understated as revenues are expected to be roughly equivalent to expenditures.

**Bureau of Support** – Revenues are expected to increase due to changed state reimbursement procedures.

**Roads & Bridges** - The Engineer's office is attempting to bring expenses in line with revenues but a dwindling fund balance has been a pattern for several years and is a matter of concern.

**Real Estate Assessment** – Legislative changes allowed for new expenditures to be allocated to this fund in 2008.

**Workforce Investment** – This fund finished 2007 with a negative cash position because of delays in receiving the state reimbursement. This issue should be successfully resolved in 2008.

**Other Special Revenue** – All other special revenue funds are projected to decrease $5.1 million, or 18.1%. Major issues occur in the following funds:

- The Clerk of Courts title administration fund due to credit card processing fees.
- Probation services fund due to capital improvements and the reallocation of general fund expenditures.
- Clerk of Courts automation due to the reallocation of general fund expenditures.
- The Treasurer's delinquent tax assessment fund due to implementation of a property tax lien sale.
- Courts legal research fund due to the reallocation of general fund expenditures.
- The Storm Water District due to consultant services for planning, development, and compliance issues.
- Emergency Management due to the use of fund balance to decrease a general fund subsidy.
- Municipal Court special projects fund due to the reallocation of general fund expenditures.
- The Prosecutor's delinquent real estate fund due to the reallocation of general fund personnel expenditures.

**Tax Levy Operating**

**Board of Mental Retardation** – The reduction in the fund balance is a planned spend-down as part of the five-year levy plan.

**Community Mental Health Board** – The reduction in the fund balance is a planned spend-down as part of the five-year levy plan.

**Senior Services** – The fund balance is consistent with the balance anticipated in the 2003-2007 levy plan.

**Health & Hospitalization Levy / Drake** – Less revenue and more expenditures are anticipated in 2008 than originally planned in the Drake Levy plan.

**Zoological Gardens** – The reduction in the fund balance is a planned spend-down as part of the five-year levy plan.

**CLEAR** – CLEAR is implementing a $1.5 million palm-printing system funded from fund balance.

**Cincinnati Museum Center** – The reduction in the fund balance is a planned spend-down as part of the five-year levy plan.

**Debt Service** – The decrease in the fund balance is due to the amortization of excess tax receipts from a prior period in the voted general obligation debt service fund.

**Internal Service**

**County Communications Center** – Increased 2008 revenue is intended to build a sufficient reserve balance.

**Other Internal Service** – The Auditor's computer center fund includes a planned use of fund balance to lessen general fund impact.

**Enterprise**

**Metropolitan Sewer District** – It is anticipated that $15 to $20 million in fund balance will be transferred to the MSD surplus fund upon completion of the 2007 financial statements.

**Baseball Stadium Operations** – Pending the beginning of payments in lieu of taxes to Cincinnati Public Schools, Great American Ball Park revenue exceeds expenses each year.

**Parking Revenue** – Parking revenues continue to exceed annual operating expenses.

# 2008 Restricted Funds Budget

Three-Year Revenue Comparison

*(in thousands)*

| Source | 2005 Actual | 2006 Actual | Variance | 2007 Estimate | Variance | 2008 Budget | Variance |
|---|---|---|---|---|---|---|---|
| Charges for Service Fees | 252,800 | 248,096 | -1.9% | 291,243 | 17.4% | 307,501 | 5.6% |
| Other Intergovernmental | 219,377 | 251,919 | 14.8% | 314,942 | 25.0% | 299,763 | -4.8% |
| Property Taxes | 221,155 | 219,214 | -0.9% | 213,576 | -2.6% | 202,513 | -5.2% |
| Sales & Use Taxes | 39,214 | 35,972 | -8.3% | 38,820 | 7.9% | 47,286 | 21.8% |
| Miscellaneous | 20,088 | 27,573 | 37.3% | 27,270 | -1.1% | 32,421 | 18.9% |
| Transfers - In | 19,153 | 41,425 | 116.3% | 16,513 | -60.1% | 26,216 | 58.8% |
| Other Taxes | 20,574 | 22,023 | 7.0% | 21,729 | -1.3% | 21,633 | -0.4% |
| Other Financing Sources | 32,871 | 503,887 | 1432.9% | 27,971 | -94.4% | 13,970 | -50.1% |
| Licenses | 3,311 | 3,122 | -5.7% | 3,249 | 4.1% | 3,073 | -5.4% |
| Investments Interest | 2,670 | 4,009 | 50.1% | 4,411 | 10.0% | 2,790 | -36.7% |
| Fines & Forfeitures | 2,382 | 2,491 | 4.6% | 2,817 | 13.1% | 2,410 | -14.4% |
| **Total** | **$833,595** | **$1,359,731** | **63.1%** | **$962,541** | **-29.2%** | **$959,575** | **-0.3%** |

**Charges for Service Fees** - 2007: Revenue increased in the Metropolitan Sewer District due to planned rate increase, and in JFS Public Assistance and Children's Services divisions as a result of accounting changes.

**Other Intergovernmenta**l - 2006: Revenue increased in Job and Family Services (JFS) due to allocations for Title XX, Tax Assistance for Needy Families and Income Maintenance Control. 2007: Increases in JFS are due to changes to reimbursement procedures for the Public Assistance area, and resumed participation in Protect Ohio in Children's Services.

**Sales & Use Taxes** - The stadium budget sales and use tax receipts vary from year to year, as the tax receipts are transferred from the undivided sales tax fund on an as-needed basis.

**Miscellaneous** - 2006: Revenue increased in the Sheriff's office when the general fund contribution to the Central Warrants unit was recoded to miscellaneous revenue; in Administrative Services for an accounting change to reflect spending for Children with Medical Handicaps; and in MR/DD due to agency reimbursements from school districts for the first time for services rendered. 2007 & 2008: Revenues remained stable in 2007 and increased in 2008 due to the removal of the Multi-County Systems Agency from JFS pursuant to audit recommendations. 2008 is the first full year for MCSA as a separate entity.

**Transfers-In** - 2006: Transfers increased in debt service for the issuance of new long term debt to pay off radio notes ($19.5M); and in the Children's Services levy for growth in general fund property tax receipts over that generated by inflation. 2007: Receipts return to lower levels as neither of the 2006 increases recur. 2008: Revenues increase in the workers compensation reserve due to a larger transfer to build fund balance, and in the bureau of support due to accounting changes.

**Other Financing Sources** - 2006: The county sold $452.3 million of sales tax refunding bonds with related premium and $19.5M of radio refunding bonds. 2007: The county closed refundings of $25.5 million for four outstanding debt issues. 2008: The budget provides for debt issuances of $3.1M for special assessment bonds; $1.0M Comm Center HVAC bonds; $1.8M Fire/EMS tone alerting bonds and $8.025 Coroner's settlement bonds.

**Investment Interest** - 2006 & 2007: Increased interest earnings are driven primarily by interest rates. 2008: Earnings decrease due to conservative estimates, decreasing fund balance in the Engineer's office, and no estimate for earnings on stadium capital (which can fluctuate substantially year to year).

**Fines and Forfeitures** - 2007 & 2008: Revenues increase due primarily to collections for court fees across various restricted funds. The decrease in 2008 is a result of conservative estimates in the same funds. The Juvenile Court Legal Research Fund was also newly created in 2007, hence the first appearance of restricted fund fines for the court.

# 2008 Restricted Funds Budget

Three-Year Expenditure Comparison

*(in thousands)*

| Function | 2005 Actual | 2006 Actual | Variance | 2007 Estimate | Variance | 2008 Budget | Variance |
|---|---|---|---|---|---|---|---|
| Social Services | 291,005 | 301,667 | 3.7% | 346,356 | 14.8% | 377,083 | 8.9% |
| Public Works | 177,471 | 191,625 | 8.0% | 194,652 | 1.6% | 206,838 | 6.3% |
| Health | 179,467 | 182,421 | 1.6% | 177,015 | -3.0% | 192,695 | 8.9% |
| Recreational Activities | 65,890 | 548,344 | 732.2% | 62,434 | -88.6% | 66,887 | 7.1% |
| General Government | 17,586 | 20,422 | 16.1% | 22,621 | 10.8% | 38,294 | 69.3% |
| Public Safety | 26,443 | 27,517 | 4.1% | 31,039 | 12.8% | 34,602 | 11.5% |
| Debt Service | 48,603 | 56,598 | 16.4% | 45,708 | -19.2% | 31,024 | -32.1% |
| Judicial | 11,119 | 12,180 | 9.5% | 12,284 | 0.9% | 16,756 | 36.4% |
| Environmental Control | 2,752 | 2,756 | 0.2% | 2,829 | 2.6% | 2,988 | 5.6% |
| Economic Development | 961 | 932 | -3.0% | 592 | -36.5% | 912 | 54.0% |
| **Total** | **$821,298** | **$1,344,461** | **63.7%** | **$895,530** | **-33.4%** | **$968,080** | **8.1%** |

**Social Services** - 2007: Job and Family Services' increase is the product of a number of factors, among them a large increase for daycare spending, as well as the addition of Child Support enforcement attorneys.

**Recreational Activities** - 2006 & 2007: Fluctuations are due to a the refunding of stadium sales tax bonds during 2006.

**General Government** - 2006: Expenditures increased in County Facilities due to new responsibilities related to maintenance work under the Museum Center levy; in Administrative Services due to movement of the Children with Medical Handicaps program to the department; and County Personnel for increases related to the county's workers compensation experience. 2007: Increases are related to the Auditor's shift of some personnel from the general fund to restricted funds; increased payments for operations of the Auditor's computer center; increased cost of the Children with Medical Handicaps program; and an additional increase in workers compensation. 2008: Increases are related to the increased cost of the Children with Medical Handicaps program; legislation allowing for greater allocation of Auditor's expenditures to the real estate assessment fund; maintenance responsibilities for Queensgate and Spring Grove corrections facilities; and increased workers compensation costs for both the general reserve fund and the Paul Brown Stadium reserve.

**Public Safety** - 2007: Expenditures increased in the Communications Center for implementation of wireless 911 service; in CLEAR, primarily for expenditures that were outstanding from 2006 ($812,000) and for a mugshot system capital project ($201,000); and in the Sheriff's office for reimbursed patrol service in Colerain Township. 2008: Expenditures increase in the Communications Center for personnel to improve employee retention and accomodate for workers compensation costs, and in other expenditures to cover CAD, 800MHz radio and wireless 911 maintenance contracts; in the Sheriff's office for the inmate medical contract and reduced employee vacancy; and in CLEAR for the implementation of a new palm-printing system.

**Debt Service** - 2006: Expenditures included the refunding of the radio notes ($19.5M), the issuance of bonds ($25.5M) to refund four outstanding issues, and the issuance of bonds for the EMA/Homeland Security renovation ($0.7M). 2007: Expenditures include the closing of the $25.5M refunding that sold at the end of 2006. 2008: The budget anticipates three issues: Comm Center HVAC $1M, Comm Center voice/tone alerting $1.8M and Coroner's settlement $8M.

**Judicial** - 2008: Expenditures increase due to the shift of qualified general fund expenditures to the court's restricted funds.

**Economic Development** - 2007 & 2008: The Parkhaus bond interest payment had not yet been recorded when 2007 expenditures were downloaded from the accounting system.

# 2008 Restricted Funds Budget

Full-Time Equivalent Positions by Department

| Department | 2006 Budget | 2007 Budget | Add/(Delete) | 2008 Budget |
|---|---|---|---|---|
| ADAS Board | 14.00 | - | - | - |
| Administrative Services | 0.35 | - | - | - |
| Auditor | 79.85 | 91.60 | 2.63 | 94.23 |
| Board of Mental Retardation | 609.96 | 609.86 | 6.01 | 615.87 |
| Clerk of Courts | 53.55 | 53.55 | - | 53.55 |
| Commissioners & County Administration | - | - | 1.00 | 1.00 |
| Communications Center | 79.92 | 81.92 | - | 81.92 |
| Community Development | 27.00 | 6.00 | - | 6.00 |
| Community Mental Health Board | 42.07 | 17.00 | (17.00) | - |
| Contracts and Subsidies | - | 0.10 | 0.05 | 0.15 |
| Coroner | 0.70 | - | - | - |
| County Engineer | 197.99 | 197.99 | - | 197.99 |
| County Facilities | - | - | 0.45 | 0.45 |
| Court of Common Pleas | 7.90 | 7.80 | 3.20 | 11.00 |
| Dog Warden | 0.50 | 0.50 | - | 0.50 |
| Emergency Management | 8.50 | 10.00 | (2.00) | 8.00 |
| Environmental Services | 61.89 | 59.59 | - | 59.59 |
| Family & Children First Council | 14.50 | 14.50 | - | 14.50 |
| Job and Family Services | 1,637.00 | 1,657.00 | (44.00) | 1,613.00 |
| Juvenile Court | 38.98 | 36.20 | (0.50) | 35.70 |
| Mental Health & Recovery Services | - | 21.80 | 17.00 | 38.80 |
| Municipal Court | 10.55 | 10.72 | 6.33 | 17.05 |
| Probation | 28.00 | 26.00 | 20.12 | 46.12 |
| Prosecutor | 13.95 | 14.06 | (0.12) | 13.94 |
| Public Works | 10.95 | 11.05 | (2.74) | 8.31 |
| Regional Planning Commission | 18.75 | 18.75 | (0.75) | 18.00 |
| River City CBCF | 103.50 | 104.00 | (2.00) | 102.00 |
| Sheriff | 84.60 | 82.60 | 2.00 | 84.60 |
| Soil & Water Conservation District | 9.75 | 9.75 | 0.75 | 10.50 |
| Stadiums | 31.40 | 31.25 | (2.24) | 29.01 |
| TASC | 14.50 | - | - | - |
| Treasurer | 20.25 | 20.75 | 0.05 | 20.80 |
| **Total** | **3,220.86** | **3,194.34** | **(11.76)** | **3,182.58** |

# 2008 Restricted Funds Budget

## Changes to Full Time Equivalent (FTE) Positions

**ADAS Board** - The ADAS Board was dissolved in 2006. See Mental Health and Recovery Services below for further explanation.

**Administrative Services** - This department was eliminated in 2008. Restricted fund staff was reallocated in the 2007 budget.

**Auditor** - 2.63 FTEs were reallocated from the general fund to restricted funds in the 2008 budget.

**Board of Mental Retardation** – The 2008 budget includes new service facilitator and clerical positions due to increased Medicaid waivers and new investigator positions for the major unusual incident prevention unit.

**Commissioners & County Administration** – The workers compensation position from Administrative Services was moved to the workers compensation fund in County Administration in 2008.

**Community Development** – Community Development staff decreased in 2007 with the transfer of the Section 8 housing program to the Cincinnati Metropolitan Housing Authority.

**Community Mental Health Board** – This board was merged with the ADAS Board to create the Mental Health and Recovery Services (MHRS) Board. FTEs in the department in 2007 were allocated to grants and have been moved to MHRS for 2008.

**Contracts and Subsidies** – The allocation of a budget analyst in the County Administration budget was increased to reflect increased work on levy issues in 2008.

**County Facilities** – A portion of an FTE was reallocated from the general fund to restricted funds for maintenance needs in jail facilities.

**Court of Common Pleas** – 3.2 FTEs were reallocated from the general fund to the legal research fund in 2008. It is expected that the court will offer alternatives which may change the 2008 FTE total.

**Emergency Management** – Two FTEs in federal grants were eliminated during 2007.

**Job and Family Services** – JFS human resources and facilities management responsibilities shift to general fund departments in 2008.

**Juvenile Court** – Juvenile is showing a partial FTE reduction due to reduced state grant funding.

**Mental Health and Recovery Services** – This department was created with the combination of the Community Mental Health Board and the ADAS Board in October 2006. Due to the timing of the merger, 2008 is the first year that all of the FTEs are budgeted in the new department. The 38.8 FTEs represent the merged staff of the former boards, including an overall decrease of 17.27 FTEs due to position consolidations and attrition.

**Municipal Court** – A net increase of 3.33 FTEs is seen from the addition of new staff, reallocation of employees from the general fund, and adjustments to better reflect actual worked hours of part-time employees. 3.0 FTEs in Pre-Trial Services were reallocated from the general fund to the Drake levy.

**Probation** - 16.5 FTEs were reallocated to the restricted fund from the general fund. One position was increased from half- to full-time during 2007. One new full-time position was also moved from the general to restricted fund. One part-time group facilitator (0.12 FTE) was hired during 2007. It is expected that the court will offer alternatives to these reallocations which may change the 2008 FTE total. In addition, 2.0 FTEs involved in re-entry were reallocated to the Drake levy.

**Prosecutor** – The decrease in FTEs is due to reassignment of staff in the delinquent real estate fund.

**Public Works** – The 2008 budget eliminates 2.74 FTEs due to the Public Works reorganization.

**Regional Planning Commission** – Regional Planning deleted a position late in 2007 due to retirement.

**River City CBCF** – River City Correctional will not fill two vacant positions during 2008.

**Sheriff** – Two FTEs added to the general fund during 2007 for a pilot re-entry program are supported in 2008 through restricted funding.

**Soil & Water Conservation District**– During 2007 SWCD converted a contract for a consultant to a 0.75 FTE.

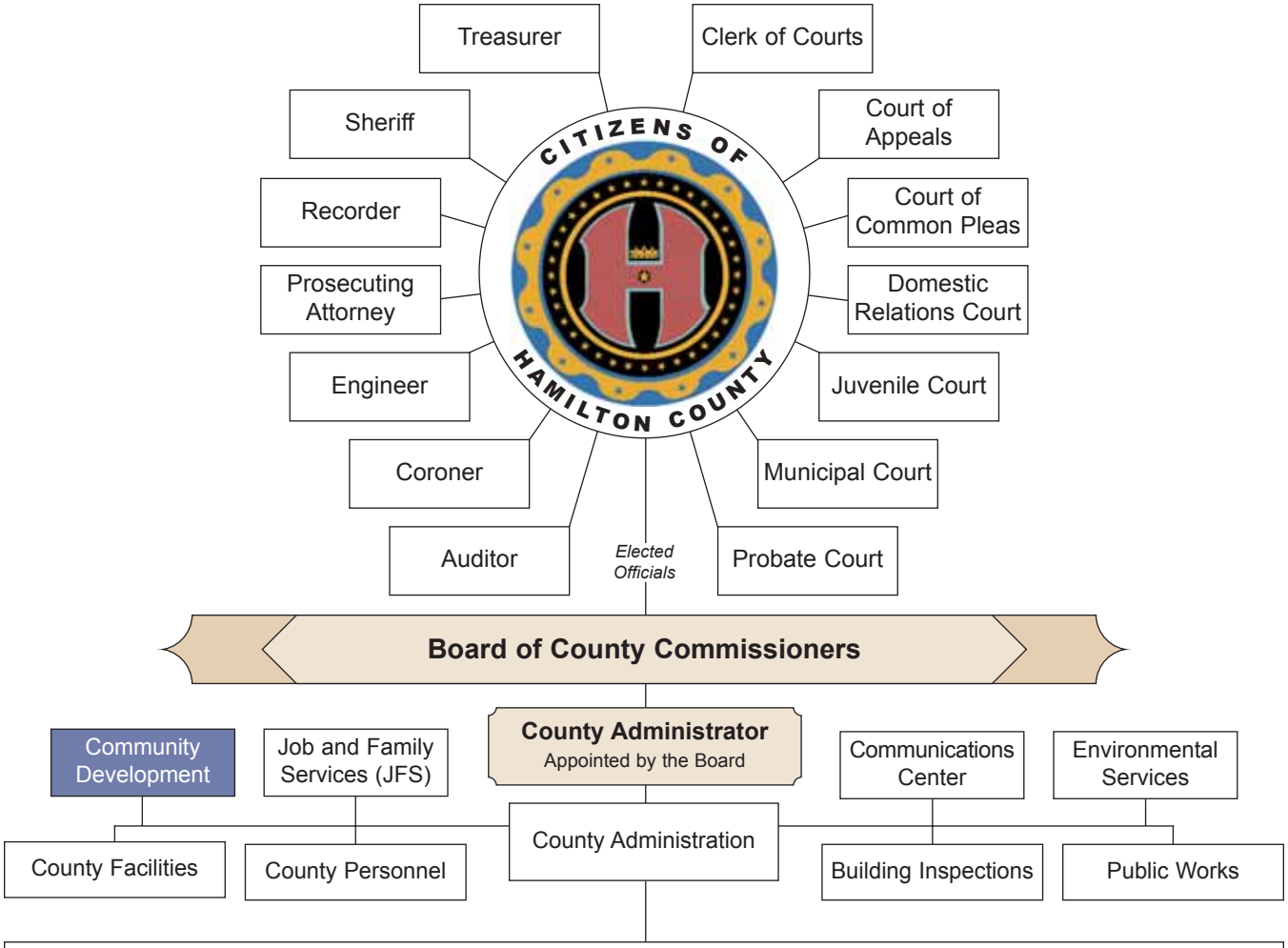
**Stadiums** – Paul Brown Stadium shows a reduction in FTEs due to a change in the mix of seasonal workers. In addition Great American Ball Park and Paul Brown Stadium both show reductions in percentages of county executive time charged to the funds.

**TASC** – This program was transitioned to non-county agencies in 2006.

**Treasurer** –The 0.05 increase in FTEs is due to reallocations of staff within the Treasurer's general fund and restricted funds.

# Hamilton County, Ohio

# Economic Development




*County services for which the Board of County Commissioners is solely responsible*

Board of Building Appeals
Board of Building Standards
Board of Zoning Appeals
Cabinet of Economic Advisors
Competition and Efficiency Committee
Council of Elders
Criminal Justice Commission
Dog Warden
Earthworks Appeals Board
Economic Development Task Force
Great American Ball Park
Health Care Review Commission
Homeland Security Commission
Hospital Commission
Infant Mortality Reduction Commission
JFS Planning Committee
Local Corrections Planning Board
Metropolitan Sewer District
Paul Brown Stadium
Rural Zoning Commission
Tax Incentive Review Committee
Tax Levy Review Committee
Storm Drainage Appeals

*County services in which the Board of County Commissioners share responsibility*

Board of Elections
Board of Mental Retardation/Developmental Disabilities
Board of Park Commissioners
Board of Revision
Cincinnati Area Geographic Information System (CAGIS)
Cincinnati Metropolitan Housing Authority
Cincinnati Museum Center
Cincinnati Zoo and Botanical Gardens
Children's Trust Fund
County Law Enforcement Applied Regionally
Community Action Agency
Community Improvement Corporation
**Convention Facilities Authority**
Drake Center
Elderly Services Program Advisory Council
Emergency Management Agency
Family and Children First Council
Hamilton County Board of Health
**Hamilton County Development Company**
Indigent Health Care
Information Processing Advisory Committee (IPAC)
Integrating Committee (District 2)
Kenton County Airport Board Advisory Committee
Mental Health and Recovery Services Board
**OH-KY-IN Regional Council of Governments**
Ohio State University Extension Service
**Port of Greater Cincinnati Development Authority**
Public Defender Commission
Public Library of Cincinnati and Hamilton County
Regional Computer Center Control Board
Regional Planning Commission
River City Correctional Facility
Senior Services
Soil and Water Conservation District
Solid Waste Management District
Southwest Ohio Regional Transit Authority
Stormwater District Oversight Board
Veterans Service Commission

# Economic Development

2008 Budget Summary by Department

**Revenues** *(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Parking Facilities | 877 | 876 | 900 | 1,017 |
| Community Development | - | 3 | - | - |
| **Total** | **$877** | **$878** | **$900** | **$1,017** |

*The Economic Development department does not generate revenue.*

**Expenditures** *(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Parking Facilities | 932 | 592 | 1,103 | 912 |
| Economic Development | 1,303 | 916 | 1,275 | 738 |
| Community Development | 81 | 63 | 28 | - |
| **Total** | **$2,316** | **$1,571** | **$2,407** | **$1,650** |

*The Community Development department is entirely grant funded in 2008.*

**Employee Positions**

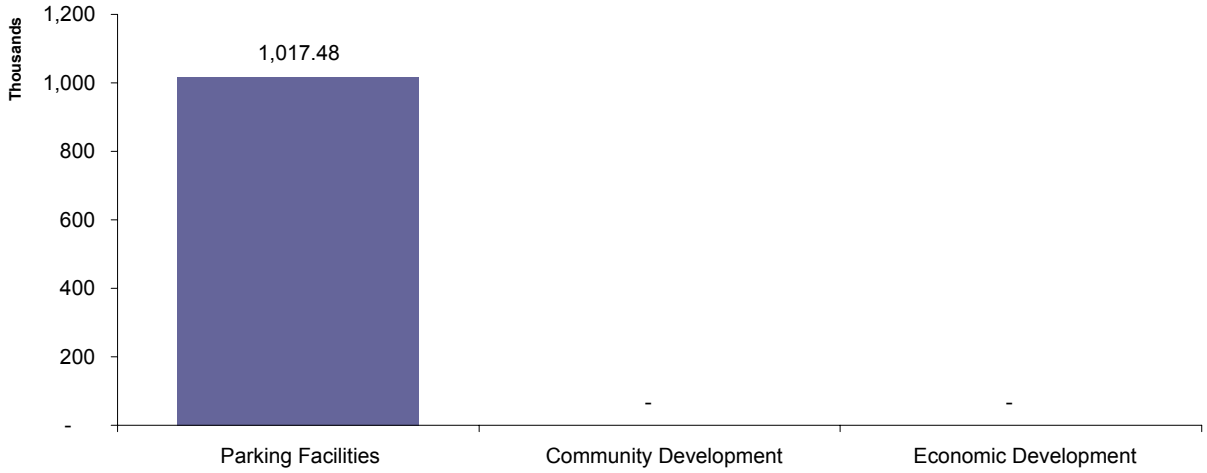
| Department | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Community Development | 28.50 | 7.50 | 6.50 | 6.00 |
| Economic Development | - | - | 1.00 | 0.25 |
| **Total** | **28.50** | **7.50** | **7.50** | **6.25** |

*There are no employees associated with Parking Facilities. Operations are contracted to private contractor.*

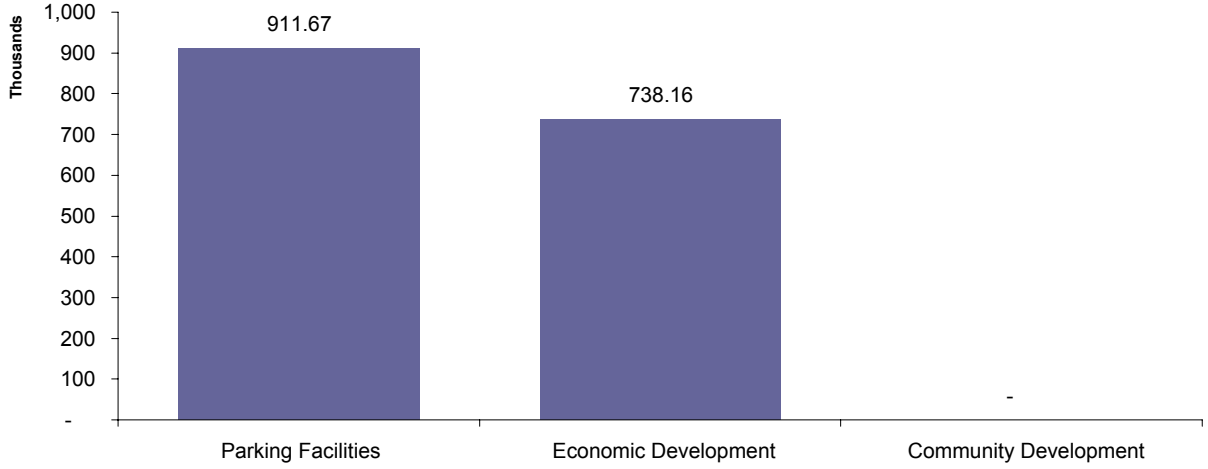
# Economic Development

2008 Budget Summary by Department

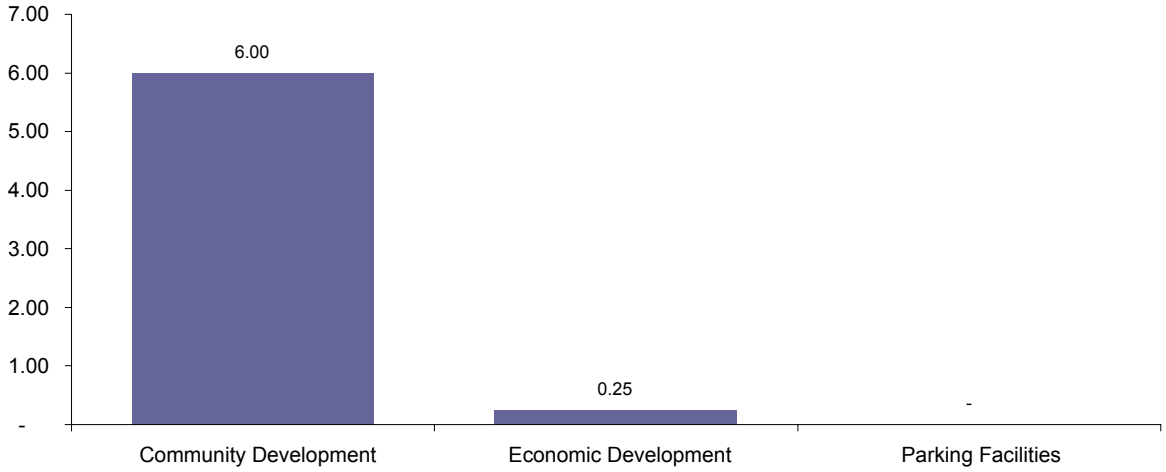
## Revenue




## Expenditures




## Employees



# Community Development

## DEPARTMENT OVERVIEW:

The Community Development Office receives annual grant awards from the U.S. Department of Housing and Urban Development to address community development and housing needs in suburban cities, villages and townships, principally for persons of low and moderate incomes.

The City of Cincinnati is not included because it receives community development block grants directly for its jurisdiction. There are nine communities in Hamilton County suburbs that do not participate: Amberley Village, Evendale, Indian Hill, Maderia, Mariemont, Milford, Newtown, Symmes Township, and Terrace Park.

## BUDGET OVERVIEW:

The Home Improvement Program, the only general fund program in Community Development, is suspended for the 2008 budget. The suspension results in a $75,000 reduction from the 2007 budget.

The Community Development 2008 restricted fund budget is $5.6 million, a $283,005 (5.3%) increase from 2007. All of the programs for the Community Development Office are grant funded by the U.S. Department of Housing and Urban Development; increases stem from additional grant awards.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| CDBG | $ 3,855,658 | $ 3,536,549 | $ 3,536,549 | $ 3,733,489 | $ 3,744,184 | 5.9% |
| Emergency Shelter | 119,985 | 125,000 | 125,000 | 133,365 | 133,365 | 6.7% |
| HOME | 1,712,881 | 1,558,230 | 1,558,230 | 1,700,000 | 1,700,000 | 9.1% |
| Home Improvement | 81,009 | 74,765 | 62,983 | 28,398 | - | -100.0% |
| Total | $ 5,769,533 | $ 5,294,544 | $ 5,282,762 | $ 5,595,252 | $ 5,577,549 | 5.3% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Other Intergovermental | $ 5,340,497 | $ 4,712,656 | $ 4,712,656 | $ 5,133,889 | $ 5,133,889 | 8.9% |
| Miscellaneous | $ 530,985 | $ 500,000 | $ 500,000 | $ 450,000 | $ 450,000 | -10.0% |
| Total | $ 5,871,482 | $ 5,212,656 | $ 5,212,656 | $ 5,583,889 | $ 5,583,889 | 7.1% |

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| CDBG Adm | 4.50 | 6.00 | 6.00 | 6.00 | - |
| HOME | 22.50 | - | - | - | - |
| Home Improvement | 1.50 | 1.50 | 0.50 | - | (1.50) |
| Total | 28.50 | 7.50 | 6.50 | 6.00 | (1.50) |

## PROGRAM SUMMARIES:

**Program:** Community Development - 1401
**Mandated By:** Not Mandated
**Funding Source:** Special Revenue Calendar Grants

| **Program Description:** | **Accomplishments:** |
|---|---|
| Annual grant awards through U.S. Department of Housing and Urban Development to address community development and housing needs in suburban municipalities and townships, primarily for persons of low and moderate income. | Community Development expects to implement approximately 36 Community Development Projects in 2008 including the repair of 500 homes, counseling for 300 homeowners at risk for foreclosure, and other housing and community development activities. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Have a balance of less than 1.5 times the current grant on the Letter of Credit two months before the end of the fiscal year (March 1, 2008 through February 28, 2009). (Per HUD Guidelines) | | | | |
| **Demand:** 1.5 times current year grant. | 4,638,303 | 5,250,731 | 5,250,731 | 5,250,731 |
| **Workload:** Letter of Credit balance ten months into fiscal year. | 2,843,146 | 3,500,000 | 3,500,000 | 3,500,000 |
| **Efficiency:** No. of years on Letter of Credit balance. | 0.92 yrs. | 1.0 yr. | 1.0 yr. | 1.0 yr. |
| **Effect./Outcome:** By two months before end of fiscal, have a balance of less than 1.5 the current entitlement. | 100% | 100% | 100% | 100% |
| **Objective:** Keep administrative costs at 20% or less of grant amount plus program income. | | | | |
| **Demand:** 20% of current grants plus program income | 670,924 | 740,000 | 740,000 | 740,000 |
| **Workload:** Total of planning and administrative expenditure for fiscal year. | 670,287 | 720,000 | 725,000 | 725,000 |
| **Efficiency:** Percentage of grant spent for planning and administration | 20% | 19.5% | 19.6% | 19.6% |
| **Effect./Outcome:** Administrative cost have been kept at 20% or less | 100% | 100% | 100% | 100% |
| **Objective:** To expend at least 70% of funding during the fiscal year for projects that benefit individuals with low to moderate income. | | | | |
| **Demand:** Total project funds expended during fiscal year. | 2,910,535 | 3,000,000 | 3,500,000 | 3,500,000 |
| **Workload:** Total expenditures benefiting L/M persons fiscal year. | 2,636,363 | 2,700,000 | 3,150,000 | 3,150,000 |
| **Efficiency:** Percent spent benefiting L/M persons | 90.6% | 90% | 90% | 90% |
| **Effect./Outcome:** Expended at least 70% of funds during the fiscal year for projects that benefit individuals with low to moderate income. | 100% | 100% | 100% | 100% |
| **Objective:** To expend at least 50% of the current grant during the fiscal year. | | | | |
| **Demand:** 50% of current grant. | 1,546,101 | 1,750,245 | 1,750,245 | 1,750,245 |
| **Workload:** Total expenditure during last 12 months | 3,567,515 | 3,500,000 | 3,500,000 | 3,500,000 |
| **Efficiency:** Expenditure at 12 months/by grant amount. | 1.15 yrs. | 1 yr | 1 yr | 1 yr |
| **Effect./Outcome:** Expended at least 50% of current grant. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
Thirty-five community projects were completed during the program year, which is from March 1, 2007 through February 29, 2008. As of March 1, 2008, 27 projects were still active.

**Program:** Emergency Shelter - 1402
**Mandated By:** Not Mandated
**Funding Source:** Special Revenue Calendar Grants

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Mt. Airy Shelter provides emergency shelter for the homeless population. The U.S. Department of Housing and Urban Development's McKinney Act Emergency Shelter Entitlement Fund supports a portion of the operating costs for the Mt. Airy Shelter.<br><br>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. | Operation of the shelter for one year. In 2007, the Mt. Airy Shelter served 510 individuals. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Expend all program funding within two years of the grant award. | | | | |
| **Demand:** Total of previous year grant. | 119,985 | 133,365 | 133,365 | 133,365 |
| **Workload:** Actual dollars spent during fiscal year | 119,985 | 133,365 | 133,365 | 133,365 |
| **Efficiency:** Percent of grant spent to benefit homeless persons | 100% | 100% | 100% | 100% |
| **Effect./Outcome:** Program funds are expended within two years of grant award. | 100% | 100% | 100% | 100% |
| **Objective:** Expend all program funding for services that benefit homeless persons. | | | | |
| **Demand:** Total expenditures during fiscal year. | 119,985 | 133,365 | 133,365 | 133,365 |
| **Workload:** Total expenditures benefiting homeless persons. | 119,985 | 133,365 | 133,365 | 133,365 |
| **Efficiency:** Homeless persons who benefited. | 510 | 510 | 510 | 510 |
| **Effect./Outcome:** All funding is expended for services that benefit homeless persons. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
No FTEs are attributed to this program due to the minimal amount of time expended by Community Development staff (15 hours/year) in administration of program. 100% of Federal Funds are spent.

**Program:** HOME - 1403
**Mandated By:** Not Mandated
**Funding Source:** Special Revenue Calendar Grants

| **Program Description:** | **Accomplishments:** |
|---|---|
| The HOME Block Grant from Department of Housing & Urban Development (HUD) is to support the development of housing for low income persons. | The delivery of 195 units of rental housing under Tenant Based Assistance (TBA) and the development of two other project based programs. The American Dream Down Payment Initiative Program (ADDI) expects to close eight loans in 2008. In 2007, Community Development received $32,165 in funding.<br><br>All HOME funding were committed to program activities. In addition to Tenant Based Assistance, HOME funding were also used to construct new houses in Lincoln Heights and Lockland for low income buyers. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To commit all HOME funding within two years of receipt. | | | | |
| **Demand:** Total of most recent HOME grant (Two years) | 2,867,392 | 2,852,879 | 2,852,879 | 2,852,879 |
| **Workload:** Total uncommitted HOME funding at end of fiscal year | 431,730 | 400,000 | 400,000 | 400,000 |
| **Efficiency:** Number of years of available funding. | 0.30 yrs. | 0.28 yrs. | 0.28 yrs. | 0.28 yrs. |
| **Effect./Outcome:** All funding has been committed within two years of receipt. | 100% | 100% | 100% | 100% |
| **Objective:** Overall benefit requires that at least 90% of rental funding benefits people at 60% of median income. | | | | |
| **Demand:** Total rental funds expended during fiscal year | 1,000,000 | 1,100,000 | 1,100,000 | 1,100,000 |
| **Workload:** Rental funds expended benefiting persons at 60% of median income. | 1,000,000 | 1,100,000 | 1,100,000 | 1,100,000 |
| **Efficiency:** Number of persons served at 60% of median income. | 190 | 195 | 195 | 195 |
| **Effect./Outcome:** At least 90% of rental funds benefit people at 60% of medium income. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
The 2007 Action Plan contained the following projects for HOME:

Tenant Based Assistance (TBA) Program $1,051,122
Homebuyer Assistance $210,225
American Dream Down Payment Initiative (ADDI) (various homeowners) $32,165
Administration $140,150

The 2008 Action Plan contains the following projects for HOME:

Tenant Based Assistance (TBA) Program $1,020,000
Homebuyer Assistance $210,000
American Dream Down Payment Initiative (ADDI) (various homeowners) $13,232
Administration $140,000

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

**Program:** Linked Deposit Program - 1405
**Mandated By:** Not Mandated
**Funding Source:** General Fund

***This program has been suspended in the 2008 budget.***

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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 rate a bank would normally offer. | For the calendar year 2007, Community Development (through its participating banks) closed 531 HIP loans. The average dollar amount of these loans was approximately $18,019 with an average interest rate of 4.6%. The department estimates that loan recipients hired more than 470 area contractors to complete projects financed with HIP funds. The majority of the loans (88%) were for homes with assessed values of less than $250,000. The program was suspended effective January 1, 2008 although banks were given until February 29, 2008 to close any loans that had been approved prior to 2007 year end. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To administer 1,000 loans valued at $10 million dollars. | | | | |
| **Demand:** Number of loan applications | 600 | 800 | 800 | 0 |
| **Workload:** Number of loans processed | 251 | 400 | 400 | 0 |
| **Efficiency:** Average amount of the loan | 16,500 | 15,970 | 15,970 | 0 |
| **Effect./Outcome:** Percentage of loans processed | 100% | 100% | 100% | 0 |

**Departmental Comments:**
Since its inception in 2002, the Home Improvement Program has assisted approximately 1,600 Hamilton County homeowners with obtaining low interest loans for home improvements. 251 loans were closed in 2006 with a total value of $4.3 million. The total value of loans provided to date is approximately $19 million. The average amount of a loan is $15,970.

Changes were enacted to the program in 2006 to enhance the usability of this service as a community revitalization and economic development tool. Specifically, the program was changed to:

- Amend the current residential property value eligibility threshold from $300,000 to $350,000.
- Amend the component of the program which allows for condo conversion to promote the wider use of this loan product as a tool for such conversions.
- Expand the program to allow for improvements to commercial property with assessed value of up to $350,000.

The types of improvements financed can be categorized as follows: Interior remodeling-20%, interior maintenance or replacement-11%, interior updating or modernization-8%. For exterior projects the numbers are: space additions-12%, maintenance/replacement-38%, and updating/modernization-11%. 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.

In 2008, the Linked Deposited program has been suspended due to the financial condition of the county. As the financial condition of the county improves the Commissioners will evaluate reestablishing the Linked Deposit Program. At the end of 2007, there were 1,267 HIP loans that were outstanding, totaling $14,520,998. The county will continue to services these loans until all loans have been repaid.

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

# Economic Development Department

## DEPARTMENT OVERVIEW:

The Economic Development program primarily consists of agreements with entities within Hamilton County and the region that promote economic development opportunities and job creation and retention within the county. Agreements are in place with the following entities:

- **Hamilton County Development Company** (HCDC) assists in the retention, expansion and attraction of research facilities, and industrial and commercial businesses within the county. HCDC 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 businesses. Other responsibilities include designing, implementing, monitoring and evaluating economic development plans, programs, strategies and policies on behalf of the county.

- **Ohio-Kentucky-Indiana Regional Council of Governments** develops collaborative strategies, plans and programs which improve the quality of life and the economic development potential of the region. Major areas of focus are regional transportation, air quality and water quality.

- **Cincinnati USA Regional Chamber** provides economic development, government advocacy, regional vision and collaboration, educational programs and essential information for business growth in the global economy.

## BUDGET OVERVIEW:

Economic Development's 2008 budget includes a $71,842 (8.9%) decrease in expenditures. This department does not generate revenue for the county. Major variances in this department are:

- **Personnel Costs** In 2008, 25% of an assistant county administrator's personnel costs are being allocated to this department. This is a $37,757 increase from the 2007 budget.
- **Other Expenditures** Other expenditures are budgeted at a $109,599 (13.5%) decrease from the 2007 budget. Major areas of variance are:
  - $100,000 decrease in funding to the Greater Cincinnati USA Partnership.
  - $9,000 decrease in funding to the Hamilton County Development Company.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Convention and Visitors Bureau | 250,000 | - | - | 250,000 | - | n/a |
| Hamilton County Development Company | 552,847 | 545,000 | 566,438 | 561,000 | 536,000 | -1.7% |
| Northern Hamilton County Convention Bureau | 250,000 | - | 62,500 | 250,000 | - | n/a |
| Cincinnati USA Regional Chamber | 250,000 | 150,000 | 175,000 | - | 50,000 | -66.7% |
| OKI Regional Council of Governments | - | 115,000 | 112,184 | 114,401 | 114,401 | -0.5% |
| Economic Development | - | - | - | 99,590 | 37,757 | n/a |
| Total | $ 1,302,847 | $ 810,000 | $ 916,122 | $ 1,274,991 | $ 738,158 | -8.9% |

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Economic Development | - | - | 1.00 | 0.25 | 0.25 |
| Total | - | - | 1.00 | 0.25 | 0.25 |

*This department does not generate revenue.*

## PROGRAM SUMMARY:

**Program:** Economic Program - 4010
**Mandated By:** Not mandated.
**Funding Source:** General Fund

**Accomplishments:**
In 2007, Hamilton County Development Co., Inc. (HCDC) executed ten tax incentive agreements that have accounted for an investment of approximately $257,783,000, the retention of 1,644 jobs and the creation of 68 jobs.

In 2007, HCDC has approved twenty-eight SBA 504, Ohio 166 and Community Reinvestment Fund loans in Hamilton County for a total investment of $22,412,738 and the creation of 130 jobs. HCDC ranked 40th in the nation out of 268 CDCs and ranked first in Ohio.

Finally, our business incubator, the Hamilton County Business Center (HCBC) had forty-eight tenants and graduated six companies over the past year. HCBC tenants created 40 new jobs. Tenants generated more than $23.6 million in revenue.

In total, HCDC's programs helped create 238 new jobs in Hamilton County.

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To promote economic development by creating/retaining jobs through entrepreneurial development, loans and tax incentives. | | | | |
| **Demand:** Jobs to be created. | 500 | 400 | 400 | 1000 |
| **Workload:** Jobs created. | 100 | 238 | 400 | 1000 |
| **Efficiency:** Time to develop jobs created (hours). | 8,424 | 8,424 | 8,424 | 8,424 |
| **Effect./Outcome:** Targeted jobs created/retained. | 20% | 60% | 100% | 100% |

**Departmental Comments:**
Job creation is one measure to determine economic development success. With the increase in mergers and acquisitions, automation and off-shoring of jobs, however, many companies are finding ways to cut jobs rather than create them. In addition to these global trends, there is also a local change that affects the ability for HCDC to track job creation. This is the recent change in Ohio's tax laws. The new tax law is eliminating the personal property tax for businesses and because of this our enterprise zone program (a program which historically resulted in large job creation numbers) has been utilized less than in past years. This is especially true of larger corporations like Procter and Gamble and General Electric who accessed the program primarily to reduce the impact of personal property tax.

This does not mean that the enterprise zone program is no longer useful, since real property tax abatement is still available and important for companies that are expanding or building new facilities. Currently, this is the only tax incentive that the County has to offer to businesses other than community reinvestment areas in townships. It also does not mean that job creation is not happening, but only that the enterprise zone cannot be credited for this job creation which makes it harder to track. HCDC has always felt that this single measure did not completely reflect our total economic development efforts. There are many other things that HCDC does to promote economic development, but this was the most visible one for which job creation was apparent.

The job creation number for 2007 is double what HCDC reported in 2006, so there is some positive movement in this measurement. HCDC is requesting that the job creation number continue to be 400 and that other measures be discussed in the future.

In 2008, one of the Commissioners' performance measures is to create 1,000 new jobs through demonstrable activity.

# Parking Facilities

## DEPARTMENT OVERVIEW:

This department consists solely of the Alms and Doepke Parkhaus, which is located behind the JFS building on Central Parkway. The operations are accounted for in an enterprise fund, and original expectations were that the garage would be self-sustaining. Unfortunately, the decline of the Main Street entertainment district has severely diminished garage receipts. For 2008, the Commissioners approved a rate increase consistent with market rates in the area. This action will produce near-term fiscal relief for the fund.

Prior to 2002 a general fund subsidy was been needed; subsidies have been avoided in recent years by a one-time cash infusion in 2002, when the construction project was closed out, and to a lesser degree due to the rental of office space in the garage.

## BUDGET OVERVIEW:

The 2008 budget request included $200,000 for a corrosion repair project. This project has been deferred to a later year in order to address the budget gap in 2008.

The garage's contractual manager, Central Parking, produced a market-based study recommending a rate increase for monthly parkers. The adopted increase will raise an additional $78,520 per year. This additional revenue will ameliorate but not solve the revenue problem.

## BUDGET SUMMARY:

| **Expenditures by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Parking | $ 932,142 | $ 995,413 | $ 592,141 | $ 1,103,365 | $ 911,667 | -8.4% |
| Total | $ 932,142 | $ 995,413 | $ 592,141 | $ 1,103,365 | $ 911,667 | -8.4% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Charges for Service Fees | $ 877,203 | $ 997,738 | $ 875,536 | $ 899,600 | $ 1,017,480 | 2.0% |
| Total | $ 877,203 | $ 997,738 | $ 875,536 | $ 899,600 | $ 1,017,480 | 2.0% |

*There are no employee positions associated with Parking Facilities.*

## PROGRAM SUMMARY:

**Program:** Operations - 6902
**Mandated By:** Not Mandated
**Funding Source:** Enterprise

| **Program Description:** | **Accomplishments:** |
|---|---|
| Provide safe, convenient parking for the general public visiting county offices and local businesses. | Parking receipts have been stable despite the loss of a good bit of revenue from the Main Street entertainment district. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Generate sufficient revenue from parking operations to cover expenses and debt service. | | | | |
| **Demand:** Revenue needed to cover expenses | 907,313 | 874,327 | 899,599 | 1,017,479 |
| **Workload:** Revenue generated | 952,068 | 874,327 | 899,599 | 1,017,479 |
| **Efficiency:** % of spaces occupied daily | 85% | 85% | 85% | 85% |
| **Effect./Outcome:** % of expenses covered by revenue | 100% | 100% | 100% | 100% |

**Departmental Comments:**
Retail space beyond that occupied by Cincinnati Bell Wireless remains open. The county's property manager recommends engaging a commercial broker to market the space.

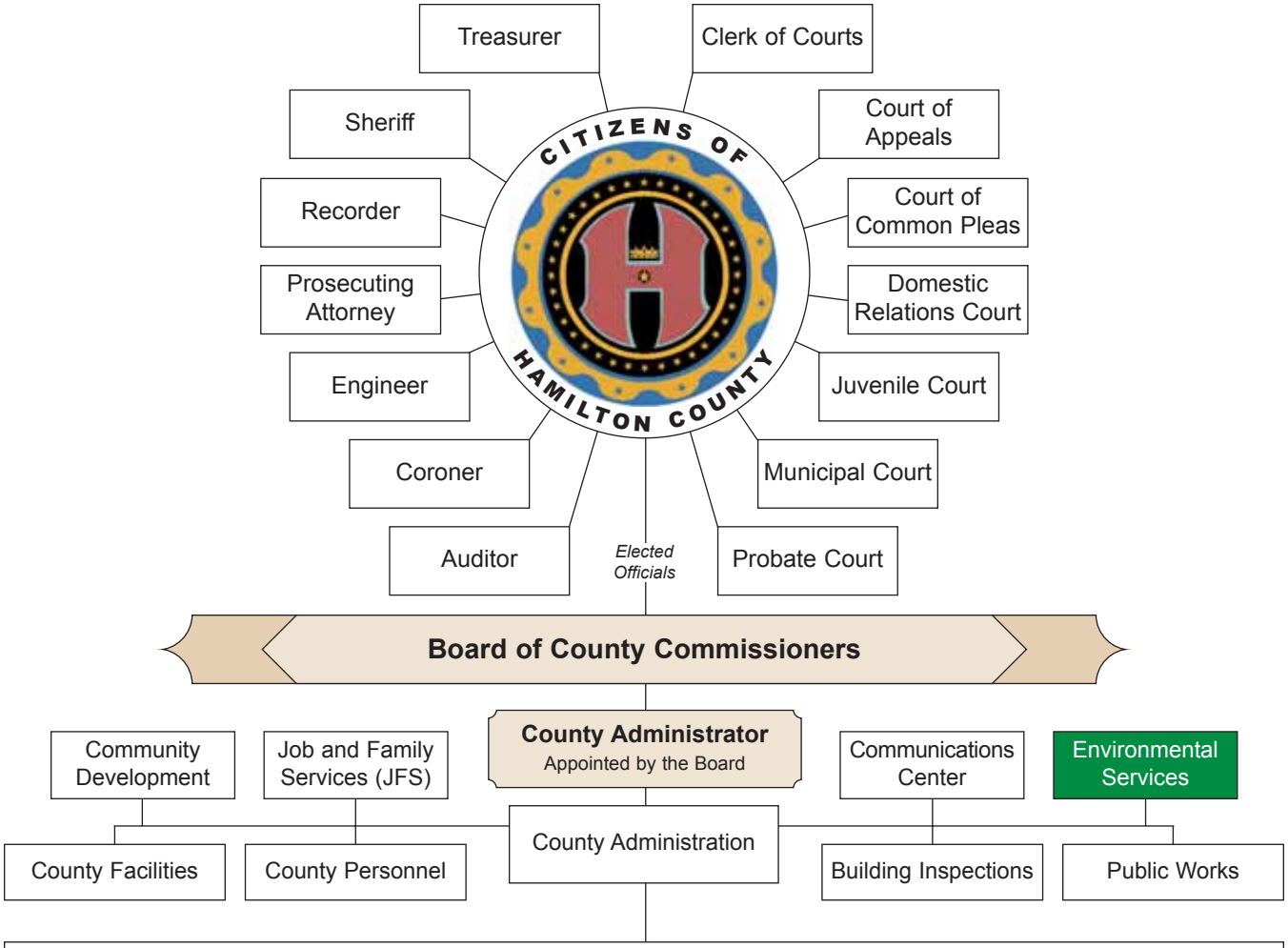
A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

## Notable Nationally

The Cincinnati Opera is the second oldest opera company in the nation.

# Hamilton County, Ohio

# Environmental Control




*County services for which the Board of County Commissioners is solely responsible*

Board of Building Appeals
Board of Building Standards
Board of Zoning Appeals
Cabinet of Economic Advisors
Competition and Efficiency Committee
Council of Elders
Criminal Justice Commission
Dog Warden
Earthworks Appeals Board
Economic Development Task Force
Great American Ball Park
Health Care Review Commission
Homeland Security Commission
Hospital Commission
Infant Mortality Reduction Commission
JFS Planning Committee
Local Corrections Planning Board
Metropolitan Sewer District
Paul Brown Stadium
Rural Zoning Commission
Tax Incentive Review Committee
Tax Levy Review Committee
Storm Drainage Appeals

*County services in which the Board of County Commissioners share responsibility*

Board of Elections
Board of Mental Retardation/Developmental Disabilities
Board of Park Commissioners
Board of Revision
Cincinnati Area Geographic Information System
Cincinnati Metropolitan Housing Authority
Cincinnati Museum Center
Cincinnati Zoo and Botanical Gardens
Children's Trust Fund
County Law Enforcement Applied Regionally
Community Action Agency
Community Improvement Corporation
Convention Facilities Authority
Drake Center
Elderly Services Program Advisory Council
Emergency Management Agency
Family and Children First Council
Hamilton County Board of Health
Hamilton County Development Company
Indigent Health Care
Information Processing Advisory Committee
Integrating Committee (District 2)
Kenton County Airport Board Advisory Committee
Mental Health and Recovery Services Board
OH-KY-IN Regional Council of Governments
Ohio State University Extension Service
Port of Greater Cincinnati Development Authority
Public Defender Commission
Public Library of Cincinnati and Hamilton County
Regional Computer Center Control Board
Regional Planning Commission
River City Correctional Facility
Senior Services
Soil and Water Conservation District
Solid Waste Management District
Southwest Ohio Regional Transit Authority
Stormwater District Oversight Board
Veterans Service Commission

# Environmental Control

2008 Budget Summary by Department

**Revenues** *(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Environmental Services | 2,875 | 3,068 | 2,820 | 2,820 |
| **Total** | **$2,875** | **$3,068** | **$2,820** | **$2,820** |

**Expenditures** *(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Environmental Services | 2,756 | 2,829 | 2,963 | 2,988 |
| **Total** | **$2,756** | **$2,829** | **$2,963** | **$2,988** |

**Employee Positions**

| Department | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Environmental Services | 61.89 | 59.59 | 59.59 | 59.59 |
| **Total** | **61.89** | **59.59** | **59.59** | **59.59** |

# Environmental Services

## DEPARTMENT OVERVIEW:

The Hamilton County Department of Environmental Services houses both the Solid Waste Management District and the Air Quality Management Division. The Solid Waste Management District (District) is dedicated to promoting recycling, waste reduction and responsible waste management in Hamilton County. The Air Quality Management Division (AQMD) works with local, state and federal government agencies, businesses, communities and citizens to achieve and maintain healthy air quality. The AQMD serves Butler, Clermont, Hamilton and Warren counties in Southwest Ohio.

## BUDGET OVERVIEW:

On September 19, 2007, the Board of Commissioners appropriated $3.5 million in federal grants within the Air Quality Management fund. The 2008 calendar year budget includes another $3.0 million appropriation to Environmental Services' Solid Waste Management fund. Environmental Services' budget does not include any general fund support. The budget is a $4,625 (0.2%) decrease in expenditures from the 2007 budget. The revenue for this fund increases by $100,000 (3.7%). Variances in this fund are:

- **Personnel Costs:** All restricted fund personnel costs are budgeted at a $21,552 (4.1%) increase from 2007 budget. Major elements include:
  - Part-time Employee Compensation ($5,530)
  - Worker's Compensation ($10,979)
  - Medical Coverage ($3,959).
- **Other Expenditures:** Other expenditures are a $2.4 million, $37,461 (1.5%) decrease from the 2007 budget. The majority of this reduction occurred in contracts that support:
  - Household Hazardous Waste program
  - Yardwaste Management program.
- **Capital Outlay:** Capital Outlay is $10,450, a $2,930 (21.9%) decrease from the 2007 budget. The majority of capital is for replacing data processing equipment and upgrading software.

## BUDGET SUMMARIES:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Solid Waste Management | $ 2,734,195 | $ 2,992,528 | $ 2,829,198 | $ 2,962,791 | $ 2,987,903 | -0.2% |
| Water Quality | 7,109 | - | - | - | - | n/a |
| Air Quality Management | 3,109,282 | 3,360,916 | - | 3,484,430 | 3,484,430 | 3.7% |
| Special Projects | 888,969 | 17,784 | - | 122,260 | 122,260 | 587.5% |
| Total | $ 6,739,555 | $ 6,371,228 | $ 2,829,198 | $ 6,569,481 | $ 6,594,593 | 3.5% |

*Air Quality Management and Special Projects are funded by grants. 2007 estimates do not include grants.*

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Charges for Service Fees | $ 3,220,052 | $ 3,087,500 | $ 2,951,766 | $ 3,191,000 | $ 3,191,000 | 3.4% |
| Other Intergovernmental | 3,384,081 | 2,719,032 | - | 2,794,449 | 2,794,449 | 2.8% |
| Miscellaneous | 246,891 | 160,000 | 10,064 | 160,000 | 160,000 | 0.0% |
| Total | $ 6,851,024 | $ 5,966,532 | $ 2,961,830 | $ 6,145,449 | $ 6,145,449 | 3.0% |

*Other Intergovernmental revenue consists of grants. 2007 estimates do not include grants.*

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Recommend | Change from 2007 Budget |
|---|---|---|---|---|---|
| Solid Waste Management | 11.32 | 10.92 | 10.87 | 10.87 | (0.05) |
| Water Quality Management | 0.20 | - | - | - | |
| Air Quality Management | 48.37 | 45.67 | 45.72 | 45.72 | 0.05 |
| Special Projects | 2.00 | 3.00 | 3.00 | 3.00 | - |
| Total | 61.89 | 59.59 | 59.59 | 59.59 | - |

## PROGRAM SUMMARIES:

**Program:** Air Quality Management - 5603
**Mandated By:** Ohio EPA rules and regulations
**Funding Source:** Special Revenue State Grants, Special Revenue Federal Grants

| **Program Description:** | **Accomplishments:** |
|---|---|
| Air Quality is responsible for local administration of the Southwest 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. | Monitoring and Analysis's valid data capture rate exceeds the required 75% annual requirement.<br><br>The agency has submitted over 90% of the permit to install recommendations received to Ohio EPA within the 45 day time frame.<br><br>Due to public concern, the Agency has continued air toxic monitoring at the Hitchens Elementary School in Addyston.<br><br>The agency is operating one of seven Trace Gas monitoring sites located in Miamitown. The purpose is to monitor trace Sulfur Dioxide (SO2), Carbon Monoxide (CO), and Nitrogen Dioxide (NO2) pollutant levels. Participation started in 2006 and will continue until at least 2011.<br><br>Due to public concern, the agency began PM 10 air monitoring near the Rumpke Landfill in Colerain Township. PM 10 is a particulate matter less than ten microns in size. PM 10 can be considered similar to dust emissions. Several citizens were concerned about the dust emissions from Rumpke and the lack of monitoring around the facility. Since the agency had an available PM 10 monitor and there is a USEPA standard for PM 10, the agency decided to locate a PM 10 monitor to determine the ambient concentration around the Rumpke facility. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Complete all Title V Draft Permit renewals within required OEPA timeframes. | | | | |
| **Demand:** Number of Title V Permit renewal applications to be processed. | 22 | 15 | 15 | 15 |
| **Workload:** Number of Title V renewals submitted to OEPA. | 7 | 11 | 11 | 11 |
| **Efficiency:** Time Spent submitting Title V renewals to OEPA (hours). | 1,423 | 1,500 | 1,500 | 1,500 |
| **Effect./Outcome:** Percentage received Title V submitted to OEPA within guidelines. | 32% | 73% | 73% | 73% |
| **Objective:** Provide Daily (Monday - Friday) Pollen and Mold counts for Southwest Ohio residents (February - November) | | | | |
| **Demand:** Number of daily counts required. | 198 | 197 | 198 | 198 |
| **Workload:** Completed daily counts. | 196 | 197 | 198 | 198 |
| **Efficiency:** Time to perform counts (Hours) | 392 | 390 | 392 | 392 |
| **Effect./Outcome:** Percentage number of completed versus required. | 98% | 99.4% | 100% | 100% |
| **Objective:** Publish an Air Quality Index (AQI) twice daily (Monday - Friday) for the residents of Southwestern Ohio. | | | | |
| **Demand:** Potential number of AQI updates per year. | 520 | 520 | 520 | 520 |
| **Workload:** Number of AQI updates per year. | 520 | 520 | 520 | 520 |
| **Efficiency:** Time spent to perform Air Quality Index. (Hours) | 1,300 | 1,300 | 1,300 | 1,300 |
| **Effect./Outcome:** Percentage of updates completed | 100% | 100% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Submit 90% of completed Permit To Operate (PTO) recommendations to OEPA | | | | |
| **Demand:** Number of PTO applications expected. | 308 | 300 | 250 | 250 |
| **Workload:** Number of completed PTO's submitted to OEPA. | 278 | 285 | 238 | 238 |
| **Efficiency:** Time spent completing PTO applications. (Hours) | 2,318 | 2,500 | 2,200 | 2,200 |
| **Effect./Outcome:** Percentage of completed PTO's submitted to OEPA. | 90% | 95% | 95% | 95% |
| **Objective:** Inspect and document the compliance status of air contaminant facilities as required by the state contract. | | | | |
| **Demand:** Number of regulated facilities requiring inspection. | 817 | 800 | 800 | 800 |
| **Workload:** Number of facilities inspected. | 817 | 800 | 800 | 800 |
| **Efficiency:** Time spent inspecting air contaminant facilities.(Hours) | 6,505 | 6,200 | 6,200 | 6,200 |
| **Effect./Outcome:** Percentage of state required facility inspections completed. | 100% | 100% | 100% | 100% |
| **Objective:** Observe and validate source tests performed in four-county area. | | | | |
| **Demand:** Number of test notifications received. | 118 | 140 | 140 | 140 |
| **Workload:** Number of stack tests observed. | 125 | 140 | 140 | 140 |
| **Efficiency:** Time to complete stack test certifications. (Hours) | 9,462 | 10,597 | 10,597 | 10,597 |
| **Effect./Outcome:** Percentage of stack tests observed. | 106% | 100% | 100% | 100% |
| **Objective:** Initially respond to 90% of air quality complaints received within 30 minutes. | | | | |
| **Demand:** Number of complaints received. | 622 | 630 | 600 | 600 |
| **Workload:** Number of complaints responded to within 30 minutes. | 592 | 567 | 540 | 540 |
| **Efficiency:** Staff hours responding to complaints received. | 3,334 | 3,500 | 3,300 | 3,300 |
| **Effect./Outcome:** Percentage meeting 30-minute response criteria. | 95% | 90% | 90% | 90% |
| **Objective:** Inspect at least 15% of renovation and demolition projects covered under National Emissions Standards for Hazardous Air Pollutants (NESHAP). | | | | |
| **Demand:** Number of NESHAP notifications received. | 445 | 450 | 450 | 450 |
| **Workload:** Number of inspections performed. | 160 | 162 | 169 | 169 |
| **Efficiency:** Staff hours performing inspections. (Hours) | 2,169 | 2,196 | 2,290 | 2,290 |
| **Effect./Outcome:** Percentage of inspections versus number of notifications. | 36% | 36.5% | 38% | 38% |
| **Objective:** Send greater than 90% of Permits to Ohio EPA within 45 days. | | | | |
| **Demand:** Number of Permits to Install (PTI) sent to Ohio EPA. | 112 | 100 | 110 | 110 |
| **Workload:** Number of applications forwarded to Ohio EPA within 45 days. | 108 | 90 | 99 | 99 |
| **Efficiency:** Time spent processing permits. (Hours) | 8,727 | 8,800 | 9,000 | 9,000 |
| **Effect./Outcome:** Percentage of PTI meeting the 45-day requirements. | 96% | 90% | 90% | 90% |

**Departmental Comments:**

Title V Renewals - Numerous Title V renewals had to be placed on hold due to pending changes in federal regulations addressing boilers.

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.

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 100 stack tests are certified annually. Emissions inventories are updated throughout the year. Workload is greater than demand in 2006 because of more tests than anticipated. In 2006, we had more observed tests than received because we observed some tests more than once.

Pollen and Mold was less than 100% in 2007 Estimate Effect/Outcome because some samples were lost due to instrument malfunction.

15% of all asbestos notifications are required by contract with the Ohio EPA. This timeframe is on an annual basis. We consistently exceed 30%.

A large number of Title V permits expired in 2006. Title V permits expire at various times throughout the year. Permits which expire near the end of the year will not be processed and issued until the next year. Initial draft permit recommendations are to be submitted to Ohio EPA within 68 days of the preliminary completeness determination. The initial preliminary proposed permit development must be submitted within 23 days of assignment of the preliminary proposed permit development task. Initial proposed permit development must be submitted to Ohio EPA within seven days of any conference requested by the permittee.

The PTI Actual numbers for demand also includes the number of PTI modifications sent to Ohio EPA.

In January 2006, no PTO's were submitted to Ohio EPA, since they were not processing PTO's. Ohio EPA began processing PTO's in February 2006.

A possible concern on the horizon might be the possible reduction in federal funding from USEPA.

In 2008, the county will develop baseline carbon emission inventory and document a plan to reduce county's operational carbon footprint by 2% annually. These goals are among the commissioner's priorities for the 2008 budget year.

## Hamilton County Firsts

1869: First metropolitan area to establish a weather bureau.

**Program:** Solid Waste Management - 5601
**Mandated By:** Section 3734
**Funding Source:** Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| To ensure timely and efficient implementation of the Hamilton County Solid Waste Management Plan. The primary goal of the plan is to encourage waste reduction recycling and responsible waste management. The approved Plan identifies the following activities:<br><br>Provides grant funding to surrounding communities for the implementation of recycling programs.<br><br>Provides direct recycling services where such service is not provided by the private sector or where there are under-serviced markets (household hazardous waste, yard waste, etc.)<br><br>Assists local business and industry with recycling related projects while seeking to develop markets for recycled materials.<br><br>Implements programming for Household Hazardous Waste, tires, yard waste, etc.<br><br>Plans for adequate solid waste disposal capacity for Hamilton County.<br><br>Administers contracts with local health departments to ensure compliance of local solid waste facilities. | The District's Solid Waste Management Plan was approved by local political jurisdictions and Ohio EPA.<br><br>Hamilton County communities recycled 31,985 tons of material in 2007.<br><br>Over 92,000 tons of material have been exchanged through the interchange material exchange since 1996. In 2007 there were 207 inquires for material exchange.<br><br>110 tons of computer and electronic equipment were collected at the District's 2007 collection event.<br><br>Over 9,000 households participated in the Household Hazardous Waste drop-off program. In 2007, 9,288 households participated and 525 tons of material was collected.<br><br>The District distributed over $1 million in grant funds in 2007 for the implementation and continuation of local recycling projects.<br><br>The District funded the collection of approximately 6,000 tires throughout Hamilton County in 2007.<br><br>In 2007, the District collected 2,415 tons of yard waste at its three collection sites.<br><br>The District implemented recycling in four condominium complexes and apartments reaching 647 residents. Multi-family recycling is difficult to initiate; however, through the District's program that was initiated in 2006, 26 complexes are now recycling reaching 1,339 residents. Potential recycling diversion from these programs is approximately 74 tons. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Ensure regulatory compliance at county Solid Waste (SW) facilities. | | | | |
| **Demand:** Number of contractual inspections. | 104 | 164 | 164 | 164 |
| **Workload:** Number of actual inspections. (Including open dump inspections) | 168 | 168 | 168 | 168 |
| **Efficiency:** Staff time required to ensure compliance | 40 hrs | 40 hrs | 40 hrs | 40 hrs |
| **Effect./Outcome:** Percentage of inspections completed. | 162% | 102% | 102% | 102% |
| **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. | 33,496 | 34,000 | 34,500 | 34,500 |
| **Efficiency:** Staff time (hours) to promote the program. | 102 | 150 | 125 | 125 |
| **Effect./Outcome:** Percentage of the targeted 40,000 tons recycled. | 84% | 85% | 86% | 86% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Provide three 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. | 2,489 | 2,400 | 2,400 | 2,400 |
| **Efficiency:** Staff time (hours) to organize and promote all yw programs. | 100 | 100 | 100 | 100 |
| **Effect./Outcome:** Percentage of the targeted tons of yw collected. | 99% | 96% | 96% | 96% |
| **Objective:** Provide educational resources to reach 50,000 students and adults through presentations, special events and field trips. | | | | |
| **Demand:** Number of anticipated children to be reached. | 60,000 | 40,000 | 40,000 | 40,000 |
| **Workload:** Number of children reached. | 70,835 | 68,000 | 50,000 | 50,000 |
| **Efficiency:** Staff time (hours) spent organizing and preparing for presentations and field trips. | 942 | 750 | 700 | 700 |
| **Effect./Outcome:** % of targeted children reached. | 118% | 170% | 125% | 125% |
| **Objective:** Administer a materials exchange service for Hamilton County businesses. (Interchange Program) | | | | |
| **Demand:** Anticipated inquiries. | 300 | 300 | 300 | 300 |
| **Workload:** Actual inquiries. | 181 | 230 | 200 | 200 |
| **Efficiency:** Staff time (hours) to develop and administer program. | 364 | 350 | 350 | 350 |
| **Effect./Outcome:** Percent of anticipated inquiries received. | 60% | 77% | 67% | 67% |
| **Objective:** Provide funding for local tire collection program. | | | | |
| **Demand:** Number of anticipated tires to be collected. | 15,000 | 10,000 | 5,000 | 5,000 |
| **Workload:** Number of tires collected. | 6,400 | 3,000 | 3,000 | 3,000 |
| **Efficiency:** Staff time (hours) spent implementing program. | 40 | 20 | 20 | 20 |
| **Effect./Outcome:** Percentage of tires collected. | 43% | 30% | 60% | 60% |
| **Objective:** Provide workshops to allow teachers to incorporate recycling lessons into curriculum. | | | | |
| **Demand:** Number of teachers targeted. | 900 | 400 | 400 | 400 |
| **Workload:** Number of targeted teachers educated. | 396 | 350 | 350 | 350 |
| **Efficiency:** Staff time (hours) to implement workshops. | 284 | 170 | 170 | 170 |
| **Effect./Outcome:** Percentage of teachers targeted participating in workshops. | 44% | 88% | 88% | 88% |
| **Objective:** Provide household hazardous waste drop-off program. | | | | |
| **Demand:** Projected households participating. | n/a | n/a | 14,000 | 14,000 |
| **Workload:** Actual households participating. | 10,272 | 10,500 | 10,500 | 10,500 |
| **Efficiency:** Staff time (hours) implementing program. | 171 | 270 | 270 | 270 |
| **Effect./Outcome:** Percentage of households participating | n/a | n/a | 75% | 75% |
| **Objective:** Provide an electronic recycling (E-waste) event for Hamilton County residents. | | | | |
| **Demand:** Anticipated tonnage to be collected at each event. | 500 | 250 | 250 | 250 |
| **Workload:** Actual tonnage collected. | 246 | 175 | 200 | 200 |
| **Efficiency:** Staff time (hours) preparing and participating in Computer event. | 192 | 114 | 110 | 110 |
| **Effect./Outcome:** Percentage of (anticipated) tons collected. | 49% | 70% | 80% | 80% |
| **Objective:** Provide assistance, both technical and grant funding, to schools to implement recycling programs. | | | | |
| **Demand:** Number of schools expected to apply for recycling asst prog. | n/a | 100 | 50 | 50 |
| **Workload:** Number of schools who implemented a recycling program. | n/a | 20 | 20 | 20 |
| **Efficiency:** Staff time (hours) implementing program. | n/a | 350 | 350 | 350 |
| **Effect./Outcome:** Percentage of schools with a recycling program | n/a | 20% | 40% | 40% |

**Departmental Comments:**
All programs are funded through solid waste tipping fees enacted as a result of State law. Households in Hamilton County pay approximately $1 per year for District Programs.

The Residential Recycling Incentive (RRI) is a performance-based grant program formed to ensure that communities maintain recycling collection programs by rewarding them for the amount of recyclables they collect. We have a goal of 40,000 tons that we work towards. Due to our outreach efforts, we are beginning to see increases in residential recycling tonnages. There could be several reasons why the goal might not be reached at a certain time. They are: some communities are just beginning to implement new recycling programs, large reduction in appliances collected by communities and population changes.

Due to changes in the program, effective January 2007, staff time will increase for the 2008 RRI program. These changes require additional time to process the grants.

In 2008, we changed the performance information for the Hazardous Waste drop-off program. Instead of tons collected, we are now basing it on the number of households that use this program. Therefore, we do not have projected number of households for 2006 and 2007 nor did we include an estimate for the number of households participating for 2007.

The District's education programs reach an estimated additional 16,000 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 District is going to put more emphasis on developing school recycling programs versus presentations and special events.

The Interchange is a catalog that allows companies to acquire and dispose of materials in a cost-effective, environmentally friendly manner. Companies report exchanges on a voluntary basis - therefore, reported figures are conservative. The District anticipates a slight decrease in inquiries as The Interchange will be electronic only in 2008. It is anticipated that the decrease will only be during the initial stages of the switch to electronic.

The District's computer recycling event tonnage is anticipated to decrease in 2007. The reason is that the District will not be inviting businesses to participate in 2007, which should also reduce our staff time. The reason for the reduction in staff time is based on not having to advertise to businesses or to process their registration forms for the computer event.

Outreach to students is expected to decrease in 2008 as the District continues to focus on implementing school recycling programs.

Health departments are required, via contract, to conduct 104 inspections at solid waste facilities. It is the Health Department's decision to inspect certain facilities at a higher level. Compliance per inspection range from two hours to six hours per inspection plus time spent writing the inspection reports. The duration of an inspection depends on the size and type of facility. It also depends on what the inspectors find during the inspection.

The District's Recycling Assistance Program helps schools implement recycling programs. Given the finite number of schools, there is a reduction in the number of schools expected to apply for this program. Additionally, through experience, it takes more time than initially planned to help schools.

The District is concerned about the increase in costs for the Household Hazardous Waste collection program and the Yard waste Drop-off sites. The Hazardous Waste Program saw a significant increase in 2007 with the new contract. The Yard waste Drop-off sites are increasing based on a large tonnage of material coming to the site. The District is charged on a per ton basis, so the more tons that are collected, the more the District is charged.

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

**Program:** Special Projects - 5604
**Mandated By:** OEPA, USEPA.
**Funding Source:** Special Revenue Operating Fund, Special Revenue Calendar Grants, Special Revenue State Grants, Special Revenue Federal Grants

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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).<br><br>PM 2.5 purpose is to install, operate and maintain ambient air monitoring system for particulate matters. Initial installation was back in 1999. Additional installation has happened continuously since then. | -Meeting or exceeding 30-day turn around time on handling of Particulate Matter (PM) 2.5 filters for entire state.<br>-We are weighing and quality assuring over 13,500 filters per year statewide.<br>-Using "all natural gas" vehicle for PM 2.5 program and hybrid for Biowatch Program. "All natural gas" means the vehicle runs on natural gas, not gasoline; natural gas is a cleaner burning fuel.<br>-We have installed two continuous speciation monitors for PM 2.5.<br>-The fifth continuous PM 2.5 monitor was installed in Lebanon in 2007.<br>-The agency has used the Air Quality Penalty Dollars to purchase several new Air Toxics Monitors (Sampler). |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To ensure non-compliance facilities come into compliance. | | | | |
| **Demand:** Number of Notice of Violations (NOV) needed. | 67 | 75 | 75 | 75 |
| **Workload:** Number of NOVs issued. | 67 | 75 | 75 | 75 |
| **Efficiency:** Time spent developing NOVs (Hours). | 600 | 700 | 700 | 700 |
| **Effect./Outcome:** Percentage of facilities that come into compliance. | 100% | 100% | 100% | 100% |
| **Objective:** To ensure PM 2.5 instruments accurately measure particulates under 2.5 microns. | | | | |
| **Demand:** Number of 2.5 monitors operating. | 25 | 27 | 27 | 27 |
| **Workload:** Number of monitors operating properly. | 25 | 27 | 27 | 27 |
| **Efficiency:** Staff time to operate PM 2.5 instruments (hours) | 2,453 | 2,649 | 2,649 | 2,649 |
| **Effect./Outcome:** Percentage of PM 2.5 Instruments that operate accurately. | 100% | 108% | 100% | 100% |
| **Objective:** To weigh PM 2.5 filters generated in the State of Ohio in a timely manner. | | | | |
| **Demand:** Number of 2.5 filters to weigh. | 13,500 | 12,566 | 11,502 | 11,502 |
| **Workload:** Number of 2.5 filters weighed within ten days. | 13,500 | 12,566 | 11,502 | 11,502 |
| **Efficiency:** Time to weigh filters.(Hours) | 1,786 | 1,662 | 1,522 | 1,522 |
| **Effect./Outcome:** Percentage of filters weighed. | 100% | 100% | 100% | 100% |

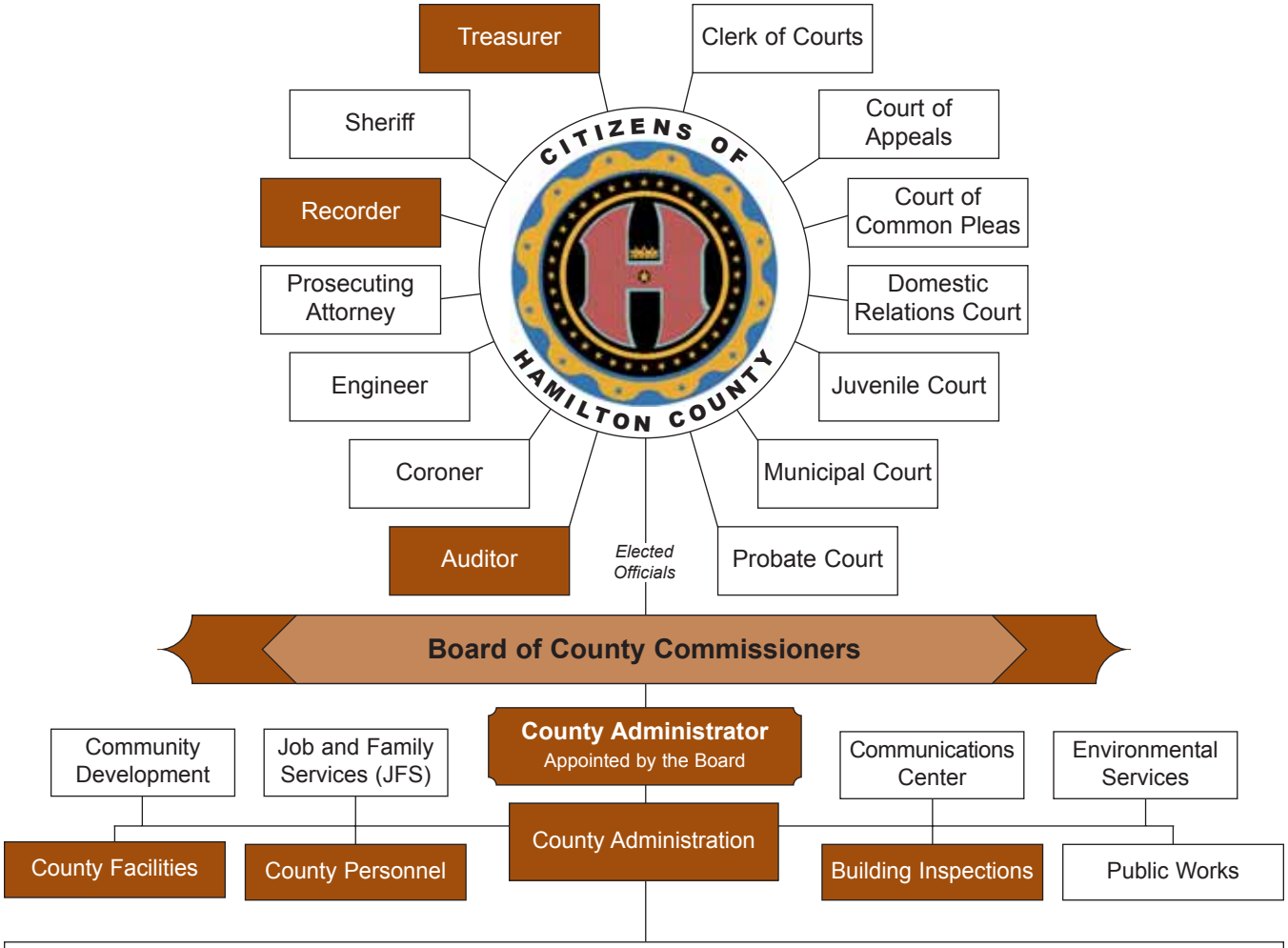
**Departmental Comments:**
The Air Quality Penalty Settlement fund is strictly a revenue and expenditure account. The purpose for this account was previously agreed to between the Department of Environmental Services and the Ohio EPA. The Air Quality Penalty Dollars varies each year based on the cases settled and the amount of the civil penalty.

The PM 2.5 project was received in 1998 and the monitoring will continue as long as EPA funds are available. PM 2.5 purpose is to install, operate, and maintain new ambient air monitoring system for particulate matter. One additional PM 2.5 continuous monitor has been installed at Sycamore. Lebanon was installed in 2007. There are continuous monitors at Taft, Middletown, Batavia, Sycamore, and Lebanon.

The Ohio Department of Natural Resources Recycle, Ohio! Grant is no longer available.

We have changed the process for sending out letters to Gasoline Dispensing Facilities (GDF). So with 2005 and on, GDF letters will no longer be included in with NOVs. We originally sent out Notice of Violations when a company failed to conduct their Stage II compliance testing. Now in order to save money, we send out a post card reminding the GDF that they need to test.

# Hamilton County, Ohio
# General Government




*County services for which the Board of County Commissioners is solely responsible*

Board of Building Appeals
Board of Building Standards
**Board of Zoning Appeals**
Cabinet of Economic Advisors
Competition and Efficiency Committee
Council of Elders
Criminal Justice Commission
Dog Warden
Earthworks Appeals Board
Economic Development Task Force
Great American Ball Park
Health Care Review Commission
Homeland Security Commission
Hospital Commission
Infant Mortality Reduction Commission
JFS Planning Committee
Local Corrections Planning Board
Metropolitan Sewer District
Paul Brown Stadium
**Rural Zoning Commission**
Tax Incentive Review Committee
Tax Levy Review Committee
Storm Drainage Appeals

*County services in which the Board of County Commissioners share responsibility*

**Board of Elections**
Board of Mental Retardation/Developmental Disabilities
Board of Park Commissioners
Board of Revision
**Cincinnati Area Geographic Information System (CAGIS)**
Cincinnati Metropolitan Housing Authority
Cincinnati Museum Center
Cincinnati Zoo and Botanical Gardens
Children's Trust Fund
County Law Enforcement Applied Regionally
Community Action Agency
Community Improvement Corporation
Convention Facilities Authority
Drake Center
Elderly Services Program Advisory Council
Emergency Management Agency
Family and Children First Council
Hamilton County Board of Health
Hamilton County Development Company
Indigent Health Care
**Information Processing Advisory Committee (IPAC)**
Integrating Committee (District 2)
Kenton County Airport Board Advisory Committee
Mental Health and Recovery Services Board
OH-KY-IN Regional Council of Governments
**Ohio State University Extension Service**
Port of Greater Cincinnati Development Authority
Public Defender Commission
Public Library of Cincinnati and Hamilton County
**Regional Computer Center Control Board**
**Regional Planning Commission**
River City Correctional Facility
Senior Services
**Soil and Water Conservation District**
Solid Waste Management District
Southwest Ohio Regional Transit Authority
Stormwater District Oversight Board
Veterans Service Commission

# General Government

2008 Budget Summary by Department

## Revenues *(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Auditor | 166,657 | 168,055 | 169,020 | 167,322 |
| Commissioners & County Administration | 1,036 | 6,660 | 4,253 | 28,391 |
| Treasurer | 24,414 | 25,664 | 20,665 | 22,720 |
| County Facilities | 1,014 | 3,707 | 3,450 | 6,602 |
| Recorder | 4,975 | 4,181 | 5,000 | 4,500 |
| Non-Departmentals | - | 1,187 | 2,247 | 3,637 |
| Building Inspections | 2,213 | 2,975 | 2,838 | 2,838 |
| Board of Elections | 1,555 | 439 | 1,588 | 1,588 |
| Contracts and Subsidies | - | 305 | 531 | 332 |
| Rural Zoning Commission | 210 | 192 | 186 | 234 |
| Board of Zoning Appeals | 19 | 19 | 17 | 17 |
| County Personnel | 1,719 | 5 | - | 5 |
| Administrative Services | 13,427 | 8,450 | 1,133 | - |
| **Total** | **$217,238** | **$221,841** | **$210,927** | **$238,186** |

## Expenditures *(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| County Facilities | 19,182 | 20,661 | 50,105 | 32,178 |
| Auditor | 10,297 | 10,851 | 19,302 | 18,983 |
| Commissioners & County Administration | 2,089 | 2,955 | 4,236 | 18,592 |
| Board of Elections | 9,582 | 5,948 | 10,093 | 9,419 |
| Non-Departmentals | - | 11,894 | 13,146 | 7,161 |
| Contracts and Subsidies | - | 3,573 | 2,554 | 4,887 |
| Treasurer | 2,430 | 2,709 | 2,746 | 3,154 |
| County Personnel | 4,995 | 1,301 | 1,603 | 2,809 |
| Recorder | 2,355 | 2,299 | 2,566 | 2,272 |
| Building Inspections | 2,148 | 2,104 | 2,472 | 2,134 |
| Rural Zoning Commission | 430 | 409 | 473 | 414 |
| IPAC | 550 | 435 | - | 262 |
| Board of Zoning Appeals | 89 | 90 | 100 | 75 |
| Board of County Commissioners | 766 | 787 | 801 | - |
| Administrative Services | 27,100 | 11,892 | 12,560 | - |
| **Total** | **$82,014** | **$77,908** | **$122,757** | **$102,340** |

## Employee Positions

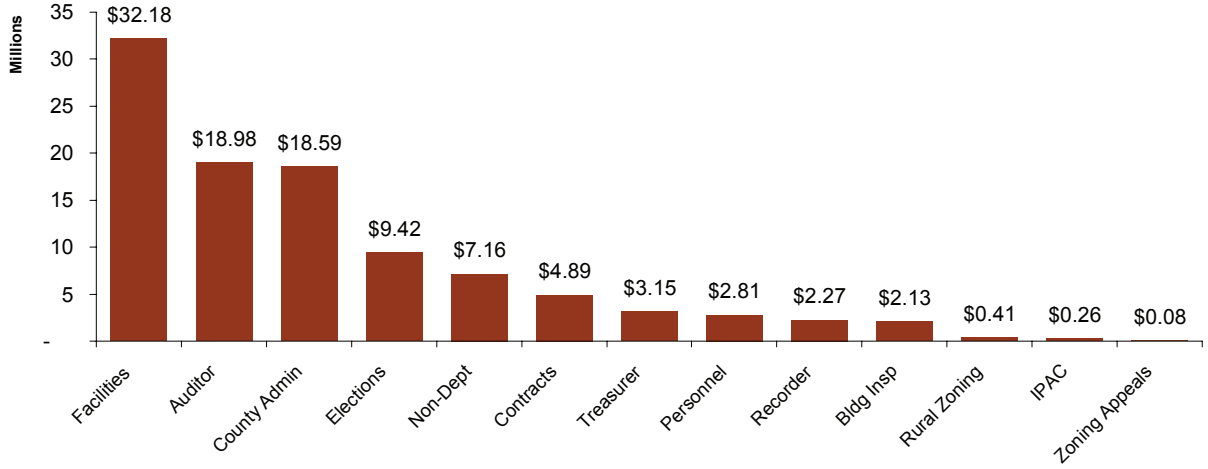
| Department | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| County Facilities | 93.00 | 118.00 | 138.50 | 145.50 |
| Auditor | 130.00 | 130.00 | 133.00 | 122.00 |
| Board of Elections | 42.40 | 42.40 | 42.40 | 42.40 |
| Recorder | 42.00 | 42.00 | 42.00 | 39.00 |
| Commissioners & County Administration | 10.25 | 20.30 | 18.85 | 38.25 |
| Treasurer | 38.00 | 37.50 | 37.50 | 36.50 |
| County Personnel | 16.62 | 15.62 | 15.39 | 33.31 |
| Building Inspections | 29.50 | 29.00 | 29.00 | 28.00 |
| Regional Planning Commission | 18.75 | 18.75 | 18.00 | 18.00 |
| Soil & Water Conservation District | 9.75 | 9.75 | 11.50 | 10.50 |
| Rural Zoning Commission | 8.10 | 8.10 | 8.10 | 6.60 |
| Contracts and Subsidies | - | 0.10 | 0.15 | 3.15 |
| Board of Zoning Appeals | 1.95 | 1.50 | 1.50 | 1.00 |
| Board of County Commissioners | 11.00 | 11.00 | 11.00 | - |
| Administrative Services | 28.95 | 12.50 | 14.50 | - |
| **Total** | **480.27** | **496.52** | **521.39** | **524.21** |

# General Government

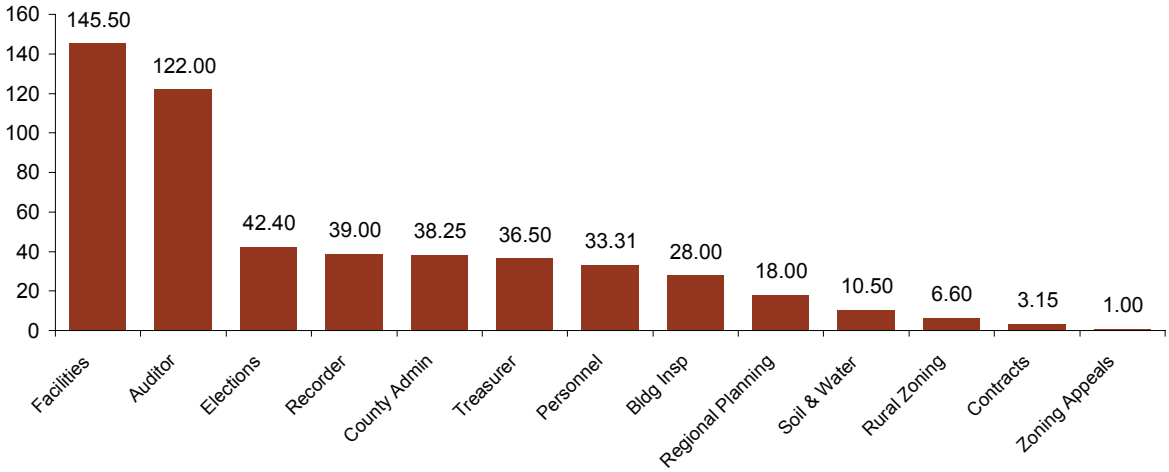
2008 Budget Summary by Department

## Revenue

## Expenditures




## Employee Positions



# Auditor

## DEPARTMENT OVERVIEW:

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.

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.

## BUDGET OVERVIEW:

The 2008 department budget is $19.0 million, a 42.9% increase over the 2007 budget. The increase is primarily due to the triennial property valuation costs in 2008.

The Auditor is very sensitive to the current budget situation, and as such, has shifted as many costs as legally allowed to the Real Estate Assessment fund. Recent legislative changes allowed for more flexibility in this area. The Auditor further offered to freeze several vacant positions in order to further reduce general fund costs.

The department had a new cost allocation plan made for their Computer Center charges. The last plan was from 1993, and charged 47.8% of the expenses to general fund departments. The new plan includes departments that have not been charged in the past, and only charges 36.0% of the expenses to the general fund.

## BUDGET SUMMARIES:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 346,388 | $ 359,771 | $ 352,562 | $ 458,812 | $ 444,046 | 23.4% |
| Computer Services | 1,551,270 | 2,056,190 | 1,679,332 | 1,994,411 | 2,057,415 | 0.1% |
| Finance | 2,488,978 | 3,012,376 | 2,687,397 | 3,193,422 | 2,917,608 | -3.1% |
| Assessments | 538,433 | 456,190 | 228,287 | 379,809 | 147,782 | -67.6% |
| Bd of Revision | 71,974 | 140,134 | 537 | 133,000 | 92,400 | -34.1% |
| GF Real Estate | 349,216 | 194,588 | 2,273 | 101,997 | 10,500 | -94.6% |
| Wts & Measures | 264,004 | 321,145 | 298,561 | 333,332 | 267,025 | -16.9% |
| RE Assessments | 4,601,512 | 6,606,283 | 5,512,275 | 12,570,218 | 12,942,525 | 95.9% |
| Dog and Kennel | 84,864 | 137,467 | 90,267 | 136,971 | 103,303 | -24.9% |
| Total | $ 10,296,639 | $ 13,284,145 | $ 10,851,491 | $ 19,301,972 | $ 18,982,604 | 42.9% |

| Revenue by Source | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Property Taxes | $ 43,227,826 | $ 41,458,004 | $ 42,762,598 | $ 40,828,820 | $ 41,228,820 | -0.6% |
| Sales & Use Taxes | 64,047,553 | 64,748,320 | 66,380,859 | 66,862,000 | 67,600,012 | 4.4% |
| Other Taxes | 127,467 | 115,000 | 120,060 | 115,000 | 115,000 | 0.0% |
| State and Local Govt | 24,987,260 | 26,897,780 | 24,727,185 | 25,103,273 | 24,981,024 | -7.1% |
| Licenses | 726,295 | 804,450 | 889,288 | 714,950 | 714,950 | -11.1% |
| Chg for Service Fees | 26,439,321 | 27,655,817 | 25,887,951 | 27,712,365 | 24,998,431 | -9.6% |
| Fines & Forfeitures | 48,251.00 | - | 26,801.00 | - | - | n/a |
| Other Intergovt | 5,928,315 | 6,429,596 | 6,705,306 | 7,233,492 | 7,233,492 | 12.5% |
| Miscellaneous | 1,124,514 | 450,000 | 555,050 | 450,000 | 450,000 | 0.0% |
| Total | $ 166,656,803 | $ 168,558,967 | $ 168,055,098 | $ 169,019,900 | $ 167,321,729 | -0.7% |

| Staffing by Program | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Administration | 3.00 | 3.00 | 3.50 | 3.50 | 0.50 |
| Computer Services | 17.00 | 17.00 | 17.00 | 17.00 | - |
| Finance | 25.00 | 22.75 | 23.27 | 19.27 | (3.48) |
| Assessments | 9.65 | 5.65 | 5.65 | 1.00 | (4.65) |
| GF Real Estate | 7.50 | 2.00 | 1.00 | - | (2.00) |
| Weights & Measures | 5.00 | 5.00 | 5.00 | 4.00 | (1.00) |
| Real Estate Assessment | 62.00 | 73.50 | 76.48 | 76.48 | 2.98 |
| Dog and Kennel | 0.85 | 1.10 | 1.10 | 0.75 | (0.35) |
| Total | 130.00 | 130.00 | 133.00 | 122.00 | (8.00) |

## PROGRAM SUMMARIES:

**Program:** Administration - 2002
**Mandated By:** ORC Chapter 319
**Funding Source:** General Fund

| Program Description: | Accomplishments: |
|---|---|
| The Administration division of the Auditor's office includes the Auditor, Chief Deputy Auditor, Director of Administration, Deputy Auditor for Public Records and Operations, and an Administrative Assistant. The role of Administration is to set and guide policy and to ensure that proper support is provided to Department heads in achieving their goals and objectives.<br>The division also runs a complex and high volume public record request process, assists the public with their use of the Auditor's web site, performs the Human Resources function, and operates the clerical functions of the CAUV Farm program. It also oversees all facility and telecommunications work related to the office. | All goals and objectives of the Auditor's Department were substantially met in 2007. The Auditor's office met all statutorily imposed duties and further reduced its number of full time employees.<br><br>Work concerning contracts with outside vendors continues to be extremely time-consuming and difficult. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To provide support for Department heads in achieving their goals and objectives for the year. | | | | |
| **Demand:** Department Head hours requested. | 3,640 | 3,640 | 3,640 | 3,640 |
| **Workload:** Number of hours needed to accomplish goal (in hours). | 3,640 | 3,640 | 3,640 | 3,640 |
| **Efficiency:** Number of hours produced (in hours). | 3,640 | 3,640 | 3,640 | 3,640 |
| **Effect./Outcome:** % of support provided to Department heads. | 100% | 100% | 100% | 100% |

**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. Use has grown to nearly six thousand visitors a day. Frequent timely updates, including a new Auditor's blog section, have enhanced customer understanding of the office and its services.

**Program:** Assessments - 2004
**Mandated By:** ORC Chapters, 319, 5711, 5719, 5731 and 5743.
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| To administer the statutory responsibilities of the Auditor's office in personal property, estate tax, and license issuance.<br>Personal property is assessed on all tangible property and equipment used in business in Ohio, unless specifically exempted or excluded.<br>Estate tax is assessed on all estates in Hamilton County in excess of statutory minimum value unless specifically exempt or excluded. | Completed all forecasted work in 2007. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To issue vendor licenses, cigarette licenses and boat registrations within one-quarter business hour of application. | | | | |
| **Demand:** Licenses and registrations to be issued. | 5,000 | 3,000 | 3,000 | 3,000 |
| **Workload:** Licenses and registrations issued. | 5,000 | 3,000 | 3,000 | 3,000 |
| **Efficiency:** Licenses and registrations process per quarter hour. | 1 | 1 | 1 | 1 |
| **Effect./Outcome:** % Licenses and registrations issued within one-quarter hour. | 100% | 100% | 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 and filed. | 24,000 | 6,500 | 6,500 | 6,500 |
| **Workload:** Pers. property returns to be processed and sent to State. | 24,000 | 6,500 | 6,500 | 6,500 |
| **Efficiency:** Pers. property returns processed per hour. | 4.4 | 4.4 | 4.4 | 4.4 |
| **Effect./Outcome:** % pers. returns with error rate less than 5%. | 98% | 99% | 99% | 99% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **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 and releases processed and sent to State. | 4,000 | 3,600 | 3,600 | 3,600 |
| **Workload:** Estate tax returns and releases processed and copies to State. | 4,000 | 3,600 | 3,600 | 3,600 |
| **Efficiency:** Estate tax returns and releases processed per day revised. | 21 | 15 | 15 | 15 |
| **Effect./Outcome:** % estate tax returns processed with error rate less than 1%. | 99% | 99% | 99% | 99% |

**Departmental Comments:**
Changes in the Ohio budget bill have caused a decrease in the number of personal property tax returns being processed and 2008 is the last year for personal property. Conversely, the amount of customer support as a result of these changes may increase dramatically as the changes are not consistent and are being phased in over several years. Also, proposed changes of Ohio's estate tax law may also cause a decrease in fillings and increase in customer support.

**Program:** Board of Revision - 2005
**Mandated By:** Ohio Revised Code - Chapter 5715
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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. | Resolved all 2006 filings during 2007, including those resulting from increased triennial-related volume. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Coordinate and administer documents and transcribe proceedings. | | | | |
| **Demand:** Cases to coordinate and proceedings to transcribe. | 140 | 120 | 120 | 120 |
| **Workload:** Hours required to coordinate and transcribe. | 560 | 2,040 | 2,040 | 2,040 |
| **Efficiency:** Cases processed per hour. | .25 | .05 | .05 | .05 |
| **Effect./Outcome:** Complaints processed with 2% or less error | 100% | 100% | 100% | 100% |
| **Objective:** Receive, process, record, update, schedule, hear, maintenance and resolve Board of Revision complaints. | | | | |
| **Demand:** Complaints to process | 7,000 | 3,100 | 3,100 | 3,100 |
| **Workload:** Hours required to process the complaints | 14,000 | 10,540 | 10,540 | 10,540 |
| **Efficiency:** Complaints processed per hour. | .50 | .29 | .29 | .29 |
| **Effect./Outcome:** Complaints processed with 2% or less error. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
Off year cycle will result in decreased volume for 2008.

**Program:** Computer Services - 2001
**Mandated By:** ORC 307.84 to 307.846
**Funding Source:** Internal Service

| **Program Description:** | **Accomplishments:** |
|---|---|
| Manage, administer, maintain, and implement information systems and technologies for the Hamilton County Auditor in the role of Chief Financial Officer, Chief Payroll Officer, and Assessor amongst other 300+ statutorily mandated duties.<br><br>This program also oversees and manages related IT systems as they relate to the above. | Administer, maintain, support and protect the systems and 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.<br>Manage the distribution, implementation, and maintenance of Pictometry's Electronic Field Study (EFS) for the Auditor in his role as the licensor of this software. Implement and integrate various aspects of the 2005 reappraisal process, including neighborhood conferences and establishment of values. Also supported is the Auditor's web site that draws over 5,500 visitors per day. Services included are: disaster recovery, training and certification; administration of electronic mail; implementation of work flow; upgrading, record keeping, and support for software licensing and hardware maintenance; backup, off-site storage, and restoration of critical systems data. All in accordance with acceptable standards reviewed by the Auditor of State. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** System availability 99% required | | | | |
| **Demand:** Staff time | 3,390 | 2,178.8 | 1,983 | 1,983 |
| **Workload:** Staff hours used | 3,390 | 2,178.8 | 1,983 | 1,983 |
| **Efficiency:** Number of FTE required to complete | 1.6 | 1 | 0.96 | 0.96 |
| **Effect./Outcome:** 99% system availability. | 99% | 99% | 99% | 99% |
| **Objective:** Support of systems | | | | |
| **Demand:** Number of Support hours required. | 6,552 | 4,633.2 | 4,334 | 4,334 |
| **Workload:** Number of FTE required to complete. | 3.7 | 2.2 | 2.1 | 2.1 |
| **Efficiency:** Response time (in hours). | 6,552 | 4,633.2 | 4,334 | 4,334 |
| **Effect./Outcome:** % served. | 99% | 99% | 99% | 99% |
| **Objective:** For all systems keep response time under ten seconds. | | | | |
| **Demand:** Response time of ten seconds or less | 1,976 | 1,617.2 | 1,526 | 1,526 |
| **Workload:** Number of FTE required to complete | 0.77 | 0.78 | 0.73 | 0.73 |
| **Efficiency:** Provide ten second response time. | 1,973 | 1,617.2 | 1,526 | 1,526 |
| **Effect./Outcome:** ten second response time | 1,600 | 1,617.2 | 1,526 | 1,526 |
| **Objective:** Distribute, maintain, and support Electronic Field Study. | | | | |
| **Demand:** Train, coordinate, distribute, and maintain EFS. | 707 | 1,001 | 1,068 | 1,068 |
| **Workload:** Number of FTE required to complete | 0.34 | 0.48 | 0.51 | 0.51 |
| **Efficiency:** EFS distributed and utilized | 707 | 1,001 | 1,068 | 1,068 |
| **Effect./Outcome:** EFS distributed and maintained | 100% | 100% | 100% | 100% |
| **Objective:** Support and maintain major systems. | | | | |
| **Demand:** Manage and support new MVP system. | 2,641 | 3,790 | 3,538 | 3,538 |
| **Workload:** Number of FTE required to complete. | 1.54 | 1.82 | 1.7 | 1.7 |
| **Efficiency:** Support user and vendor. | 3,200 | 3,790 | 3,538 | 3,538 |
| **Effect./Outcome:** Supported and implemented systems. | 93% | 95% | 95% | 95% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Support and maintain web related items. | | | | |
| **Demand:** Provide updated MVP data for web viewing. | 1,352 | 1,817.4 | 1,713 | 1,713 |
| **Workload:** Number of FTE required to complete | 0.65 | 0.87 | 0.82 | 0.82 |
| **Efficiency:** Weekly updating of web site. | 1,352 | 1,817.4 | 1,713 | 1,713 |
| **Effect./Outcome:** Update web site 98% time on weekly basis. | 97% | 98% | 98% | 98% |
| **Objective:** Develop new projects and programs as needed | | | | |
| **Demand:** Programmer's time | 3,972 | 6,921 | 6,193 | 6,193 |
| **Workload:** Number of FTE required to complete. | 1.66 | 3.33 | 2.98 | 2.98 |
| **Efficiency:** New programs complete | 3,972 | 6,921.2 | 6,193 | 6,193 |
| **Effect./Outcome:** New program requests complete 98%. | 95% | 98% | 98% | 98% |
| **Objective:** Ability to recover any file to a specific date. | | | | |
| **Demand:** Staff hours required to backup all critical data. | 1,206 | 2,150.2 | 1,900 | 1,900 |
| **Workload:** Number of FTE required to complete | 0.77 | 1.0 | 0.9 | 0.9 |
| **Efficiency:** Backup data for restoration and archival. | 1,206 | 2,150.2 | 1,900 | 1,900 |
| **Effect./Outcome:** All critical data backed up. | 1,206 | 2,150.2 | 1,900 | 1,900 |
| **Objective:** Provide technical support for systems | | | | |
| **Demand:** Support for hardware, software, and network issue | 8,325 | 4,258.8 | 4,383 | 4,383 |
| **Workload:** Number of FTE required to complete. | 4.15 | 2. | 2.1 | 2.1 |
| **Efficiency:** Same day support. | 8,325 | 4,258.8 | 4,383 | 4,383 |
| **Effect./Outcome:** four hour response 90% | 92% | 90% | 90% | 90% |
| **Objective:** Allowance for training, vacation, and sickness. | | | | |
| **Demand:** Training, vacation, and sickness. | 3,480 | 4,942.6 | 6,663 | 6,663 |
| **Workload:** Number of FTE hours allocated. | 1.67 | 2.38 | 3.2 | 3.2 |
| **Efficiency:** Planned training, vacation, and sick time. | 3,200 | 4,942.6 | 6,663 | 6,663 |
| **Effect./Outcome:** % staff trained. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
High levels of support are able to be given with a less than typical staff size due in part by a staff that has three Microsoft Certified System Engineers, two Microsoft Certified Database Administrators, two Certified Project Managers, three individuals with A+ certification, a number of Microsoft Certified Professional designations, a Certified Internet Webmaster, and two CEHs.

Auditor computer personnel will participate in the implementation of a Business Resumption Plan for critical back office systems in the Auditor's Office, including the high-speed scanning, storage, archiving and retrieval, of the County's Payroll, Tax, Financial, and Property Transfer information and data.

**Program:** Dog and Kennel - 2009
**Mandated By:** Ohio Revised Code - Chapter 955
**Funding Source:** Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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. | Successfully processed license data within forecasted time frame. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To mail dog and kennel applications timely and process a license in under five minutes. | | | | |
| **Demand:** Applications mailed and licenses to be issued | 58,000 | 57,000 | 57,000 | 57,000 |
| **Workload:** Licenses issued. | 58,000 | 57,000 | 57,000 | 57,000 |
| **Efficiency:** Licenses issued per hour. | 16 | 16 | 16 | 16 |
| **Effect./Outcome:** % licenses and applications completed in under five minutes. | 99% | 99% | 99% | 99% |
| **Objective:** To data enter all license information timely and accurately. | | | | |
| **Demand:** Data entry of licenses issued to be completed. | 58,000 | 57,000 | 57,000 | 57,000 |
| **Workload:** Data entry of licenses issued completed. | 58,000 | 57,000 | 57,000 | 57,000 |
| **Efficiency:** Licenses data entered per hour. | 2,000 | 2,000 | 2,000 | 2,000 |
| **Effect./Outcome:** % of data entry completed in timely and accurate manner. | 58,000 | 100% | 100% | 100% |
| **Objective:** To deposit license fees in a timely manner - within 24 hours of receipt. | | | | |
| **Demand:** License fees to be collected and deposited. | 58,000 | 57,000 | 57,000 | 57,000 |
| **Workload:** Collection and reconciliation of fees paid. | 58,000 | 57,000 | 57,000 | 57,000 |
| **Efficiency:** Reconciliations daily. | 3 | 3 | 3 | 3 |
| **Effect./Outcome:** % of licenses fees deposited in a timely manner - within 24 hours of receipt. | 58,000 | 99% | 99% | 99% |

**Departmental Comments:**
Challenges for 2008 - Increased postage costs 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 indicates a lack of enforcement of Ohio's dog registration laws.

Additional public awareness will be pursued in 2008. 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.

The Dog and Kennel fund continues to require a larger general fund subsidy each year, with the 2008 subsidy projected to be $700,000. Personnel reductions and contract cost freezes have done little to improve this position. Boarding fees charged for impounded dogs were increased effective January 2008, increasing anticipated revenue by $35,000. An increase of the dog and kennel license fees will be considered by the Board of County Commissioners for 2009.

**Program:** Finance - 2003
**Mandated By:** Ohio Revised Code - Chapter 319
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| To administer the statutory responsibilities of the Auditor's office in Accounting and Financial Reporting, Accounts Payable, Payroll and Benefits, and Budget and Settlement. | The Finance Division is consistent and efficient in the processing of the county's payroll on a bi-weekly basis.<br><br>There is continued efficient processing of all accounting transactions within GFOA standards.<br><br>There is proficient analysis of complex data as it relates to administering tax budgets and tax rates with the numerous jurisdictions within Hamilton County.<br><br>The Finance Division continues the processing of county bills for payment within 30 days or less. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To process 95% of all County bills for payment within 30 days. | | | | |
| **Demand:** Bills to be processed. | 600,000 | 600,000 | 600,000 | 600,000 |
| **Workload:** Bills processed, recorded, completed. | 600,000 | 600,000 | 600,000 | 600,000 |
| **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. | 2,300,000 | 2,300,000 | 2,300,000 | 2,300,000 |
| **Workload:** Transactions processed, recorded and completed. | 2,300,000 | 2,300,000 | 2,300,000 | 2,300,000 |
| **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 | 1,700,000 | 1,700,000 |
| **Workload:** Payroll/ benefits processed, recorded and complete. | 1,700,000 | 1,700,000 | 1,700,000 | 1,700,000 |
| **Efficiency:** Payroll/benefits processed per hour. | 160 | 160 | 160 | 160 |
| **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 and settlements. | 15,800 | 15,800 | 15,800 | 15,800 |
| **Workload:** Tax rates, budgets and settlements approved and made. | 15,800 | 15,800 | 15,800 | 15,800 |
| **Efficiency:** Tax rates, budgets, settlements made per hour. | 3 | 3 | 3 | 3 |
| **Effect./Outcome:** % of tax rates, budgets, settlements made within schedule. | 98% | 98% | 98% | 98% |

**Departmental Comments:**
Continued new GASB financial reporting requirements necessitate additional resources.

The challenges for 2008 will be the increasing complexity of tax settlement process and state law has increased processing time for Budget and Settlement.

**Program:** General Fund Real Estate - 2006
**Mandated By:** Ohio Revised Code - Chapter 319
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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. | 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, and streamlined communication with taxpayers through improved use of the phone system and the Auditor's website. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Research and correct any inaccurate credit allocations. | | | | |
| **Demand:** Records to be researched | 5,000 | 5,000 | 5,000 | 5,000 |
| **Workload:** Hours required to research and correct. | 770 | 770 | 770 | 770 |
| **Efficiency:** Records researched per hour. | 6.5 | 6.5 | 6.5 | 6.5 |
| **Effect./Outcome:** Research done and corrections made with 5% or less error. | 100% | 100% | 100% | 100% |
| **Objective:** Accept and process Homestead applications. | | | | |
| **Demand:** Applications to be processed. | 12,000 | 12,000 | 24,000-36,000 | 24,000-36,000 |
| **Workload:** Hours required to process the applications. | 6,000 | 6,000 | 8,000-12,000 | 8,000-12,000 |
| **Efficiency:** Applications processed per hour. | 2 | 2 | 3 | 3 |
| **Effect./Outcome:** Applications processed with 5% or less error. | 100% | 100% | 100% | 100% |
| **Objective:** Record and track delinquent taxes and administer Auditor's Forfeited Land Sale. | | | | |
| **Demand:** Delinquent and forfeiture records to be tracked/admn. | 24,000 | 24,000 | 24,000 | 24,000 |
| **Workload:** Delinquent taxes and land sales recorded/tracked. | 24,000 | 24,000 | 24,000 | 24,000 |
| **Efficiency:** Delinquent and forfeiture records tracked/admn. per hour. | 10 | 10 | 10 | 10 |
| **Effect./Outcome:** Records tracked with 2% or less error. | 100% | 100% | 100% | 100% |
| **Objective:** Accept and process 2.5% application including original application and conveyance statement application and apply corresponding stadium tax credit where applicable. | | | | |
| **Demand:** Applications to be processed. | 10,500 | 10,500 | 10,500 | 10,500 |
| **Workload:** Hours required to process. | 2,625 | 2,625 | 2,625 | 2,625 |
| **Efficiency:** Applications processed per hour. | 4 | 4 | 4 | 4 |
| **Effect./Outcome:** Applications processed with 5% or less error. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
State law change will likely change the number of individuals eligible for homestead and may increase the number of applications by two to three times the normal request

**Program:** Real Estate Assessment - 2008
**Mandated By:** ORC Chapters 319 and 5713
**Funding Source:** Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| To appraise and assess all taxable and non-taxable real property in Hamilton County.<br>To maintain up-to-date database of ownership valuation, location, tax district, and structure details.<br>To confirm location of property and to assess agricultural property. | Improved work efficiency as a result of continued employee training, implementation of new tax accounting system and decreased overall work error. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To assess and appraise all taxable and non-taxable real property at market value in Hamilton County for the reappraisal. | | | | |
| **Demand:** Parcels to be appraised. | 365,000 | 365,000 | 365,000 | 365,000 |
| **Workload:** Parcels assessed and reappraised at market value. | 365,000 | 365,000 | 365,000 | 365,000 |
| **Efficiency:** Parcels appraised per hour. | 25 | 25 | 25 | 25 |
| **Effect./Outcome:** Parcels reappraised with error rate of less than 1% | 100% | 100% | 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. | 35,000 | 35,000 | 35,000 | 35,000 |
| **Workload:** Properties reviewed and entered. | 35,000 | 35,000 | 35,000 | 35,000 |
| **Efficiency:** Parcels assessed per person per hour. | 20 | 20 | 20 | 20 |
| **Effect./Outcome:** Property assessed with error rate less than 5%. | 100% | 100% | 100% | 100% |
| **Objective:** To transfer and amend ownership records for tax purposes for all property sales in Hamilton County. | | | | |
| **Demand:** Ownership to be transferred. | 35,000 | 35,000 | 35,000 | 35,000 |
| **Workload:** Properties transferred. | 35,000 | 35,000 | 35,000 | 35,000 |
| **Efficiency:** Properties transfers handled per hour. | 5 | 5 | 5 | 5 |
| **Effect./Outcome:** Property information recorded and shown with less than 1% error rate. | 100% | 100% | 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. | 9,000 | 10,000 | 10,000 | 10,000 |
| **Workload:** Property details verified and listed. | 9,000 | 10,000 | 10,000 | 10,000 |
| **Efficiency:** Property details verified and listed per person hour. | 1.0 | 1.0 | 1.0 | 1.0 |
| **Effect./Outcome:** Property details reflected with error rate of less than 1% | 100% | 100% | 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. | 1,300 | 1,500 | 1,500 | 1,500 |
| **Workload:** C.A.U.V. parcels inspected. | 1,300 | 1,500 | 1,500 | 1,500 |
| **Efficiency:** C.A.U.V. parcels appraised/inspected per person hour. | 0.7 | 0.7 | 0.7 | 0.7 |
| **Effect./Outcome:** C.A.U.V. parcels appraised/inspected with error rate of less than 5%. | 100% | 100% | 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. | 4,000 | 3,000 | 3,000 | 3,000 |
| **Workload:** Board of Revision complaints processed | 4,000 | 3,000 | 3,000 | 3,000 |
| **Efficiency:** Board of Revision complaints appraised per hour. | 0.15 | 0.10 | 0.10 | 0.10 |
| **Effect./Outcome:** Board of Revision complaints processed by the end of the calendar year | 100% | 100% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **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. | 20,000 | 20,000 | 20,000 | 20,000 |
| **Workload:** Applications, requests, and refunds processed. | 20,000 | 20,000 | 20,000 | 20,000 |
| **Efficiency:** Apps., requests, and refunds processed per hr. per employ. | 2.2 | 2.2 | 2.2 | 2.2 |
| **Effect./Outcome:** Applications, requests, and refunds processed with an error rate of less than 1%. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
Challenges for 2008: State mandated property reappraisal for 2008 will result in projects designed to best capture market value for properties.

**Program:** Weights and Measures - 2007
**Mandated By:** ORC Chapters 319 and 1327
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| To administer the statutory responsibilities of the Auditor's office relating to weights and measures inspections.<br>All measuring and scanning devices used in commercial businesses in Hamilton County are inspected for accuracy, labeling and disclosure.<br>This division is also in charge of investigating complaints from the public regarding weights and measures. | The Weights and Measures Division had an increase in the number of devices inspected.<br><br>Weights and Measures continued to work with the state of Ohio to achieve changes in annual reporting. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To inspect and seal all measuring and scanning devices used in commercial retail trade to ensure statutory compliance. | | | | |
| **Demand:** Measuring devices to be inspected and sealed. | 14,000 | 12,500 | 12,500 | 12,500 |
| **Workload:** Measuring devices inspected and sealed. | 14,000 | 12,500 | 12,500 | 12,500 |
| **Efficiency:** Devices inspected (Hours). | .97 | 97 | 97 | 97 |
| **Effect./Outcome:** Percent of devices inspected. | 100% | 100% | 100% | 100% |
| **Objective:** To annually inspect random packages for accurate weights and mandated marking requirements. | | | | |
| **Demand:** Random packages to be inspected. | 25,000 | 25,000 | 25,000 | 25,000 |
| **Workload:** Random packages inspected. | 25,000 | 25,000 | 25,000 | 25,000 |
| **Efficiency:** Random packages inspected per hour. | 3.00 | 3.0 | 3.00 | 3.00 |
| **Effect./Outcome:** Percent of packages inspected. | 100% | 100% | 100% | 100% |
| **Objective:** To maintain a professionally trained, skilled staff to perform inspections. | | | | |
| **Demand:** Professional training hours required. | 118 | 118 | 118 | 118 |
| **Workload:** Hour spent in training. | 120 | 120 | 120 | 120 |
| **Efficiency:** Productivity increase as a result of training. | 15% | 10% | 10% | 10% |
| **Effect./Outcome:** % staff professionally trained. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
Due to the age of some of the test standards currently in use and the changes in state law, new equipment and replacements may be needed in 2008. 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.

# Board of Elections

## DEPARTMENT OVERVIEW:

The Board of Elections is responsible for conducting primary, general and special elections for various political positions within the United States, the State of Ohio, the County and various municipalities and townships; as well as canvassing election returns and placing issues and special tax levies on the ballot. In addition, to performing these duties the Board of Elections registers electors, mails Absentee Voter's Ballots to electors, and verifies the validity of signatures on petitions and absentee voter's ballots.

## BUDGET OVERVIEW:

The 2008 primary and general presidential elections are the most significant events impacting the Board of Elections' budget. 2008 will be the first year that the county will use the new voting system in a presidential election since the implementation of the Help America Vote Act (HAVA) of 2002. In addition, to the passage of this law, other recently enacted state laws such as House Bill 3 "Elections Reforms" and House Bill 234 "No Fault Absentee" are driving the escalation of costs in temporary employee compensation, printing, postage and election supplies. In 2008, the Board of Elections will conduct three elections: a March primary, an August special and the November general elections.

The Board of Elections' 2008 budget includes a $3.1 million (49.4%) increase in general fund expenditures. Key budget issues include:

- **Personnel Costs.** 2008 personnel costs (including regular employee compensation, overtime, part-time employee compensation and benefits) are up approximately $1.0 million (49.5%). Overtime is up $196,300 (or 52.5%). Temporary employee compensation is up approximately $557,000 (or 42.3%).
- **Election Supplies.** 2008 budget is $215,000, a $36,750 (20.6%) increase from the 2007 approved budget. The department's request included a $265,800 IPAC "Absentee Voter Processing" project. The IPAC project could potentially pay for itself within a year and would give the department the ability to print special elections ballots in-house.
- **Postage.** The 2008 budget for postage is $675,000, a $535,000 (382.1%) increase from 2007 adopted budget due to increases in postage rates, estimated increase in request for absentee voter ballots and mailing over 600,000 "notice of elections" per county-wide election (March primary and November general elections) in 2008.
- **Printing and Publishing.** Printing and publishing is budgeted at $862,000, up $80,709 (10.3%) from 2006 actual of $781,291.16. In 2008 it is anticipated that printing needs will increase due to the cost of printing ballots for the new voting system, an increase in the demand for absentee ballots, printing of various envelopes such as return, military, oversees, and identification, in addition to the cost of printing precinct voting guides.
- **Computer Software.** Hardware maintenance and annual software licensing fees are $305,000, an increase of $185,000 (154.2%) from the 2007 budget. In 2007, these expenses were recorded in Engineering Services. Services are for the Voter Registration System and the maintenance agreement on the new voting system.
- **Rent of Office.** Office rental increase by $188,000 (or 33.3%) to $752,642, mainly due increasing rental on polling places from $75 to $100/precinct. This increase is not a statutory requirement. There are 880 precincts in the county. Board of Elections experienced difficulty in finding polling locations as voting equipment is dropped off at polling locations five days prior to elections. In addition, the previous lease at 824 Broadway Avenue required a $53,360 payment upon termination (renewal lump sum payment). Board of Elections is currently leasing office space on a month to month basis. If the department continues to lease office space monthly, the rent will increase by 7.5%.
- **Miscellaneous Rent.** Miscellaneous rent is $203,500, a $203,125 increase the 2007 approved budget. This consists of $202,500 rental of a 30,000 square foot warehouse for storage and staging of voting equipment. Staging voting equipment consists of programming each machine per precinct to contain issues, the names of candidates, and levies that are relevant for each precinct, then sealing voting equipment to maintain the integrity of the machines. The remaining balance of $1,000 is used to purchase parking passes for hospitals and nursing homes.
- **Miscellaneous Contractual Services.** The 2008 budget is $290,0000, an increase of $270,000 (1350.0%) from the 2007 budget. The budget includes an additional $190,000 since the Board of Elections and Elections Systems and Software are negotiating the final payment related to the "2004 IPAC Project – Voter Registration System". An $18,850 contract for 25 vans exists to delivery voting equipment prior to elections, and to provide field calls on election days.

## BUDGET SUMMARY:

| Budget by Program | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 4,638,920 | $ 4,058,366 | $ 4,247,200 | $ 5,677,976 | $ 5,743,304 | 41.5% |
| Election | 4,843,766 | 2,203,993 | 1,661,404 | 4,260,418 | 3,520,622 | 59.7% |
| Registration | 99,462 | 43,500 | 39,172 | 155,000 | 155,000 | 256.3% |
| Total | $ 9,582,148 | $ 6,305,859 | $ 5,947,776 | $ 10,093,394 | $ 9,418,925 | 49.4% |

| Revenue by Source | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Charges for Service | $ 2,540 | $ 9,500 | $ 9,480 | $ 2,650 | $ 2,650 | -72.1% |
| Other Intergovernmental | 1,544,304 | 400,000 | 420,773 | 1,575,000 | 1,575,000 | 293.8% |
| Miscellaneous | 8,202 | 10,500 | 8,897 | 10,000 | 10,000 | -4.8% |
| Total | $ 1,555,047 | $ 420,000 | $ 439,150 | $ 1,587,650 | $ 1,587,650 | 278.0% |

| Staffing by Program | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Administration | 42.40 | 42.40 | 42.40 | 42.40 | - |
| Total | 42.40 | 42.40 | 42.40 | 42.40 | - |

## PROGRAM SUMMARY:

**Program:** Administration - 2401
**Mandated By:** ORC Title 35
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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. | In 2007, implemented a tracking system, which can locate any piece of the $10 million election equipment and memory cards any where in the county. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Supply candidates' petitions timely. | | | | |
| **Demand:** Number of offices up for election | 2,025 | 306 | 935 | 935 |
| **Workload:** Number of candidates | 897 | 480 | 1,340 | 1,340 |
| **Efficiency:** Time to process petitions. | 35 Minutes | 35 minutes | 35 minutes | 35 minutes |
| **Effect./Outcome:** percentage of candidates and petitions supplied timely | 100% | 100% | 100% | 100% |

**Departmental Comments:**
The department used new voting equipment in the February and May elections, and trained the general public on how to use the equipment before election day.

**Program:** Election - 2402
**Mandated By:** ORC 3501.28 and 3501.36
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| This program is responsible for hiring and training Pollworkers to conduct all elections in Hamilton County. | The pollworker department secured and trained workers for the February Special and the May Primary in 2007. The Election Division installed an asset tracking system, to track the whereabouts of the $10 million dollars plus voting equipment. The Board of Elections will conduct two countywide elections and an August Special Election in 2008. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To place four workers in each pct. and train each worker before election day. | | | | |
| **Demand:** Number of workers | 8,284 | 7,450 | 10,296 | 10,296 |
| **Workload:** Number of workers trained | 8,148 | 7,450 | 10,296 | 10,296 |
| **Efficiency:** Pollworkers contact time | 950 Hours | 950 Hours | 1,150 Hours | 1,150 Hours |
| **Effect./Outcome:** Training Pollworkers | 98.36% | 100% | 100% | 100% |

**Departmental Comments:**
The tracking will allow for a smooth chain of custody of all voting equipment.

**Program:** Registration - 2403
**Mandated By:** ORC 3503.01 - 3503.33
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The registration department processes all new voter registrations and voter name and address changes. The department also checks all candidate petition signatures. | The registration department continues to organize, reorganize, refine and improve the department in order to more efficiently and accurately fulfill its responsibilities. A department operator's manual is being written. The manual will assist all department employees in processing registration documents in an efficient and accurate way. In the spring of 2007, the department began a complete overhaul of the Voter Registration Filing System. This was initiated in order to reflect how we are required by law to manage our registrations that must be retained in a specific and proper order. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Process voter registrations and/or changes within one week of receipt. Check candidate petitions in a timely manner. | | | | |
| **Demand:** Number of registrations | 55,000 | 65,000 | 80,000 | 80,000 |
| **Workload:** Registrations, name and address changes | 55,000 | 65,000 | 80,000 | 80,000 |
| **Efficiency:** Time to process changes | 15 minutes | 15 Minutes | 10 minutes | 10 minutes |
| **Effect./Outcome:** Registrations and/ or address or name changes processed | 100% | 100% | 100% | 100% |

**Departmental Comments:**
The registration department must make sure each registration complies with federal and state laws, and that candidate petition signatures match the signature on the registration form. The reorganization of the department will make for a better and faster document processing.

# Board of Zoning Appeals

## DEPARTMENT OVERVIEW:

The Board of Zoning Appeals (BZA) is mandated by ORC 303.14 and 303.15 to provide an appeal process for any person aggrieved by a decision of the Rural Zoning Commission. The BZA Board, who has the power to grant or deny cases following a public hearing, consists of 5 members and 2 alternates. They meet 16 times per year. The BZA Board hears approximately 50 appeals cases per year. The BZA collects variances and appeals processing fees that are nonrefundable. The fee schedule is attached.

## BUDGET OVERVIEW:

The 2008 budget for the Board of Zoning Appeals is $76,000, a decrease of $23,000 (23.2%). Reductions include reducing meeting costs ($2,225) by reducing scheduled meetings from 16 to 12; and eliminating support staff ($20,500).

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 88,533 | $ 98,922 | $ 90,139 | $ 100,158 | $ 75,497 | -23.7% |
| Total | $ 88,533 | $ 98,922 | $ 90,139 | $ 100,158 | $ 75,497 | -23.7% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Misc. Fees | $ 18,820 | $ 16,000 | $ 18,524 | $ 17,000 | $ 17,000 | 6.3% |
| Total | $ 18,820 | $ 16,000 | $ 18,524 | $ 17,000 | $ 17,000 | 6.3% |

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Administration | 1.92 | 1.50 | 1.50 | 1.00 | (0.50) |
| Total | 1.92 | 1.50 | 1.50 | 1.00 | (0.50) |

## PROGRAM SUMMARY:

**Program:** Administration - 2301
**Mandated By:** ORC 303.14, 303.15
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Board of Zoning Appeals (BZA) 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. | In the past, the Board heard several cases involving new single family residences. These cases were processed and resolutions were produced within 30 days of submittal of application. This reduction in idle time allows the developer more time to process the project and actually start construction of the site. BZA staff has also participated in the scanning of the case file into a data base that is specialized for the property in question. The data base is compiled to allow other departments access to establish property history on the property in question. In 2007, the staff received and processed 52 cases with revenues of $18,524. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To maintain the projected case load of 50 cases for 2008. | | | | |
| **Demand:** Number of cases filed | 50 | 52 | 50 | 50 |
| **Workload:** Number of cases resolved | 50 | 52 | 50 | 50 |
| **Efficiency:** Average revenue of cases | $250 | $250 | $250 | $250 |
| **Effect./Outcome:** Percent of cases resolved within 30 days after hearing | 100% | 100% | 100% | 100% |

**Departmental Comments:**
In 2008, the revenues collected by the department may be slightly ahead of 2007 with the same case load. The increase in revenue is due to the types of cases filed with the department as well as the increase of fees initial costs.

## Notable Nationally

In 2005 *Entrepreneur* magazine called the region the 13th best large city for entrepreneurs.

# Building Inspections

## DEPARTMENT OVERVIEW:

The Hamilton County Department of Building Inspections (DBI) is responsible for issuing Building Permits within the unincorporated townships of Hamilton County and eight contract jurisdictions. The Plan Examination Division of the DBI consists of Architects and Engineers, registered in the State of Ohio, who review the construction documents of residential and commercial projects. This review is performed in an effort to ensure that the proposed design complies with the provisions of the applicable building code. The Inspection Division of DBI consists primarily of certified building inspectors who perform inspections verifying that the construction matches the plans approved by the Building Department. Other responsibilities of the department include preparing a new Hamilton County Building Code for adoption by the Board of County Commissioners.

## BUDGET OVERVIEW:

The Department of Building Inspection's (DBI) budget is up $56,295 or 2.7% from current year budget. DBI had five employees receive promotions in 2007 which increased their 511 "Regular Employee Compensation" line item. The increase is also a result of PERS and Worker's Compensation rates being higher than in 2007. The promotions impacted the 2007 budget as well. For non-personnel in 2008, the biggest impact was the increase of the RCC contract due to the planned migration for the permit tracking software upgrade. In 2007, DBI's capital outlay was funded through the IPAC program. Due to tough budget constraints within in the General Fund, a vacant plans examiner position was eliminated, as were all capital outlay requests.

The housing market has slowed recently and residential permits, plan review and inspections are down. However, the commercial market continues to improve.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 2,148,207 | $ 2,078,001 | $ 2,104,126 | $ 2,471,545 | $ 2,134,296 | 2.7% |
| Total | $ 2,148,207 | $ 2,078,001 | $ 2,104,126 | $ 2,471,545 | $ 2,134,296 | 2.7% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Actual | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Licenses | $ 2,111,317 | $ 2,676,000 | $ 2,876,027 | $ 2,750,000 | $ 2,750,000 | 2.8% |
| Charges for Service Fees | 101,590 | 74,000 | 96,448 | 88,000 | 88,000 | 18.9% |
| Miscellaneous | 79 | - | 2,214 | - | - | |
| Total | $ 2,212,985 | $ 2,750,000 | $ 2,974,689 | $ 2,838,000 | $ 2,838,000 | 3.2% |

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Administration | 29.50 | 29.00 | 29.00 | 28.00 | (1.00) |
| Total | 29.50 | 29.00 | 29.00 | 28.00 | (1.00) |

## PROGRAM SUMMARY:

**Program:** Administration
**Mandated By:** Not mandated, ORC 3781.06, 3781.18, 3791.04
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| This General Fund program enforces 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 structures which may be used as testimony in court. | DBI has continued to exceed in all of its goals.<br><br>1. Plans examination for residential building permits met the goal of review within four working days 99% of the time.<br><br>2. Building Inspectors finalize or closed out 48% of their "inactive" permits. (Inactive permits are open building permits at least one year old, and in most cases, the contractor has proceeded without the required building inspections being approved.)<br><br>3. The Building Inspectors continue to meet their goal of performing 99% of requested inspections on the requested day.<br><br>4. Plan examination for commercial building permit met the goal of review within 12 working days 99% of the time, exceeding the goal of 97%. |

| | 2006 Actual | 2007 Actual | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To review residential type of applications within four working days. | | | | |
| **Demand:** Building permit applications to be reviewed. | 1,883 | 1,584 | 1,900 | 1,900 |
| **Workload:** Building application permits reviewed. | 1,883 | 1,584 | 1,900 | 1,900 |
| **Efficiency:** Application review time in days (HCBC). | 4 | 4 | 4 | 4 |
| **Effect./Outcome:** % of applications reviewed in four working days (HCBC). | 96% | 99% | 97% | 97% |
| **Objective:** To review commercial type applications within 12 working days. | | | | |
| **Demand:** Commercial building permits to be reviewed. | 1,649 | 1,495 | 1,650 | 1,650 |
| **Workload:** Permit applications reviewed. | 1,649 | 1,495 | 1,650 | 1,650 |
| **Efficiency:** Application review in days (OBC) | 12 | 12 | 12 | 12 |
| **Effect./Outcome:** % of Applications reviewed in 12 working days (OBC). | 99% | 99% | 97% | 97% |
| **Objective:** For building inspectors to finalize inactive permits annually. | | | | |
| **Demand:** Inactive permits assigned to inspectors annually. | 2,800 | 2,653 | 1,998 | 1,998 |
| **Workload:** Inactive permit finalized annually. | 36% | 36% | 36% | 36% |
| **Efficiency:** Number/hours finalizing inactive permit | 3,800 | 3,050 | 3,200 | 3,200 |
| **Effect./Outcome:** % of inactive permits finalized annually. | 30.1% | 48% | 30% | 30% |
| **Objective:** For building inspectors to perform all inspections on the requested day. | | | | |
| **Demand:** Number of inspections. | 20,790 | 22,171 | 20,790 | 20,790 |
| **Workload:** Number of inspections performed. | 21,180 | 22,171 | 20,790 | 20,790 |
| **Efficiency:** Number of hours spent doing all inspections. | 11,900 | 12,390 | 11,900 | 11,900 |
| **Effect./Outcome:** Inspections performed on requested day. | 99% | 99% | 99% | 99% |

**Departmental Comments:**
Due to the national and local economies, the residential building activity was slightly down in 2007, while commercial activity increased.

# Commissioners & County Administration

## DEPARTMENT OVERVIEW:

The Board of County Commissioners (BOCC), the county's three-member policy board, adopts and oversees a budget of more than $2 billion, directs over 2,000 employees, and serves the county's 800,000 plus residents. This authority over budget allocations gives it control in terms of shaping county programs and priorities.

The board establishes policy; administers county funds and programs; and, makes appointments to various boards and commissions; approves MSD actions; enters into contracts and agreements; and appoints the county administrator and department directors. The board implements state regulations dealing with the physical needs of the county such as zoning, sewers and road maintenance activities, 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. He also supervises and directs the activities of departments of county government under the control or jurisdiction of the board. He prepares and submits to the board such reports as are required by that body or as he 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. Functions within the County Administrator also include central purchasing services; risk management; and hotel-motel tax auditing.

The Office of Budget and Strategic Initiatives is charged with developing and monitoring the Hamilton County budget as well as providing policy review and analysis support to the County Administrator and the Board of County Commissioners. In addition, the office supports significant multi-agency and multi-jurisdictional initiatives affecting county government such as the Tax Levy Review Committee, the Competition and Efficiency Committee, and the Criminal Justice Commission.

In 2008, the department budgets of the BOCC and County Administration are consolidated.

## BUDGET OVERVIEW:

The department budget is $18.6 million, an 11.6% increase from the 2007 budget.

A vacant assistant county administrator position and a budget analyst position have been eliminated for 2008. 10% of one assistant county administrator will be reimbursed by MSD in 2008 for newly assigned oversight responsibilities. Also included are the suspension of the SORTA reverse commute transit service ($30,300) and a shift of funding for the Fast Forward Youth initiative ($250,000) to the Children's Services levy.

The Department of Administrative Services is eliminated in 2008, and that department's functions were primarily moved to the Commissioners & County Administration department budget. An assistant county administrator was moved to the Economic Development department, increasing Riverfront development funding for the position, and one clerical position was eliminated.

The Workers' Compensation Reserve fund balance, while still low, will improve slightly with higher 2008 budget rates charged in payroll charges to each department. This fund pays obligations to the State of Ohio Bureau of Workers' Compensation.

## BUDGET SUMMARIES[1] :

| Budget by Program | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Commissioners & Administration | $ 5,302,046 | $ 2,854,064 | $ 2,644,606 | $ 3,478,329 | $ 1,830,983 | -35.8% |
| Budget & Strategic Initiatives | - | 1,517,675 | 1,097,563 | 1,558,332 | 1,256,471 | -17.2% |
| Hotel/Motel | 5,563,165 | 5,566,115 | 6,024,254 | 66,394 | 6,563,938 | 17.9% |
| Purchasing | 641,090 | 596,164 | 610,562 | 644,027 | 482,188 | -19.1% |
| Risk Management | 5,048,187 | 6,132,236 | 4,726,878 | 11,537,356 | 8,458,000 | 37.9% |
| Total | $ 16,554,488 | $ 16,666,253 | $ 15,103,863 | $ 17,284,438 | $ 18,591,580 | 11.6% |

| Revenue by Source | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Chg for Service Fees | 6,244,575 | 66,085 | 7,220,825 | 67,794 | 6,604,794 | 9894.4% |
| Investments Interest | - | 39,980 | 29,985 | 39,980 | 39,980 | 0.0% |
| Other Intergovernmental | 3,313,440 | 3,614,192 | 4,768,277 | 3,614,192 | 12,851,365 | 255.6% |
| Miscellaneous | 2,506,600 | 8,519,596 | 925,888 | 1,498,483 | 1,732,493 | -79.7% |
| Other Financing | 350,196 | - | 4,725 | - | - | n/a |
| Transfers In | 568,000 | 2,720,729 | 2,161,903 | 165,000 | 7,162,580 | 163.3% |
| Total | $ 12,982,811 | $ 14,960,582 | $ 15,111,603 | $ 5,385,449 | $ 28,391,212 | 89.8% |

| Staffing by Program | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Commissioners & County Admin | 21.25 | 17.00 | 16.00 | 16.40 | (0.60) |
| Budget & Strategic Initiatives | 9.00 | 14.30 | 12.85 | 11.45 | (2.85) |
| Hotel/Motel | 2.00 | 1.25 | 1.25 | 1.25 | - |
| Purchasing | 10.00 | 7.25 | 8.25 | 7.15 | (0.10) |
| Risk Management | 1.00 | 2.00 | 2.00 | 2.00 | - |
| Total | 43.25 | 41.80 | 40.35 | 38.25 | (3.55) |

[1] *Due to the dissolution of the Department of Administrative Services, the budgets of that department and the County Administrator are combined for the 2006 and 2007 columns in the budget summary tables.*

## PROGRAM SUMMARIES:

**Program:** Budget and Strategic Initiatives - 2030
**Mandated By:** ORC 117.9, 117.10, 305.14, 3335.37, 1515.03
**Funding Source:** General Fund, Tax Levies Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Budget & Strategic Initiatives division is accountable for developing and monitoring the Hamilton County budget as well as providing policy review and analysis support to the County Administrator and the Board of County Commissioners. Primarily this division is responsible for reviewing departmental requests, preparing budget recommendations, conducting research, monitoring the county budget, assisting the County Administrator in all facets of public financing, and establishing vehicles for fiscal initiatives. Additionally, this division supports multi-agency and multi-jurisdictional initiatives that pertain to county government.<br><br>Also included in this program are staff and related expenses for the financial oversight and control of the Metropolitan Sewer District. | Budget and Strategic Initiatives submitted a balanced budget for 2008.<br><br>The county has been recognized for its budget success by receiving the Distinguished Budget Presentation Award from the Government Finance Officers Association for each of the past 15 years.<br><br>The office currently provides support to the Tax Levy Review Committee as well as the Competition and Efficiency Committee. The office is also engaged with the jail expansion project and the riverfront development efforts. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To provide the public with accessible information on the recommended and adopted budgets within 24 hours of BOCC presentation or action. | | | | |
| **Demand:** Budget summaries for public | 2 | 2 | 2 | 2 |
| **Workload:** Budget summaries available within 24 hours | 2 | 2 | 2 | 2 |
| **Efficiency:** Hours to prepare summary for website | 3 hrs | 3 hrs | 3 hrs | 3 hrs |
| **Effect./Outcome:** % of summaries available within 24 hours | 100% | 100% | 100% | 100% |
| **Objective:** Coordinate and monitor financial affairs of the Metropolitan Sewer District (MSD). | | | | |
| **Demand:** 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 reports completed in a timely manner. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
The budget staff continues to contend with stagnant revenues in the formation of the annual county budget.

The office currently provides support to the Tax Levy Review Committee, the Competition and Efficiency Committee, and the Criminal Justice Commission. The office is also actively engaged with the jail expansion project, riverfront development efforts, and the Cabinet of Economic Advisors.

**Program:** Commissioners & County Administration - 2010
**Mandated By:** Not mandated.
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Board of County Commissioners (BOCC), 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 800,000 plus residents.<br><br>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; approves MSD actions; enters into contracts and agreements; and appoints the county administrator and department directors.<br><br>County Administration directs and coordinates mandates of the Board of County Commissioners (BOCC) in order to accomplish the BOCC's goals, objectives and policies; promotes the development of good public communications in all areas relating to BOCC activities; oversees departments under the BOCC. | The BOCC has focused attention on implementing strategies that will reverse the social and economic challenges facing the county.<br><br>The Commissioners established the Council of Economic Advisors to develop strategies for increasing County revenues without raising tax rates.<br><br>The BOCC has created a Criminal Justice Commission to develop and implement a comprehensive community-based continuum of sanctions and reliable methods for measuring their impact on recidivism.<br><br>The Tax Levy Review Committee provided recommendations for the renewal of the Senior Services levy and Mental Health levy under the rate of inflation. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **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:** Estimated staff hours for commissioners' budget review. | 200 | 200 | 200 | 200 |
| **Effect./Outcome:** Date of adoption of operating budget. | 12/21/2005 | 2/14/2007 | 12/19/2007 | 12/19/2007 |
| **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. | 70 | 70 | 70 | 70 |
| **Workload:** Number of hearings completed. | 70 | 70 | 70 | 70 |
| **Efficiency:** Average length per hearing. | 30 minutes | 30 minutes | 30 minutes | 30 minutes |
| **Effect./Outcome:** % of hearings completed. | 100% | 100% | 100% | 100% |
| **Objective:** To maintain a general fund reserve in the amount of 15% of the prior year general fund appropriation. | | | | |
| **Demand:** Amount of general fund reserve to be maintained. | $49.8 million (20%) | $37.4 million | $39.2 million | $39.2 million |
| **Workload:** Actual/projected general fund reserve | $19.0 million | $18.8 million | $12.6 million | $12.6 million |
| **Efficiency:** Est. person/hrs monitoring general fund cash flow. | 120 | 120 | 120 | 120 |
| **Effect./Outcome:** Required general fund reserve maintained as % of the prior year general fund appropriation. | 7.6% | 7.6% | 4.8% | 4.8% |
| **Objective:** To conduct regular public meetings. | | | | |
| **Demand:** Number of meetings required. | 50 | 50 | 50 | 50 |
| **Workload:** Number of meetings completed. | 75 | 75 | 75 | 75 |
| **Efficiency:** Average length of meetings. | 3.0 hours | 3.0 hours | 3.0 hours | 3.0 hours |
| **Effect./Outcome:** Percentage of required meetings completed. | 100% | 100% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To implement practices and procedures that support the board's mission, vision, core values, goals and policies by holding biweekly management meetings. | | | | |
| **Demand:** Weekly top management meetings to be held. | 24 | 24 | 24 | 24 |
| **Workload:** Weekly top management meetings held. | 22 | 22 | 22 | 22 |
| **Efficiency:** Ave. length of weekly top management meetings. | 1 hr. | 1 hr. | 1 hr. | 1 hr. |
| **Effect./Outcome:** % of weekly top management meetings held. | 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 |

**Departmental Comments:**
Implementing the priorities of the BOCC include items such as: managed competition, which reviews county services in order to accomplish cost savings, Project Gain, which compensates employees for initiatives that enhance revenues and cut costs, the Banks project, the Criminal Justice Commission, and several other initiatives that will benefit county functions.

**Program:** Hotel/Motel - 0204
**Mandated By:** ORC § 307.695
**Funding Source:** General Fund, Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| This division is responsible for the administration of the county lodging excise tax. The total county lodging tax was increased from 3% to 6.5% effective December 1, 2002 and is distributed as follows:<br><br>3% Used mainly to support the Greater Cincinnati Convention and Visitors Bureau, whose mission is to positively impact the Greater Cincinnati Area economy through convention, trade show, and visitor expenditures. The remainder of this portion of the tax is returned to the municipal corporations and unincorporated areas in the county that have hotels but do not levy a separate lodging tax.<br><br>3.5% This portion of the tax was effective December 1, 2002 and has been used for the renovation and expansion of the downtown Cincinnati Convention Center and possibly an expansion of the Sharonville Convention Center. | The main functions include the collection and distribution of tax receipts and the conducting of audits of hotels and motels to ensure compliance with the tax regulations. These audits have been accomplished as required. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **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. | 48 | 45 | 45 | 45 |
| **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% |

**Program:** Purchasing - 0206
**Mandated By:** ORC § 5739.024
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Purchasing division is responsible for all purchasing in Hamilton County with the exception of the Public Library, Drake Center Inc., the Park District and the Engineers capital projects.<br><br>The Small Business Development program has an objective of increasing the participation of small businesses on County projects. The Program applies to construction projects undertaken by County departments reporting to the Board of County Commissioners ("Board") through the County Administrator. | The surplus assets auction has brought in $418,069 since its inception, and three new external customers (including Colerain Township, the city of Fairfield and the City of Blue Ash) have been added.<br><br>The Purchasing division completed several bids that have an impact on multiple departments. These bids combine the county's needs across the board to leverage savings and drive down costs. Some examples are: computers, paper, janitorial supplies, waste hauling, uniforms, cellular phone service, office supplies, and gasoline. The gasoline bid included multiple departments and the City of Cincinnati and the cost savings to the county alone is estimated to be $43,000. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To assign ten legal bid targets for centralization per year. (** See Comments) | | | | |
| **Demand:** Number of targets assigned per year | 10 | 5** | 7** | 7** |
| **Workload:** Potential targets identified for research or bidding | 90 | 90 | 90 | 90 |
| **Efficiency:** Targets to be bid or researched | 10 | 5 | 5 | 5 |
| **Effect./Outcome:** Number of targets attained | 10 | 5 | 5 | 5 |
| **Objective:** Process bids that require development and have advertisements within an average of 45 days. | | | | |
| **Demand:** Number of solicitations needed | 172 | 214 | 220 | 220 |
| **Workload:** Number of solicitations developed | 172 | 214 | 220 | 220 |
| **Efficiency:** Average number of days required for development | 30 | 30 | 30 | 30 |
| **Effect./Outcome:** Percent of solicitations developed and advertised in 45 days | 100% | 100% | 100% | 100% |
| **Objective:** To sell off surplus and obsolete items in a timely manner. | | | | |
| **Demand:** Average number of items waiting for sale | 3,300 | 4,700 | 5,000 | 5,000 |
| **Workload:** Average number of items waiting for sale | 3,300 | 4,700 | 5,000 | 5,000 |
| **Efficiency:** Number of items sold weekly | 60 | 90 | 90 | 90 |
| **Effect./Outcome:** Number of items sold annually | 3,200 | 4,561 | 5,000 | 5,000 |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Process contracts for signature within ten days of receipt. | | | | |
| **Demand:** Number of contracts produced | 470 | 662 | 700 | 700 |
| **Workload:** Number of contracts produced | 470 | 662 | 700 | 700 |
| **Efficiency:** Average number of days to process contracts for signature | 10 | 10 | 10 | 10 |
| **Effect./Outcome:** Percent of contracts processed for signature within ten days of receipt | 100% | 100% | 100% | 100% |
| **Objective:** To increase the number of small businesses registered with the Small Business Program | | | | |
| **Demand:** Number of Small Businesses desiring to work with County | 500 | 500 | 500 | 500 |
| **Workload:** Number of Small businesses registered with the program | 325 | 342 | 352 | 352 |
| **Efficiency:** Hours per week expended | 25 | 20 | 20 | 20 |
| **Effect./Outcome:** Percent of registered business utilized | 6% | 5% | 3% | 3% |

**Departmental Comments:**

Purchasing:

The time to process contracts for signature has been increased from five days to ten days to allow for further review for compliance with insurance requirements and legislative changes.

In 2007, the Purchasing division started offering their services to other entities to further drive down costs.

Small Business Development:

The mission of the office is to build relationships between Hamilton County and small businesses by serving as a resource to small businesses interested in providing goods and/or services to the Hamilton County departments reporting to the Board of County Commissioners. The office maintains a database of vendors registered with the Small Business Program. This database is distributed to the various County purchasing agents on a monthly basis. All are encouraged to consider small businesses when making purchases.

Objective Comments:

** The targets were not met due to staff turnover and shortages. The targets for 2008 were lowered to allow for learning curve for new staff.

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

**Program:** Risk Management - 0207
**Mandated By:** ORC 4123
**Funding Source:** General Fund, Internal Service

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Risk Management Division of the Department of Administrative Services manages Hamilton County's risk. Duties include: procurement and maintenance of the county's property and casualty insurance programs; management of all third party, motor vehicle, and workers' compensation claims against the county and claims the county has against others; contract risk review and consulting; management of public official bonding; employee safety and health consulting; development and management of owner controlled insurance programs; maintenance of the county's Risk Management Information System (RMIS); risk training and consulting; and, administration of property conservation.<br><br>The division also is responsible for the administration of the four workers' compensation programs (County, County Public Work Relief Employment (PWRE), Paul Brown Stadium construction project, and Great American Ballpark construction project.) | Earned a 4% rebate by participating in the Greater Cincinnati Safety Council/OBWC programs.<br><br>Initiated Transitional Work Grants in the departments of County Facilities, Public Works, and the Hamilton County Sheriff's Office.<br><br>Worked with Walgreen Drugs, which accepts assignment for Hamilton County injured workers, to expand the program to include other health care providers.<br><br>Established contractual risk transfer program. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To administer and record all risk-management incidents in a thorough and cost-effective manner. | | | | |
| **Demand:** Number of incidents/claims reported | 225 | 225 | 225 | 225 |
| **Workload:** Number of incidents/claims reviewed and managed | 225 | 225 | 225 | 225 |
| **Efficiency:** Total hours required to handle claims/incidents | 800 | 800 | 800 | 800 |
| **Effect./Outcome:** Percent of incidents handled | 100% | 100% | 100% | 100% |
| **Objective:** Administer the County's retrospective-rated workers' compensation program. | | | | |
| **Demand:** Claims/incidents opened and processed | 200 | 331 | 331 | 331 |
| **Workload:** Open claims reviewed and managed | 3,300 | 3,478 | 331 | 331 |
| **Efficiency:** Time to review claims and process payments/claims | 30 minutes | 30 minutes | 30 minutes | 30 minutes |
| **Effect./Outcome:** Percent of claims/payments reviewed and managed | 100% | 100% | 100% | 100% |
| **Objective:** Manage the Great American Ballpark and Parking Improvement Project self-insured workers' compensation program. | | | | |
| **Demand:** Claims to be processed and managed | 8 | 7 | 7 | 7 |
| **Workload:** Management of new and existing claims | 8 | 7 | 7 | 7 |
| **Efficiency:** Time to review and manage claims and authorize payments/claim. | 1 hour | 2 hrs/week | 2 hrs/week | 2 hrs/week |
| **Effect./Outcome:** Percent of claims/payments reviewed and processed | 100% | 100% | 100% | 100% |
| **Objective:** Manage the Paul Brown Stadium self-insured workers' compensation program. | | | | |
| **Demand:** Claims to be managed and settled | 5 | 5 | 5 | 5 |
| **Workload:** Management and settlement of claims | 5 | 5 | 5 | 5 |
| **Efficiency:** Time to review claims and payments/claim | 1 hour | 2 hrs/week | 2 hrs/week | 2 hrs/week |
| **Effect./Outcome:** Percent of claims managed and settled | 100% | 100% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Manage the PERRP requirements for Hamilton County. | | | | |
| **Demand:** Incidents to be recorded and reported for all county depts. | n/a | 331 | 331 | 331 |
| **Workload:** Summaries, logs, and reports filed | n/a | 43 | 43 | 43 |
| **Efficiency:** Time to review, prepare and submit to PERRP. Prepare and post log summaries | n/a | 100 hrs/yr | 100 hrs/yr | 100 hrs/yr |
| **Effect./Outcome:** % of summaries, reports and logs filed | n/a | 100% | 100% | 100% |
| **Objective:** Procure and maintain Hamilton County's $1.6 billion property insurance program. | | | | |
| **Demand:** Procurement, review and maint. of property ins. pgm. | n/a | 1 | 1 | 1 |
| **Workload:** Review and marketing program to potential insurers | n/a | 8 | 8 | 8 |
| **Efficiency:** Time to review, manage and market insurance program | n/a | 100 hrs/yr | 100 hrs/yr | 100 hrs/yr |
| **Effect./Outcome:** % of insurance program bound prior to expiration date | n/a | 100% | 100% | 100% |
| **Objective:** Procure and maintain Professional Sports Stadium liability insurance program, providing two, $100 million liability insurance policies. | | | | |
| **Demand:** Procurement, review and maint. of liability ins. program | n/a | 1 | 1 | 1 |
| **Workload:** Review and marketing program to potential insurers | n/a | 5 | 5 | 5 |
| **Efficiency:** Time to review, manage and market insurance program. | n/a | 100 hrs/yr | 100 hrs/yr | 100 hrs/yr |
| **Effect./Outcome:** % of insurance program bound prior to expiration date. | n/a | 100% | 100% | 100% |

**Departmental Comments:**

Workers' Compensation State Funded Claims day-to-day operations include:

1. Implementing the workers' compensation program in compliance with Ohio Administrative Code (OAC).
2. Recommending and ensuring that the Third Party Administrator and Managed Care Organization are providing services within the constraints of agreements;
3. Communicating the workers' compensation process to employees and the Hamilton County process to vendors;
4. Administering the workers' compensation process by timely processing of incidents and claims;
5. Monitoring the costs of the workers' compensation process;
6. Being mindful of the changing legal environment as it applies to workers' compensation and how rulings may impact Hamilton County.

Self-Insured Claims day-to-day operations include:

1. Implementing the workers' compensation program in compliance with the OAC;
2. Management of current open claims;
3. Response to legal actions in Common Pleas Court;
4. Review and recommendation of potential settlement of claims; and
5. Complying with the BWC requirements for self-insurance status.

# Contracts and Subsidies

## DEPARTMENT OVERVIEW:

The Contracts and Subsidies department is a budgetary construct to capture the general fund support for various governmental agencies with which Hamilton County has a contractual or legally mandated arrangement. This department was created with the 2007 budget and 2006 actuals are from various other departments' budgets.

## BUDGET SUMMARIES:

| Budget by Program | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Children with Med. Handicaps | $ - | $ - | $ - | $ - | $ 1,500,000 | n/a |
| Law Library | - | - | - | - | 235,040 | n/a |
| Levy Review | - | 1,037,811 | 1,552,824 | 1,074,341 | 1,098,507 | 5.8% |
| OSU State Extension | 503,338 | 301,215 | 150,608 | 319,424 | 40,000 | -86.7% |
| Regional Computer Ctr | 658,424 | 600,804 | 416,912 | 588,455 | 588,455 | -2.1% |
| Regional Planning | 845,414 | 926,414 | 926,414 | - | 898,525 | -3.0% |
| Soil & Water | 443,785 | 526,461 | 526,461 | 571,360 | 526,256 | 0.0% |
| Total | $ 2,450,961 | $ 3,392,705 | $ 3,573,219 | $ 2,553,580 | $ 4,886,782 | 44.0% |

*In the Levy Review category, funding for the Senior Services and the Indigent Care Levy reviews was included in each specific levy program in 2006. Funding for these reviews was consolidated into this program in 2007.*

| Revenue by Source | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Miscellaneous | $ 225,217 | $ 300,312 | $ 305,123 | $ 531,088 | $ 332,346 | 10.7% |
| Total | $ 225,217 | $ 300,312 | $ 305,123 | $ 531,088 | $ 332,346 | 10.7% |

*The 2008 revenue comes from the Soil & Water ($192,346), Regional Planning ($50,000) and RCC ($90,000) PCAs.*

| Staffing by Program | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Law Library | - | - | - | 3.00 | 3.00 |
| Levy Review | - | 0.10 | 0.15 | 0.15 | 0.05 |
| Total | - | 0.10 | 0.15 | 3.15 | 3.05 |

## PROGRAM SUMMARIES:

**Program:** Law Library - 1709
**Mandated By:** ORC 3375
**Funding Source:** General Fund

*PROGRAM OVERVIEW:*
The Cincinnati Law Library Association operates a library within the Hamilton County Courthouse. Recent legislation transferred responsibility for the library from the Courts to the Board of County Commissioners. Over the next four years, financial responsibility will be fully transferred to the Association. As an external agency, the program has never developed performance measures.

*BUDGET OVERVIEW:*
Until 2008, the law library personnel were included in the budget of the Court of Common Pleas. Beginning in 2008, the budget has been moved to Contracts and Subsidies, as financial responsibility for the personnel costs was transferred to the BOCC. During the transition, the personnel for the library are paid from Contracts and Subsidies. Total budget for 2008 is $235,040.

**Program:** Levy Review - 1707
**Mandated By:** Not mandated
**Funding Source:** Various

*PROGRAM OVERVIEW:* This program is used to account for funding for Auditor and Treasurer fees, indirect costs, and a portion of administration for the Senior Services and the Indigent Care levies. In 2008, funding for the Children with Medical Handicap program was included in this program.

*BUDGET OVERVIEW:* In 2008, $1.5 million of funding for the Children with Medical Handicap program was added to this program.

**Program:** OSU State Extension - 1706
**Mandated By:** Not mandated
**Funding Source:** General Fund

*PROGRAM OVERVIEW:*
The Ohio State University (OSU) 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) 4-H Youth Development - delivers educational programming to youths ages 5-19 in a variety of settings, all curricula are carefully planned to achieve specific results and encourage life skill development while delivering subject matter and content; 2) Horticulture (Green Industry) - University research-based information to horticulture professionals, governments, businesses and homeowners as well as training of Master Gardeners; 3) Family and Consumer Sciences - nutrition, food safety, budgeting and physical and emotional well-being; and 4) Community Development - assists county residents in identifying their asset-based capacities and leveraging other resources to sustain their communities.

In prior years, the County's subsidy provided primary support for 4-H Youth Development and Green Industry services and programs. The County's subsidy also funded a position in Family and Consumer Science in order to allow the Extension to leverage significant other state and federal dollars.

*BUDGET OVERVIEW:*
The subsidy for the OSU Extension has been significantly reduced with the 2008 budget and new sources of funding are being explored.

**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 $2 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 4-H clubs continues to provide county youth with unique experiential learning and leadership development opportunities through a wide variety of youth development activities.
- 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.

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** 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 | 1,225 | 1,225 | 1,225 | 1,225 |
| **Workload:** 100 credit hours | 101 | 100 | 100 | 100 |
| **Efficiency:** Hrs spent, planning, preparing lessons, and teaching | 250 | 250 | 250 | 250 |
| **Effect./Outcome:** % of total PA hours taught | 8% | 8% | 8% | 8% |
| **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 | 288 | 250 | 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 | 108% | 94% | 94% | 94% |
| **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 | 300 | 325 | 350 | 350 |
| **Workload:** # of eligible participants provided with information | 311 | 300 | 325 | 325 |
| **Efficiency:** Hrs spent planning, preparing lessons, teaching and evaluating | 400 | 475 | 525 | 525 |
| **Effect./Outcome:** % of clientele provided with information | 138% | 92% | 93% | 93% |

**Departmental Comments:**
Focusing on a broad range of 4-H Youth Development activities, Green Industry initiatives, Health, Wellness and Nutritional issues and Community Leadership, 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 the citizens of Hamilton County. While county general fund support to OSU Extension remained at its lowest level since 2000, OSU Extension generated $559,906 or and additional $1.86 for every Hamilton County dollar. This represents a six percent increase in leveraged funds over 2006.

| | |
|---|---|
| Federal Expanded Food Nutrition Education Program (EFNEP) | $ 291,456 |
| Family Nutrition Program | 43,684 |
| Federal Extension Service Smith-Lever Funds | 60,690 |
| Federal Extension 4-H Support | 13,649 |
| Subtotal Federal | $409,479 |
| | |
| State | |
| State Extension Support | $111,202 |
| State 4-H Urban Programs Support | 10,000 |
| Extension Nursery Landscape & Turf Team Grant | 2,725 |
| Subtotal State | $123,927 |

| | |
|---|---|
| Local/Private | |
| Senior Services Levy | $ 25,000 |
| Greater Cincinnati Flower Grower's Association | 1,500 |
| Subtotal Local/Private | $ 26,500 |
| Total | $559,906 |

For 2008, the OSU Extension will continue to closely align its programming and educational outreach activities with the county's report card. The Extension is situated to make significant contributions, particularly in the areas of health, the economy and juvenile crime. It will also have a significant impact in the public awareness and education campaign related to the recent discovery of Emerald Ash Borer in Hamilton County.

**Program:** RCC - 1703
**Mandated By:** Not mandated
**Funding Source:** General Fund

*PROGRAM OVERVIEW:*
The Regional Computer Center (RCC) is a department of the City of Cincinnati that provides information technology assistance to Hamilton County in several areas.

CAGIS (Cincinnati Area Geographic Information System) is a shared operation of Hamilton County, the City of Cincinnati, the Metropolitan Sewer District and Duke Energy. The system uses a suite of software (a geographic information system, workflow tracking, document management, redlining, field inspection management, and Gantt charts) to automate the development, code enforcement, request for service, and capital improvement processes within the county.

HAMCO (Hamilton County Information Systems) 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 RCC. HAMCO is transitioning in 2008 to CITCO to better reflect its transition and reorganization. RCC support provided through this department is primarily for enterprise-wide operations such as county email systems, website, help desk, and the wide area network. The operation of a central computer room in the county administration building will terminate in mid-2008 and the County will be responsible for the storage and oversight of its own server equipment.

*BUDGET OVERVIEW:*
*Cincinnati-Area Geographic Information Systems (CAGIS)*. The full CAGIS consortium budget is down 7.6%, due fully to a $200,000 (58.8%) decrease from 2007 budget in their capital expenses. The CAGIS operating budget request is level with 2007. CAGIS is using some of their fund balance to remain level with operating expenses. CAGIS has a special Countywide Construction project being implemented in 2008 for which $15,000 is being provided in addition to the $90,296 general fund subsidy. The total payment of $105,296 is a ($15,000) 16.6% increase from the 2007 budget.

*City-County Information Technology (CITCO)*. This was formerly known as HAMCO and is a division within the City of Cincinnati's Regional Computer Center (RCC). The budget for 2008 is $483,159, a $27,348 (5.4%) decrease from the 2007 budget. This budget is not finalized as the RCC is undergoing a reorganization which will likely affect the functions provided to the County. The amount paid by Administration is for enterprise-wide operations only (Active Directory, Help Desk, E-Mail, etc.). Individual departments may choose to use the RCC for their IT needs as well but that would be funded separately within the departments' budgets. Oversight of the County's web services has transitioned from HAMCO to the County as well with the 2008 budget.

**Accomplishments:**
- In 2007, CAGIS began developing a system to enable the coordination of construction county-wide. The coordination of construction broadened the original objective of automating the coordination of the county customer service response processes in the Hamilton County Engineer's Office, Soil and Water Conservation, and the remaining offices under the Board of County Commissioners (BOCC) to include expansion of the CSR system to all municipalities, villages and townships throughout Hamilton County. During 2007, CAGIS has created GIS themes depicting the government offices responsible for the management of infrastructure and services in the various communities. CAGIS completed the design and programming for implementing customer service response in the Hamilton County Engineer's Office during 2008. CAGIS will continue the inclusion of CSR in the other BOCC offices in 2008.
- CAGIS continued the migration of the GIS from ArcInfo to Arc9.
- CAGIS was notified in January 2007, that Accela, the providers of Permits Plus, the county's workflow system, would not be supporting that system through the next changes in Microsoft operating systems. A new agreement with Accela has been negotiated to enable the workflow system to continue through the next generation. The web migration enables the workflow product, making it more attractive for use by other governments in the county.
- HAMCO completed the implementation of Microsoft Active Directory to county departments in 2007, and the RCC began the upgrade of the county email servers.

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To convert the underlying software application architecture to modular services - Services-Oriented Architecture (SOA). | | | | |
| **Demand:** Universe of modules | 500 | 500 | 500 | 500 |
| **Workload:** Number of published modules converted | 100 | 40 | 60 | 60 |
| **Efficiency:** Hrs available to convert service modules | 1,040 hrs | 2,080 hrs | 4,118 hrs | 4,118 hrs |
| **Effect./Outcome:** Accumulative number/ percent of software components converted into SOA | 100/20% | 140/28% | 200/40% | 200/40% |
| **Objective:** County-wide expansion of CAGIS - Implement software enabling Coordinated Construction county-wide. (Estimated completion: 2017) | | | | |
| **Demand:** # of political jurisdictions in Hamilton County | 49 | 49 | 49 | 49 |
| **Workload:** Jurisdictions added | n/a | n/a | 16 | 16 |
| **Efficiency:** Hrs spent implementing the system for the jurisdictions | n/a | 520 hrs. | 5,907 hrs | 5,907 hrs |
| **Effect./Outcome:** % of jurisdictions added to the coordinated system | n/a | n/a | 32.7% | 32.7% |
| **Objective:** Complete a managed migration/upgrade of current CAGIS GIS technology w/minimal disruption to existing business operations. (Est'd completion: 2012) | | | | |
| **Demand:** Universe of migration components to be migrated | n/a | 5,100 | 5,100 | 5,100 |
| **Workload:** Number of components migrated | n/a | 255 | 765 | 765 |
| **Efficiency:** Hours spent on migration | n/a | 6,573 | 6,573 | 6,573 |
| **Effect./Outcome:** Accumulative # (and %) of migrated components | n/a | 255 (5%) | 1,020 (20%) | 1,020 (20%) |
| **Objective:** Complete a managed migration/upgrade of workflow system to technology offered by Accela. (Est'd completion: 2012) | | | | |
| **Demand:** Universe of migration components | n/a | n/a | 1,569 | 1,569 |
| **Workload:** # of migrated components | n/a | n/a | 314 | 314 |
| **Efficiency:** Time spent on migration | n/a | n/a | 4,493 hrs. | 4,493 hrs. |
| **Effect./Outcome:** # (and %) of migration components completed | n/a | n/a | 314 (20%) | 314 (20%) |

**Departmental Comments:**
CAGIS: In 2008, CAGIS has continued with the Cities of Blue Ash, and Forest Park as well as Sycamore Township to broaden the offering of CAGIS services and to customize the complete functionality of the CAGIS system. CAGIS is a system of "integrated" software programs that use geography, the most common data type in local government, to link records and processes using a common framework. CAGIS is extending the shared systems (all parties use the same software) including the GIS, Permits Plus, document management, etc. to all of the governments in the county (previously only access to the geographic information software was included). County Administration and the CAGIS Board requested that the CAGIS staff expand its offering of software to include building permit process management, zoning permit process management, code enforcement, street opening permits, construction coordination, and customer service response etc. The goal is to have a sample group of small jurisdiction applications to extend to other municipalities, townships and agencies in the county. The organizational goal the software is pursuing is to improve cross-county coordination among all governments, utilities, and other parties with regards to construction coordination, development coordination and anti-blight strategies. This effort, including expansion of county processes to involve these communities, will continue through implementation to 2015 and then beyond as the county

changes in accord with the expanded information base and the opportunities it will provide. In 2008, CAGIS will continue to approach other communities to come on the system, creating virtual processes that link governments.

In 2006, CAGIS began the preparations for a long-postponed migration to the newest version of the vendor's (Environmental System Research Institute) GIS software that underpins the entirety of CAGIS. Postponed for five years, the vendor has now discontinued support for the software operating the current system and danger looms that the current version used by CAGIS may not perform as the result of changes in products supporting its operation, such as Microsoft operating systems and Oracle. The move has been postponed because of performance and operating cost impacts associated with the new software. In 2006, CAGIS trained its staff in the new vendor products. In 2007, CAGIS tested the vendor products in the city/county environment, identified speed as well as cost issues and determined the design it would pursue in migrating to the new software. That new design now includes a mix of software, vendor and other software from Oracle and Open Sources, which provide the city/county increased long term vendor independence.

In 2008, the functionality required by the base applications supporting all users, addressing and core functionality, have been identified and prioritized to be moved over the next 18 months. The entire GIS migration is to be phased over five years and involves the reprogramming of thousands of workflow scripts and the maintenance of integrated operations involving other software programs. All is to be accomplished without disruption of service.

**Program:** Regional Planning - 1702
**Mandated By:** Not mandated
**Funding Source:** General Fund

*PROGRAM OVERVIEW:*
The Mission of the Regional Planning Commission (RPC) is: (1) To build planning partnerships for creating and implementing community plans in the context of the region; (2) To provide data management and analysis for effective planning and decision-making in Hamilton County governments; (3) To promote an equitable balance of local, county and regional perspectives and interests in community planning forums.

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 Services: 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 RPC, RZC, & BZA computer network; (5) performing normal "Help Desk" functions for the network.
- Administration/Planning Partnership: supports all RPC/RZC/Planning Partnership activities.

*BUDGET OVERVIEW:*
The Regional Planning Commission will use $60,000 in fund balance in this budget. RPC receives a subsidy from the General Fund each year.

**Accomplishments:**
In addition to meeting all statutory requirements for development review and processing in 2006, RPC:

- Initiated Project Impact to provide technical assistance to reverse population and job loss (working with six communities to date);
- Implemented Community COMPASS initiatives through strategic plans for First Suburbs, LAND (Local Alliance for Nature & Development), Caucus of OKI representatives;
- Completed special projects including Safe Routes to School and an analysis of the biotech cluster industries with a follow-up forum for industry participants;
- Continued Planning Partnership activities such as training workshops, publication of the UPDATE newsletter, and the project management for the Government Cooperation and Efficiency Project.

RPC also continued with the ongoing project of Data Products, which serves the Board of County Commissioners with site design, application development and site management for the county portal, administrative tools, and intranet. This role includes ongoing technical support and training for departments and agencies migrating content to the county web graphic standards, including full migration services. Numerous support applications have been developed, and existing features redesigned, in such a way as to provide centralized management through a web interface named HCWorks.

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To complete 100% of plans, plan elements, initiatives, strategies and new technologies for Community COMPASS | | | | |
| **Demand:** Number of plans, etc. requested | 32 | 32 | 32 | 32 |
| **Workload:** Number of plans, etc. completed | 22 | 22 | 22 | 22 |
| **Efficiency:** Number of hours per year to complete | 25,600 | 25,600 | 25,600 | 25,600 |
| **Effect./Outcome:** Percent of plans, plan elements, initiatives, strategies and new technologies completed | 68% | 68% | 68% | 68% |
| **Objective:** To maintain CAGIS database | | | | |
| **Demand:** Number of databases needing maintenance | 14 | 14 | 14 | 14 |
| **Workload:** Number of databases maintained | 14 | 14 | 14 | 14 |
| **Efficiency:** Hours per year to maintain databases | 2,100 | 2,100 | 2,100 | 2,100 |
| **Effect./Outcome:** Percent of databases kept up to date. | 100% | 100% | 100% | 100% |
| **Objective:** To organize, analyze and distribute 2000 Census Data, internal and external requests for data analysis and maps and support ongoing Census activities | | | | |
| **Demand:** Databases, requests for data and support activities | 250 | 225 | 225 | 225 |
| **Demand:** Databases, requests for data and support activities | 250 | 225 | 225 | 225 |
| **Workload:** Databases, requests for data and support activities completed | 250 | 225 | 225 | 225 |
| **Efficiency:** Hours per year to complete | 1,460 | 1,460 | 1,460 | 1,460 |
| **Effect./Outcome:** Percent of Census work completed. | 98% | 98% | 98% | 98% |
| **Objective:** Process & complete all development review applications - zone amendments, PUD's, conditional uses, land use plans & Special Interest District reports | | | | |
| **Demand:** Development Review cases received | 91 | 75 | 75 | 75 |
| **Workload:** Development Review cases processed | 91 | 75 | 75 | 75 |
| **Efficiency:** Hours per case to process | 75 | 75 | 75 | 75 |
| **Effect./Outcome:** Percent of Development Review cases processed within the time permitted by the Code | 100% | 100% | 100% | 100% |
| **Objective:** Review and process major subdivisions in compliance with ORC and Hamilton County regulations | | | | |
| **Demand:** Major subdivision requests received | 9 | 15 | 13 | 13 |
| **Workload:** Major subdivision requests processed | 9 | 15 | 13 | 13 |
| **Efficiency:** Total hours per request | 75 | 75 | 75 | 75 |
| **Effect./Outcome:** Percent 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 | 47 | 40 | 40 | 40 |
| **Workload:** Minor subs inquiries/requests responded/acted upon | 47 | 40 | 40 | 40 |
| **Efficiency:** Total hours per inquiry/request | 2 | 2 | 2 | 2 |
| **Effect./Outcome:** Percent responded/acted upon | 100% | 100% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Provide address assignment for unincorporated Hamilton County and communities under contract with the building department as needed | | | | |
| **Demand:** Requests for address assignment received | 1,500 | 1,500 | 1,500 | 1,500 |
| **Workload:** 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:** Percent 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:** Computers needing assistance | 2,000 | 2,000 | 2,000 | 2,000 |
| **Workload:** Computers maintained assists provided | 1,900 | 1,900 | 1,900 | 1,900 |
| **Efficiency:** Hours per year to maintain computers | 3,000 | 3,000 | 3,000 | 3,000 |
| **Effect./Outcome:** Percent of computers maintained and help desk questions answered | 95% | 95% | 95% | 95% |
| **Objective:** To create and maintain Hamilton County websites | | | | |
| **Demand:** Number of websites to create and maintain | 15 | 25 | 25 | 25 |
| **Workload:** Number of websites needing support | 15 | 25 | 25 | 25 |
| **Efficiency:** Number of hours per year to support | 2,824 | 2,824 | 2,824 | 2,824 |
| **Effect./Outcome:** Percent of support given to website | 96% | 96% | 96% | 96% |

**Departmental Comments:**
Census requests are decreasing due to an established/functional website that the public uses instead of calling in to make requests. Numbers decrease as we get further away from Census 2000. Numbers will pick-up again around 2009.

Due to the addition of the Hamilton County website as well as other county department websites, the number of sites created and maintained has increased.

In conjunction with the Board's top priority related to promoting economic development we are working on the following:

1. Finalizing input from local economic development stakeholders to develop the Comprehensive Economic Development Strategy (CEDS) plan; this is a prerequisite for large projects to be considered for funding from the federal Economic Development Administration.

2. Assisting First Suburb communities to reverse population and job loss through Project Impact - currently engaged with Elmwood Place, Lincoln Heights, Cheviot, Silverton, Fairfax, and Golf Manor. Among accomplishments are (examples from these communities): homeowner workshop with over 120 attendees; community websites revamped; dialogue sessions with Peter Block and local residents; business-owner organization initiated; business and resident surveys; creation of CRA (community reinvestment areas); grant writing to fund improvements and programs; established a tree management program toward goal of being designated a Tree City USA community; and identification of recreation needs and construction of a new playground.

3. Addressing housing issues in targeted First Suburbs (Elmwood Place, Silverton, and Golf Manor), with a grant from United Way. The grant provides funding for a housing planner for three years (beginning Jan. 2007) to prepare housing plans, develop strategies to improve existing housing stock, and identify and promote potential areas for redevelopment.

4. Assessing the strength, capacity, and needs of bio-tech cluster industries through CEO interviews and initiation of a forum.

5. Exploring opportunities for First Suburbs in terms of a First Suburbs Development Fund (pending EPA grant application to fund technical expertise for this project), foreclosure mitigation techniques, and creation of redevelopment-ready certification program for individual communities r (similar to Michigan's)

6. Encouraging green building to conserve energy and also promote a proactive community on the cutting edge; assisted other county departments with the Greening the HIP Program and the Sensitive Areas Protection Plan and Hamilton County Stream Corridor Rules and Regulations; received grant for CityGreen software to measure benefit of environment to local communities and development projects; added to the RPC website a comprehensive list of environmental organizations and projects.

RPC is also helping to improve the management of the county government through all of our web related duties.

**Program:** Soil and Water Conservation District- 1701
**Mandated By:** ORC § 1515.03
**Funding Source:** General Fund

*PROGRAM OVERVIEW:*

- The District serves as the County enforcement official for all Agriculture Pollution complaints as well as the liaison for USDA farm cost-share programs. Last year 40,000 was provided to farmers as cost-share to install voluntary conservation practices.
- The District administers and enforces the Hamilton County Earthworks Regulations.
- The District assists the County Engineer in fulfilling mandated requirements of NPDES Phase II regulations; specifically, sediment and erosion control on sites one acre and larger. As well as providing the education and community involvement required to meet the NPDES Phase II requirements.

*BUDGET OVERVIEW:*

The general fund subsidy for both the regular and storm water non-entity funds is $526,256, a $206 decrease from the 2007 budget. This allows for a significant contribution from the department's fund balance for its regular operating fund despite the highest-ever match by the Ohio Department of Natural Resources. The District anticipates two retirements with payouts over $42,000 in 2008. The fund balance in the general operating fund will be estimated at 10% of appropriated 2008 expenditures. The total budget of the two funds is $1,036,352. The general fund is reimbursed by the Storm Water District for its portion of that fund ($192,346).

**Accomplishments:**

- District staff was called upon to speak at many State meetings concerning storm water, NPDES Phase II compliance, stream channel stabilization and urban conservation
- Plan review and inspection protocol developed for training
- Two Earthwork staff now have achieved CPESC Certification (National Certification on Erosion and Sediment Control
- Launched county-wide NPS curriculum training
- New Inspection Tracking System developed with CAGIS serves as prototype for the county under "Permits Plus"
- Contracted with MSD to develop a Tapper Handbook and test. This is the beginning of obtaining compliance from utility installers.
- Worked with ODNR - Div. of SWC to revise the new Ohio State BMP manual for Erosion and Sediment Control and the creation of riparian setback ordinances and post construction ordinances.
- Staff served on three County-level storm water committees and on the Board of Directors of four watershed organizations. Also, the District's Administrator is the Communications Officer of the Ohio Storm Water Task Force and the Hamilton County Natural Resource Assistance Council. (Clean Ohio Fund). Stream Specialist is President of Friends of the Great Miami River.
- The District coordinated a multi-county Erosion Expo with over 25 demonstration sites and approximately 150 attendees.
- The SWCD works to improve the effectiveness of the Earthworks programs by offering education programs and various literatures.

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Conduct community outreach and involvement through signage, storm drain labeling and community presentations | | | | |
| **Demand:** # of communities requesting assistance | 43 | 43 | 42 | 42 |
| **Workload:** # of requests met | 43 | 43 | 42 | 42 |
| **Efficiency:** # of hrs required | 2,000 | 1,800 | 1,800 | 1,800 |
| **Effect./Outcome:** % of inspections completed to insure compliance | 100% | 100% | 100% | 100% |
| **Objective:** Develop and staff displays and activities for events to represent the Storm Water District at community events/fairs | | | | |
| **Demand:** # of communities requesting displays | 12 | 20 | 22 | 22 |
| **Workload:** # of requests met | 12 | 20 | 22 | 22 |
| **Efficiency:** # of hrs required per event | 15 | 15 | 15 | 15 |
| **Effect./Outcome:** % of requests met | 100% | 100% | 100% | 100% |
| **Objective:** Educate students/teachers/jurisdictions on non-point source pollution and prevention through direct classroom presentations | | | | |
| **Demand:** # of presentations requested | 320 | 325 | 350 | 350 |
| **Workload:** # of requests met | 320 | 325 | 350 | 350 |
| **Efficiency:** # of hrs required per presentation | 8 | 6 | 6 | 6 |
| **Effect./Outcome:** % of requests met | 100% | 100% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Serve as liaison for USDA agriculture programs and as enforcement official for all agriculture pollution abatement complaints | | | | |
| **Demand:** # of farmers requesting service | 48 | 50 | 50 | 50 |
| **Workload:** # of requests met | 72 | 65 | 70 | 70 |
| **Efficiency:** # of hrs per request | 5 | 5 | 5 | 5 |
| **Effect./Outcome:** % of requests met | 100% | 100% | 100% | 100% |
| **Objective:** Provide communities and landowners with drainage, erosion and watershed planning assistance | | | | |
| **Demand:** # of communities requesting assistance | 49 | 49 | 49 | 49 |
| **Workload:** # of requests met | 49 | 49 | 49 | 49 |
| **Efficiency:** # of hrs required | 2,000 | 2,000 | 2,000 | 2,000 |
| **Effect./Outcome:** % of requests met | 100% | 100% | 100% | 100% |
| **Objective:** Promote reduction of unnecessary lawn chemicals and offer soil quality testing kits to landowners | | | | |
| **Demand:** # of active Earthworks & carryover sites | 129 | 130 | 150 | 150 |
| **Workload:** # of inspection sites | 129 | 130 | 150 | 150 |
| **Efficiency:** # of hrs to inspect each site per month | .75 | .75 | .75 | .75 |
| **Effect./Outcome:** % of inspections completed to insure compliance | 100% | 100% | 100% | 100% |
| **Objective:** Review 100% of projects requiring Earthworks permit | | | | |
| **Demand:** # of plan reviews required for permit | 190 | 170 | 180 | 180 |
| **Workload:** # of plan reviews completed | 190 | 170 | 180 | 180 |
| **Efficiency:** # of hrs per review | 6 | 6 | 6 | 6 |
| **Effect./Outcome:** % of application reviews completed | 100% | 100% | 100% | 100% |
| **Objective:** Provide non-point source curriculum training to teachers and offer a discount on the Storm Water District rate for school system participation | | | | |
| **Demand:** # of school districts requesting training | 8 | 15 | 18 | 18 |
| **Workload:** # of requests met | 8 | 15 | 18 | 18 |
| **Efficiency:** # of hrs required to advertise & coordinate trainings | 240 | 500 | 40 each (720) | 40 each (720) |
| **Effect./Outcome:** % of requests met | 100% | 100% | 100% | 100% |
| **Objective:** Provide pre-construction mtgs and trainings to developers/builders/jurisdiction personnel to reduce erosion (includes annual erosion expo) | | | | |
| **Demand:** # of trainings + annual erosion expo | 22 | 25 | 25 | 25 |
| **Workload:** # of requests met | 22 | 25 | 25 | 25 |
| **Efficiency:** # of hrs required | 425 | 425 | 425 | 425 |
| **Effect./Outcome:** % of requests met | 100% | 100% | 100% | 100% |
| **Objective:** Develop and implement information campaign for the NPDES Phase II program that includes radio ad, billboards, and written literature | | | | |
| **Demand:** # of residents required to receive information | 450,000 | 650,000 | 700,000 | 700,000 |
| **Workload:** # of requests met | 450,000 | 650,000 | 700,000 | 700,000 |
| **Efficiency:** # of hrs required | 700 | 900 | 1,000 | 1,000 |
| **Effect./Outcome:** % of requests met | 100% | 100% | 100% | 100% |

**Departmental Comments:**

-To comply with the requirements of the NPDES Phase II program the Earth Work Regulations have been revised and should be approved by the Hamilton County Commissioners by fall 2007. A fee schedule will be put into place to help fund a new inspector due to increased workload of required permits for development of one acre and larger. Prior permit limits were five acres and larger.

- A challenge SWCD will face in 2008 is to continue training all member jurisdictions of the SW District in the Phase II Construction Components. SWCD has been asked to provide the plan review and inspections for municipalities. This is something the District does and will continue to do in 2008.

- An educational brochure entitled “Life at the Waters Edge” was mailed to all landowners with property contingent to streams. A survey was also sent out to determine the direction of the Storm Water Education program.

# County Facilities

## DEPARTMENT OVERVIEW:

Hamilton County's Facilities Department maintains or co-maintains over four million square feet of county facilities. Additional services performed by the department include: construction services, design services, capital project management, safety training and inspections and space planning. The department also oversees the Cincinnati Museum Center (CMC) levy maintenance contract and capital projects. The department consists of five divisions:

- **Facilities Management Divisions (Corrections and Office Buildings)** responsible for maintaining and repairing the physical facilities and mechanical systems. These divisions consist of union and non-union county employees and contracted personnel who are assigned to buildings.
- **Project and Trades Division** oversees the building trade groups.
- **Support Services Division** provides administrative support to the department, manages the real estate activities for the Board of County Commissioners, administers the management contract for the Alms & Doepke Parkhaus parking garage, oversees county space management and coordinates project management of the county's capital construction and Capital Improvement Plan (CIP).
- **Safety and Security Division** maintains the department's safety program and oversees security functions at properties managed by the department.

## BUDGET OVERVIEW:

In 2007, county property maintenance functions were reviewed by the Competition and Efficiency Committee. The CEC found the county's fragmented system of property maintenance and lack of uniform guidelines to be difficult to evaluate. The report found that County Facilities managed properties to the best, most cost-effective standards. It recommended that "the County Administration should move forward with encouraging consolidating property maintenance within the Facilities Department to the largest extent possible." To that end, several consolidations took place in 2007 and are planned for 2008. These consolidations result in increased expenses for County Facilities 2008 budget.

In 2007, County Facilities assumed responsibilities for maintenance of the Youth Detention Center, Hillcrest Training School, and the Alms & Doepke Parkhaus Garage (budgeted as a separate department). Additionally, the department assumed responsibility for maintenance of Queensgate Correctional Facility and the Spring Grove future jail site. 2007 expenses for these facilities, with the exception of the Youth Detention Center, Queensgate and Spring Grove, are reimbursed out of restricted funds. In addition, County Facilities, as part of the Public Works reorganization, also assumed responsibility for coordination of the county capital improvement plan (in partnership with the Office of Budget and Strategic Initiatives).

In 2008, County Facilities will assume responsibility for the maintenance of all Job and Family Services properties as well as some maintenance responsibilities for the new MRDD building. Expenses for maintaining the Youth Detention Center and Hillcrest Training School have increased due to lack of preventative maintenance in prior years (before County Facilities assumed responsibility). These additional responsibilities result in a $9.7 million increase to the 2008 budget.

A total of $15.5 million (48%) of the department's 2008 budget is for reimbursable restricted fund department maintenance expenses at Hillcrest Training School ($4.1M), Youth Detention Center ($1.6M), JFS facilities at 222 E. Central Parkway and 237 William Howard Taft ($7.4M), Queensgate and Spring Grove jail site (0.9M), and CMC ($1.5M).

2.0 full-time equivalent positions were transferred from Public Works to County Facilities in 2007, but due to the department's efforts to manage with limited resources, the department total FTE count only increased 0.5 FTE, for a new member on the Board of Revisions. Additional 2008 consolidations have resulted in 36.0 FTE transferred from JFS into County Facilities, and an additional 3.0 FTE for increased maintenance needs. Through continued department reorganization, 12.0 FTE have been eliminated in the 2008 County Facilities budget, leaving an increase of only 26.5 FTE.

The 2008 County Facilities budget also includes an unavoidable increase of $1.2 million for electric rates (6% increase) and water and sewer rates (12.5% increase) for county owned facilities. No increase in natural gas rates has been budgeted.

Although as a result of the above consolidations the total department budget increased significantly, the department has taken steps to find cost savings. The 2008 capital budget has been reduced from $1.5 million in 2007 to $500,000 in 2008. In addition, $133,000 was

reduced by eliminating maintenance contracts for window washing, marble maintenance and metal maintenance. Position reductions resulted in an additional $686,000 savings.

## BUDGET SUMMARIES:

| Budget by Major Activity | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 744,231 | $ 865,961 | $ 871,009 | $ 2,817,736 | $ 1,961,723 | 125.2% |
| Plant Management | 13,769,765 | 15,944,861 | 15,452,493 | 22,559,777 | 27,495,529 | 77.9% |
| Capital Projects | 2,138,680 | 1,992,295 | 2,184,162 | 22,969,843 | 984,467 | -54.9% |
| Property Management | 2,528,899 | 2,565,502 | 2,367,640 | 1,757,337 | 1,736,139 | -26.7% |
| Total | $ 19,181,575 | $ 21,368,619 | $ 20,875,304 | $ 50,104,693 | $ 32,177,858 | 54.1% |

| Revenue by Source | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Charges for Service | $ - | $ 1,705,136 | $ 655,305 | $ 532,709 | $ 1,482,294 | 126.2% |
| Miscellaneous | 171 | - | 284 | - | - | -100.0% |
| Other Financing Sources | 1,013,973 | 3,684,534 | 3,051,838 | 2,917,211 | 5,120,016 | 67.8% |
| Transfers - In | - | - | 625,000 | - | - | 0.0% |
| Total | $ 1,014,144 | $ 5,389,670 | $ 4,332,427 | $ 3,449,920 | $ 6,602,310 | 52.4% |

| Staffing by Program | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Administration | 11.00 | 12.00 | 17.80 | 12.00 | - |
| Plant Management | 75.00 | 98.00 | 111.20 | 128.00 | 30.00 |
| Capital Projects | 5.00 | 4.00 | 6.00 | 3.00 | (1.00) |
| Property Management | 2.00 | 4.00 | 3.50 | 2.50 | (1.50) |
| Total | 93.00 | 118.00 | 138.50 | 145.50 | 27.50 |

# Hamilton County Firsts

1902: The 16-story Ingalls Building (at Fourth and Vine in Cincinnati) is the world's first concrete skyscraper.

## PROGRAM SUMMARIES:

**Program:** Administration - 6010
**Mandated By:** ORC Sections 307 & 3709.34 & HCFD Business Plan
**Funding Source:** General Fund, Special Revenue Federal Grants

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Administrative Division is responsible for the personnel, payroll, purchasing, inventory, information technology support, and work management program for more than 120 employees covering 15 locations.<br><br>The Safety Division ensures that employees and work areas in 36 county facilities are in compliance with the State of Ohio PERRP Safety Program. This is done through inspections by a certified safety consultant.<br><br>The Safety Division establishes the training requirements for employees of the Facilities Department as required by the OSHA standards and PERRP. Many standards set forth by OSHA and other government agencies explicitly require the employer (BOCC) to train its employees in the safety and health aspects of their jobs. Other OSHA standards make it "HCFD" responsibility to limit certain job assignments to employees who are certified, competent or qualified, meaning they have had special training. OSHA believes that training is an essential part of every employer's safety and health program that can result in fewer worker injuries and illnesses, lower insurance premiums, and have other benefits. One of the first questions an accident investigator will ask is whether the injured employee was trained to do the job. | Administration<br>The first annual report of operating costs for a major portion of the buildings managed, using BOMA as the benchmark, was collected and distributed.<br><br>An Energy Policy was submitted to the BOCC providing direction to HCFD in the area of energy management.<br><br>A Green Building Policy was submitted to the BOCC.<br><br>Safety/Security<br>The consolidation of safety and security responsibilities was achieved along with creating and posting the position of the Safety Security Manager.<br><br>A Critical Security Assessment was completed for the County Administration Building.<br><br>Began coordination of a pilot program for countywide fleet management to track and report fleet management usage. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** The goal is to have 95% of available work hours filled | | | | |
| **Demand:** # of budgeted FTEs | x | x | x | x |
| **Workload:** # of budgeted straight time work hours | x | x | x | x |
| **Efficiency:** # of actual straight time work hours | x | x | x | x |
| **Effect./Outcome:** % of straight time work hours filled | x | x | x | x |
| **Objective:** The goal is to have internal work orders 95% complete within 15 days of issuance | | | | |
| **Demand:** # of internal inspections conducted per year | x | x | x | x |
| **Workload:** # of internal safety work orders issued | x | x | x | x |
| **Efficiency:** # of internal safety work orders closed | x | x | x | x |
| **Effect./Outcome:** # of internal safety work orders closed within 15 days | x | x | x | x |
| **Objective:** The goal is to have PERRP work orders 95% complete within 30 days of issuance | | | | |
| **Demand:** # of PERRP inspections conducted per year | x | x | x | x |
| **Workload:** # of PERRP work orders issued | x | x | x | x |
| **Efficiency:** # of PERRP safety work orders closed | x | x | x | x |
| **Effect./Outcome:** # of PERRP safety work orders closed within 30 days | x | x | x | x |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** The goal is to have all security posts manned 100% | | | | |
| **Demand:** # of security posts to be manned | x | x | x | x |
| **Workload:** # of security posts work hours | x | x | x | x |
| **Efficiency:** # of actual hours security posts manned | x | x | x | x |
| **Effect./Outcome:** % of security posts hours manned | x | x | x | x |
| **Objective:** The goal is to have CMI work orders 95% complete within 30 days of issuance | | | | |
| **Demand:** # of CMI inspections conducted per year | x | x | x | x |
| **Workload:** # of CMI safety work orders issued | x | x | x | x |
| **Efficiency:** # of CMI safety work orders closed | x | x | x | x |
| **Effect./Outcome:** # of CMI safety work orders closed within 30 days | x | x | x | x |

**Departmental Comments:**
In 2007, the department developed the Hamilton County Facilities Department Business Plan. Objectives were revised to be in line with this new plan. As these are new measures, data is not yet available to evaluate the department's performance.

**Program:** Capital Improvements - 6060
**Mandated By:** HCFD Business Plan
**Funding Source:** Capital Project

| **Program Description:** | **Accomplishments:** |
|---|---|
| The HCFD 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. The division's job is to assure that the design and construction of your project meets the quality requirements set forth by the County and the individual agency. In addition, the division assists agencies to secure project management services through outside consultants when the county's Facilities Project Managers are not available. | Management of the MRDD Headquarters project was completed on time which ensured that the lease for the previous location didn't need to be extended, which would have resulted in additional costs.<br><br>A review of the county's construction documents was completed by Brickler and Eckler resulting in revised contract terms reflecting changes in the Ohio Revised Code and contract law. These changes are being reviewed by Purchasing and the Prosecutor's Office prior to implementation. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** The goal is to maintain cost on Facilities projects to within 10% of budgeted cost. | | | | |
| **Demand:** Total amount of Facilities project dollars | x | x | x | x |
| **Workload:** Total number of facilities projects | x | x | x | x |
| **Efficiency:** Total amount of actual dollars spent on facilities project | x | x | x | x |
| **Effect./Outcome:** % of facilities projects over or under budget | x | x | x | x |
| **Objective:** The goal is to maintain cost on CIP projects to within 10% of budgeted cost. | | | | |
| **Demand:** Total amount of CIP project dollars | x | x | x | x |
| **Workload:** Total number of CIP projects | x | x | x | x |
| **Efficiency:** Total amount of actual dollars spent on CIP projects | x | x | x | x |
| **Effect./Outcome:** % of CIP projects over or under budget | x | x | x | x |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** The goal is to maintain cost on other departments and agencies projects to within 10% of budgeted cost. | | | | |
| **Demand:** Total $ of other dept's & agencies project dollars | x | x | x | x |
| **Workload:** Total # of other dept's and agencies projects | x | x | x | x |
| **Efficiency:** Total actual dollars spent on other dept's and agencies projects | x | x | x | x |
| **Effect./Outcome:** % of other departments and agencies projects over or under budget | x | x | x | x |
| **Objective:** The goal is to complete CIP projects 100% on time or earlier | | | | |
| **Demand:** Total number of CIP projects | x | x | x | x |
| **Workload:** Actual number of CIP projects completed | x | x | x | x |
| **Efficiency:** Actual number of CIP projects completed on time | x | x | x | x |
| **Effect./Outcome:** % of CIP projects completed on time | x | x | x | x |
| **Objective:** The goal is to complete other departments and agencies projects 100% on time or earlier | | | | |
| **Demand:** Total # of projects from other dept's and agencies | x | x | x | x |
| **Workload:** Total # of projects completed for other dept's and agencies | x | x | x | x |
| **Efficiency:** Actual of projects completed on time for other dept's and agencies | x | x | x | x |
| **Effect./Outcome:** % of projects completed on time for other departments and agencies | x | x | x | x |
| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
| **Objective:** The goal is to complete Facilities projects 100% on time or earlier | | | | |
| **Demand:** Total number of Facilities budgeted projects | x | x | x | x |
| **Workload:** Actual number of Facilities budgeted projects completed | x | x | x | x |
| **Efficiency:** Actual number of Facilities budgeted projects completed on time | x | x | x | x |
| **Effect./Outcome:** % of Facilities budgeted projects completed on time | x | x | x | x |

**Departmental Comments:**
In 2007, the department developed the Hamilton County Facilities Department Business Plan. Objectives were revised to be in line with this new plan. As these are new measures, data is not yet available to evaluate the department's performance.

**Program:** Plant Mgmt/Trades/Bldg Service - 6030
**Mandated By:** HCFD Business Plan
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Plant Management Division is responsible for the building structure which includes the roofs, windows and sidewalks. The division also manages the building automation systems, including lighting, heating, A/C and fire alarm systems.<br><br>The Trades Group is comprised of skilled Union trades workers organized into four shops: Carpentry/Ironworker, 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 building structure. They also respond to work request, 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.<br><br>The Building Services division is responsible for providing and overseeing the housekeeping and related services in buildings governed by Board of County Commissioners. The county has limited in-house custodial workers during the day. In addition, and more importantly, the night time contract cleaning services are competitively bid, and awarded to the lowest and best bidder as defined by the evaluation criteria. | A smooth transition of consolidating the Juvenile Detention Center and Hillcrest Training School maintenance staff into the Facilities Department maintenance staff was achieved.<br><br>The consolidation of safety and security responsibilities was achieved along with creating the position of Safety Security Manager.<br><br>A Critical Security Assessment was completed for the County Administration Building. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** The goal is to have 95% of work orders completed on time (does not include safety work orders) | | | | |
| **Demand:** Total # of work orders generated per year | x | x | x | x |
| **Workload:** Total # of completed work orders | x | x | x | x |
| **Efficiency:** Total # of work orders completed on time | x | x | x | x |
| **Effect./Outcome:** % of work orders completed late | x | x | x | x |
| **Objective:** The goal is to track the amount of Trades work hours used to maintain equipment vs. responding to customer needs. | | | | |
| **Demand:** Total work hours on all generated trades work orders | x | x | x | x |
| **Workload:** Total hours on generated trades PM (PM = Preventative Maintenance) work orders | x | x | x | x |
| **Efficiency:** % of hours on trades PMs | x | x | x | x |
| **Effect./Outcome:** % of hours on trades PMs vs. % of hours on request generated | x | x | x | x |
| **Objective:** The goal is to track the amount of Building Services work hours used to maintain equipment vs. responding to customer needs | | | | |
| **Demand:** Total work hours on all generated BS work orders | x | x | x | x |
| **Workload:** Total hours on generated BS PM (PM = Preventative Maintenance) | x | x | x | x |
| **Efficiency:** % of hours on BS PMs | x | x | x | x |
| **Effect./Outcome:** % of hours on BS PMs vs. % of hours on request generated | x | x | x | x |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** The goal is to track the amount of MT work hours used to maintain equipment vs. responding to customer needs. | | | | |
| **Demand:** Work hours on all generated trades work orders | x | x | x | x |
| **Workload:** Total hours on generated MT PM work orders (PM=Preventative Maintenance) | x | x | x | x |
| **Efficiency:** % of hours on MT PMs | x | x | x | x |
| **Effect./Outcome:** % of hours on MT PMs vs. % of hours on request generated | x | x | x | x |
| **Objective:** The goal is to have no Trades PM work order over 30 days old (PM = Preventative Maintenance) | | | | |
| **Demand:** # of trades PM work orders generated | x | x | x | x |
| **Workload:** # of completed trades PM work orders | x | x | x | x |
| **Efficiency:** Trades PM work orders completed within 30 days | x | x | x | x |
| **Effect./Outcome:** % of trades PM work orders completed within 30 days | x | x | x | x |
| **Objective:** The goal is to have no office PM work orders over 30 days old (PM = Preventative Maintenance) | | | | |
| **Demand:** # of office PM work orders generated | x | x | x | x |
| **Workload:** # of completed office PM work orders | x | x | x | x |
| **Efficiency:** Office PM work orders completed within 30 days | x | x | x | x |
| **Effect./Outcome:** % of office PM work orders completed within 30 days | x | x | x | x |
| **Objective:** The goal is to have no corrections PM work orders over 30 days old (PM = Preventative Maintenance) | | | | |
| **Demand:** # of corrections PM work orders generated | x | x | x | x |
| **Workload:** # of completed corrections PM work orders | x | x | x | x |
| **Efficiency:** # of corrections PM work orders completed within 30 days | x | x | x | x |
| **Effect./Outcome:** % of corrections PM work orders completed within 30 days | x | x | x | x |
| **Objective:** The goal is not to exceed the budgeted Sq. Ft. cost in office buildings | | | | |
| **Demand:** Budgeted office building rentable sq. ft. cost | x | x | x | x |
| **Workload:** Rentable office building sq. ft. | x | x | x | x |
| **Efficiency:** Actual office building cost per sq. ft. | x | x | x | x |
| **Effect./Outcome:** Actual office building cost vs. budgeted office building cost. | x | x | x | x |
| **Objective:** The goal is not to have any critical asset failures in any facility. (Failure the requires partial or complete closure/shutdown of dept's or buildings) | | | | |
| **Demand:** No critical asset failures that effect bldg occupancy in facilities | x | x | x | x |
| **Workload:** Total work orders generated to repair failed critical assets in any facility | x | x | x | x |
| **Efficiency:** Failed critical asset work orders completed within 24 hours in any facility | x | x | x | x |
| **Effect./Outcome:** Total critical failures in any facility | x | x | x | x |
| **Objective:** The goal is not to exceed the budgeted sq. ft. cost in corrections buildings | | | | |
| **Demand:** Budgeted corrections building rentable sq. ft. cost | x | x | x | x |
| **Workload:** Rentable corrections building sq. ft. | x | x | x | x |
| **Efficiency:** Actual corrections building cost per sq. ft. | x | x | x | x |
| **Effect./Outcome:** Actual corrections building cost vs. budgeted office building cost | x | x | x | x |

**Departmental Comments:**

In 2007, the department developed the Hamilton County Facilities Department Business Plan. Objectives were revised to be in line with this new plan. As these are new measures, data is not yet available to evaluate the department's performance.

**Program:** Property Management - 6070
**Mandated By:** ORC & Agreement w/BOCC/CMC and HCFD Business Plan
**Funding Source:** General Fund, Tax Levies Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Project Management Real Estate Division is responsible for property acquisitions, dispositions, leasing, processing tax bill, tax exemptions and various other real estate related matters as assigned by the County Administrator.<br><br>The Property Manager is also the BOCC's designee for the Board of Revision, which evaluates property owners' tax complaints regarding the Auditors appraised value.<br><br>The division manages the Enterprise Fund for the Parkhaus Garage. | A lease was successfully negotiated to extend the County's usage of the Queensgate Correctional Facility.<br><br>The audit of the operating and maintenance portion of the tax levy agreement for the Cincinnati Museum Center was conducted and there were no findings. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** The goal is to ensure that the invoiced amount does not exceed the contracted amount | | | | |
| **Demand:** # of invoices submitted for the agreed dollar amount | x | x | x | x |
| **Workload:** Verify the dollar amount of the invoices | x | x | x | x |
| **Efficiency:** Ensure that invoice amount does not exceed contract amount | x | x | x | x |
| **Effect./Outcome:** Dollar amount paid with tax levy dollars does not exceed the contractual agreement between CMC and BOCC | x | x | x | x |
| **Objective:** The goal is to have 100% of all tax bills processed without penalty | | | | |
| **Demand:** Processed tax bills | x | x | x | x |
| **Workload:** Completed tax bills | x | x | x | x |
| **Efficiency:** % of tax bills processed in the allotted time period penalty | x | x | x | x |
| **Effect./Outcome:** % of tax bill paid on time | x | x | x | x |
| **Objective:** The goal is to have 100% of all hearings attended | | | | |
| **Demand:** Attend all hearings | x | x | x | x |
| **Workload:** Number of hearings scheduled | x | x | x | x |
| **Efficiency:** % of scheduled hearings attended | x | x | x | x |
| **Effect./Outcome:** % of attendance | x | x | x | x |

**Departmental Comments:**
In 2007, the department developed the Hamilton County Facilities Department Business Plan. Objectives were revised to be in line with this new plan. As these are new measures, data is not yet available to evaluate the department's performance.

# County Personnel

## DEPARTMENT OVERVIEW:

The Hamilton County Personnel Department (CPD), a division under the Board of County Commissioners, provides a wide variety of services to all county departments. The CPD is directly responsible for the state civil service reporting requirements for 35 county departments. The CPD also administers the group insurance benefits for all county employees. For the departments under the Board of County Commissioners, CPD is responsible for employee relations and human resource training and development. In addition, CPD negotiates and administers 10 collective bargaining agreements for five county departments.

## BUDGET OVERVIEW:

The most immediate challenge facing CPD is the department's assumption of human resources duties for the Department of Job and Family Services. This reorganization will allow for a net reduction of general fund expenses; while County Personnel's general fund budget will increase, the general fund will recoup these costs and more through the county's indirect cost plan billings.

The employee relations division's workload varies in proportion to the number of collective bargaining contracts up for renewal each year. In 2008 there will be seven contract negotiations, an increase from 2007. Expenses vary with the workload due to the division's use of consultants for the negotiations.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 4,995,386 | $ 1,431,324 | $ 1,301,059 | $ 1,603,294 | $ 2,808,761 | 96.2% |
| Total | $ 4,995,386 | $ 1,431,324 | $ 1,301,059 | $ 1,603,294 | $ 2,808,761 | 96.2% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Charges for Service Fees | $ 20 | $ - | $ - | $ - | $ - | n/a |
| Miscellaneous | 253,832 | 3,000 | 5,277 | - | 5,000 | 66.7% |
| Transfers - In | 1,464,844 | - | - | - | - | n/a |
| Total | $ 1,718,696 | $ 3,000 | $ 5,277 | $ - | $ 5,000 | 66.7% |

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Administration | 16.62 | 15.62 | 15.39 | 33.31 | 17.69 |
| Total | 16.62 | 15.62 | 15.39 | 33.31 | 17.69 |

## PROGRAM SUMMARY:

**Program:** Personnel
**Mandated By:** Ohio Revised Code and Administrative Regulations
**Funding Source:** General Fund, Internal Service

| **Program Description:** | **Accomplishments:** |
|---|---|
| The County Personnel Director serves as the Ohio Department of Administrative Services Director, overseeing civil service administration. The County Personnel Department (CPD) maintains regulations that govern the employees of the BOCC and the 34 CPD participating agencies.<br><br>The Employee Relations division administers human resources functions for the BOCC and CPD Agencies. The division works to recruit and retain a professional workforce and provide employees and managers support and direction in the interpretation, implementation and enforcement of applicable legislation, collective bargaining agreements, personnel policies and procedures.<br><br>The Employee Benefits Division is responsible for administration of the County-wide employee benefits program which covers nearly 5,900 employees. The benefits program includes: two medical plans, two dental plans, employer-paid basic life insurance plan, voluntary life insurance plan, long-term disability insurance plan, employee assistance program, and other work-life programs.<br><br>Human Resources Development (HRD) develops and administers the countywide training and organizational development program, offering leadership and management, human resources, staff development, professional, computer and business skill courses.<br><br>The Classification and Compensation Division maintains the classification and compensation systems, while assuring they remain competitive through internal and external comparisons. | CPD continued to provide human resources oversight for the Engineer's HR staff and continued to provide 16 hours of onsite HR support to the General Health District.<br><br>In 2007 a major revision to the Administrative Regulations was completed in order to comply with the Civil Service Reform Act (HB187). Also, a new records management policy was implemented and a records management training course developed and delivered to the BOCC payroll officers/office managers in order to comply with major changes to the Ohio Public Records Act resulting from House Bill 9.<br><br>CPD staff members submitted two Fresh Ideas, which were approved and implemented in 2007. One idea improved processes for employee notification of tuition reimbursements and the other involved implementing the use of unique identifiers for each employee in the position budgeting process resulting in decreased data entry and easier reporting.<br><br>In 2007, RFP's for medical, voluntary life, long-term disability and EAP Services were distributed. Additionally, new benefit offerings for adoption, deferred compensation matching, and increased life insurance were investigated and recommendations will be made to administration.<br><br>For 2007 Hamilton County renewed its medical insurance program with an increase of less than 5%. Benefit plan changes were made to introduce consumer choice in the plans. This resulted in employee contributions increasing at less than the inflation rate. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** 1. Help keep turnover rate (BOCC non-JFS) under 10% through the use of sound hiring, orientation, and training processes. | | | | |
| **Demand:** # BOCC (non-JFS) turnovers / # employees | 98 / 452 | 60 / 442 | < 43.7 / 437 | < 43.7 / 437 |
| **Workload:** Number resigning or terminating within one year of employment. | n/a | 18 | 18 | 18 |
| **Efficiency:** Goal of 10% or under turnover rate | n/a | <10% | <10% | <10% |
| **Effect./Outcome:** Actual turnover rate | 15.81% | 13.6% | <10% | <10% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** 2. To have 75% of all job applicants for positions under the BOCC (non-JFS) applying through the internet. | | | | |
| **Demand:** Number of applicants per year | 3,734 | 4,638 | 4,300 | 4,300 |
| **Workload:** Number of internet applicants | 2,070 | 2,124 | 3,300 | 3,300 |
| **Efficiency:** Goal of 75% | 75% | 75% | 75% | 75% |
| **Effect./Outcome:** Actual % of total applicants applying through internet | 55% | 48% | 75% | 75% |
| **Objective:** 3. To assure BOCC general pay plan remains competitive with external market by adjusting the pay ranges in accordance with market trends. | | | | |
| **Demand:** Market average range adjustment. | 2.6% | 3.7% | 3.5%* | 3.5%* |
| **Workload:** Recommended Hamilton County range adjustment | n/a | 3.0% | 3.0%* | 3.0%* |
| **Efficiency:** Actual Hamilton County range adjustment | 0% | 3.0% | n/a | n/a |
| **Effect./Outcome:** Competitiveness with market (actual adjustment/market adjustment) | 0% | 81% | n/a | n/a |
| **Objective:** 4. HRD offers classes of which at least 75% are attended at a minimum of 80% of the ideal participant capacity. | | | | |
| **Demand:** Number of sessions | 291 | 300 | 300 | 300 |
| **Workload:** Number of sessions with ideal capacity | 219 | 200 | 240 | 240 |
| **Efficiency:** Number of sessions with 80% ideal capacity or greater | 152 | 200 | 240 | 240 |
| **Effect./Outcome:** Percent Participant Capacity | 69% | 75% | 75% | 75% |
| **Objective:** 5. Offer development activities that provide participants with skills they can use on the job. | | | | |
| **Demand:** Number training participants | n/a | 2,800 | 2,800 | 2,800 |
| **Workload:** Number participants surveyed in class and after class | n/a | 1,260 | 1,260 | 1,260 |
| **Efficiency:** Number answering "somewhat" or "yes" on feedback forms | n/a | 1,197 | 1,134 | 1,134 |
| **Effect./Outcome:** Percent achieved | n/a | 95% | 85% | 85% |
| **Objective:** 6. Meet County needs responsively by offering new learning opportunities within one year when/if a new need is identified. | | | | |
| **Demand:** Number of new needs identified | 1 | 2 | 2 | 2 |
| **Workload:** Number of new needs implemented | 1 | 2 | 2 | 2 |
| **Efficiency:** Time spent developing new offerings | 2.5 months | 5 months | 8 months | 8 months |
| **Effect./Outcome:** Average time to implement new offerings | 2.5 months | 5 months | 8 months | 8 months |
| **Objective:** 7. Renew health insurance for the next year at a cost at or below the national trend for health insurance. | | | | |
| **Demand:** Number of plans | 1 | 1 | 1 | 1 |
| **Workload:** Number of bids received/reviewed | 1 | 1 | 6 | 6 |
| **Efficiency:** Actual increased cost to the county. | 13% | 4.5% | 10% | 10% |
| **Effect./Outcome:** Percentage County Increase / National Average | 13% / 13% | 4.5%/7.0% | Avail. 12/07 | Avail. 12/07 |
| **Objective:** 8. Process appropriate open enrollment paperwork for insurance carriers by the day before Thanksgiving and for the Auditor's office by December 1. | | | | |
| **Demand:** Number of employees | 5,300 | 5,300 | 5,300 | 5,300 |
| **Workload:** Number of employees submitting enrollment paperwork by deadline | 5,300 | 5,300 | 5,300 | 5,300 |
| **Efficiency:** Number of forms submitted to the carriers/Auditor by target date | 5,300 | 5,300 | 5,300 | 5,300 |
| **Effect./Outcome:** Percent of employee benefit forms processed prior to target date | 100% | 100% | 100% | 100% |

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** 9. Implement any new benefit options/enhancements approved by Administration in 2007. | | | | |
| **Demand:** Number of potential plans | n/a | n/a | 4 | 4 |
| **Workload:** Number of employees submitting enrollment paperwork by deadline | n/a | n/a | up to 5,300* | up to 5,300* |
| **Efficiency:** Number of forms submitted to carriers/Auditor by target date | n/a | n/a | up to 5,300* | up to 5,300* |
| **Effect./Outcome:** Percentage of employee benefit forms processed prior to target date | n/a | n/a | 100% | 100% |

**Departmental Comments:**
NOTES ON OBJECTIVES:
#1 - Although the CPD cannot directly impact all employee turnover, CPD's use of sound hiring practices, a positive appointment process, the employee orientation program and other training programs can help reduce the turnover rate during an employee's first year. CPD will continue to track and monitor total turnover, but also track first-year turnover as it is better reflective of CPD's involvement.

#2 - When an applicant completes the online application, that employee's information loads directly into the CPD's applicant database, reducing the amount of data-entry work required of the CPD staff.

#3 - The outcome of this measure impacts the workload in both the employee relations and the classification and compensation divisions. In classification and compensation, the less competitive we are with the external market the more requests for reclassifications and job audits that are submitted and require processing. Additionally, inadequate pay ranges increase turnover and inhibit hiring of new employees as we lose competitiveness, oftentimes resulting in a job having to be posted several times in order to attract qualified individuals. Additionally, in 2008, CPD hopes to implement a new pay plan for IT classifications. Analysis shows that the market for IT positions tends to be more competitive than the market for other positions. Thus, CPD proposed implementation of a new pay plan for IT specific positions. Some IT jobs have remained unfilled because the departments are unable to offer applicants a competitive salary. Market Data Source: World at Work. *More accurate data for 2008 will be available in September of 2007.

#4 - If this objective is met, then HRD is offering courses that people need/want to attend, HRD is marketing courses effectively, and HRD is effectively working with executive management and Training Coordinators to minimize the number of cancellations and no-shows.

#5 - In 2007, HRD will begin asking participants on feedback forms, if: "The skills taught in this class are skills that (they) can use at work. – Yes or No." If 75% of participants answer yes, the objective is achieved. This data has not previously been collected, so no prior year information is available. If the objective is achieved, HRD offerings are relevant to the work that participants do and provide skills that participants can use on the job, and HRD instructors are making clear to participants how and why they should use skills learned on the job.

#7 - If this objective is met, then a) Hamilton County is holding cost increases to those being seen by other employers; b) Hamilton County is making better decisions about benefit levels and employee contributions when costs are increasing at trend, and c) Hamilton County's employees experience cost changes that are similar to those of other employers.

#8 - If this target date is met, the insurance carriers have sufficient time to enter enrollments in their systems so employees' coverage is established and identification cards are provided to the employee prior to the effective date of coverage, and the Auditor's Office has enough time to enter enrollments in their system so that employees have the correct employee deduction on the first check of the year.

#9 - New benefits options and enhancements being researched and possibly developed include a deferred compensation match, an adoption plan, an increase to the life insurance, and an elder care program.

# Information Processing Advisory Committee (IPAC)

## DEPARTMENT OVERVIEW:

The Information Processing Advisory Committee (IPAC) comprises various county officials charged with reviewing and ranking information technology (IT) requests from county agencies. The committee also acts in an advisory capacity for countywide technology.

## BUDGET OVERVIEW:

IPAC received 17 requests for 2008 totaling $1,019,142. Three additional projects were added as part of the budget process for an additional $215,700 for an overall $1,234,842 in requests. Of the 21 projects, five were recommended for funding, only three of which are remaining in the IPAC budget (Court of Domestic Relations, Administration and Facilities). The other two were returned to the budgets of the requesting departments to better reflect the operations being funded (Board of Elections, $265,800; and CAGIS, $15,000). The amount remaining in IPAC is a $145,530 (35.7%) decrease from 2007 budget.

## BUDGET SUMMARY:

| Budget by Program | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| IPAC | $ 549,850 | $ 407,100 | $ 434,737 | $ 1,019,142 | $ 261,570 | -35.7% |
| Total | $ 549,850 | $ 407,100 | $ 434,737 | $ 1,019,142 | $ 261,570 | -35.7% |

*There are no revenues or employee positions associated with IPAC.*

## PROGRAM SUMMARY:

**Program:** Information Processing Advisory Committee - 7508
**Mandated By:** Not mandated
**Funding Source:** General Fund

**Accomplishments:**
In 2007, IPAC provided funding for the following projects: multiple County Facilities projects (property management, utility cost tracking, etc.), multiple Sheriff projects (firewall, server replacements, AD training, etc.), server replacement for CMSNet in the Courts and a wireless project with Telecommunications.

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To fund new technology, projects that improve the effectiveness and efficiency of county operations. | | | | |
| **Demand:** Projects submitted for review | 9 | 12 | 17 | 17 |
| **Workload:** Projects reviewed | 9 | 12 | 17 | 17 |
| **Efficiency:** IPAC committee meetings | 10 | 11 | 11 | 11 |
| **Effect./Outcome:** Average score of submitted projects (out of 80 in 2006, 14 in 2007 & 2008) | 49 | 5.8 | 6.0 | 6.0 |

**Departmental Comments:**
For the 2008 IPAC project request evaluations, each department gave a brief presentation of its project(s) and answered questions from the committee at the beginning of the ranking period. As in the 2006 and 2007 budget processes, departments did not grade their own projects. These changes resulted in decreased average project scores.

The IPAC committee will be addressing its future direction throughout 2008 to determine how it can better serve the county's entire enterprise information technology needs. This will be a countywide effort that is planned to work in coordination with the Competition and Efficiency Committee and the desire of the Board of County Commissioners to support IT infrastructure into the future.

# Non-Departmentals

## DEPARTMENT OVERVIEW:

The Non-Departmental program was created in 2007 to encompass expenses that are not related to the operations of a single department. Currently, it includes the payment of the county's annual financial/compliance audit, various assessments on county-owned property, refunds of unclaimed inheritance, county borne court costs and attorney fees, general fund retirement payouts, tuition reimbursement expenses, and the Ohio Department of Health program for medically handicapped children.

## BUDGET OVERVIEW:

The 2008 department budget is $7.2 million, a 4.9% increase over the 2007 budget.

Expenditures include $2.6 million in transfers to subsidize the Communications Center and the Dog and Kennel fund, rising retirement payout costs, and Sheriff personnel contingencies based on contract negotiations.

Reductions include the suspension of the $250,000 tuition reimbursement program, an expected decrease in special audit costs, a $1.0 million reduction in the judgment and claims transfer, and a $550,000 decrease of outside counsel costs with incurring departments paying their own costs.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Non-Departmentals | $ - | $ 6,826,300 | $ 11,893,695 | $ 13,145,881 | $ 7,161,236 | 4.9% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Other Taxes | $ - | $ 130,000 | $ 301,092 | $ 120,000 | $ 130,000 | 0.0% |
| Miscellaneous | - | - | 885,953 | 2,127,081 | 3,507,081 | n/a |
| Transfers-In | - | 2,500,000 | - | - | - | -100.0% |
| Total | $ - | $ 2,630,000 | $ 1,187,045 | $ 2,247,081 | $ 3,637,081 | 38.3% |

*There are no employee positions associated with this department.*

## PROGRAM SUMMARY:

**Program:** Non-Departmentals - 1601
**Mandated By:** ORC 117.10, 305.14
**Funding Source:** General Fund, Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| This program is established for the payment of the County's annual financial/compliance audit, various assessments on county-owned property, refunds of unclaimed inheritance, County-borne courts costs and attorney fees, general fund retirement payouts, tuition reimbursement expenses, the Ohio Department of Health program for Medically Handicapped Children, etc. | All requests for these services were handled in a timely manner in 2007. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To administer all requests for non-departmental services and programs in a timely manner. | | | | |
| **Demand:** Number of programs/services to administer | 12 | 12 | 12 | 12 |
| **Workload:** Number of programs/services | 12 | 12 | 12 | 12 |
| **Efficiency:** Average time spent administering each | 36 hrs | 36 hrs | 36 hrs | 36 hrs |
| **Effect./Outcome:** % programs/services administered | 100% | 100% | 100% | 100% |

**Departmental Comments:**
The quantity of retirement payouts continues to present a financial challenge. Retirement payouts in 2007 will total well in excess of $1 million.

Costs related to special audits are expected to decrease significantly in 2008.

## Hamilton County Firsts

1850: Gibson Greetings publishes the first greeting cards in the nation.

# Recorder

## DEPARTMENT OVERVIEW:

The office of Recorder was established to record, preserve and make available for inspection documents relating to real estate. This involves not only the sale, lease or transfer of property, but also encumbrances (such as mortgages and liens) that would either block or affect the title of a piece of property. All records are maintained for viewing by the public and copies can be made. The direct and reverse index for all documents filed since May 31, 1998 is available on computer. Examples of non-real estate documents recorded and maintained by the office include: partnerships, military discharge papers, living wills and medical powers of attorney.

## BUDGET OVERVIEW:

Revenues have decreased due to a downturn in the housing market nationally and locally. This situation can be expected to continue and potentially worsen for the remainder of 2008. The 2008 budgeted revenue is $800,000 (15.1%) below the 2007 budget and may still be higher than what can realistically be expected given worsening housing trends. The budget also eliminates three FTEs, two of which are multiple temporary positions.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 845,551 | $ 843,230 | $ 794,792 | $ 899,527 | $ 707,096 | -16.1% |
| Document Processing | 593,713 | 554,891 | 541,584 | 603,999 | 577,613 | 4.1% |
| Services | 916,063 | 972,621 | 962,591 | 1,062,932 | 987,444 | 1.5% |
| Total | $ 2,355,327 | $ 2,370,742 | $ 2,298,967 | $ 2,566,457 | $ 2,272,152 | -4.2% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Charges for Services | $ 4,974,593 | $ 5,300,000 | $ 4,181,300 | $ 5,000,000 | $ 4,500,000 | -15.1% |
| Miscellaneous | - | - | 57 | - | - | |
| Total | $ 4,974,593 | $ 5,300,000 | $ 4,181,357 | $ 5,000,000 | $ 4,500,000 | -15.1% |

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Administration | 10.00 | 11.00 | 11.00 | 8.00 | (3.00) |
| Document Processing | 12.00 | 10.00 | 10.00 | 10.00 | - |
| Services | 20.00 | 21.00 | 21.00 | 21.00 | - |
| Total | 42.00 | 42.00 | 42.00 | 39.00 | (3.00) |

## PROGRAM SUMMARY:

**Program:** Administration - 2201
**Mandated By:** Titles 1, 3, 9, 13, 41, 53 & 145.297
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Recorder's Office is responsible for: Administering personnel, maintaining employee records, developing policies and procedures; improving productivity and work quality through training/coordination of the Recorder's Office staff; maintaining/ensuring adherence to OSHA and ADA requirements; maintaining fiscal responsibilities, including deposits, refunds, purchasing, and documenting revenue; maintaining Recorder's Office computer system; maintaining all Real Estate transaction documents and records within Hamilton County, make same records available for public inspection. Hot-Site was created to ensure back-up of all data and infrastructure. Funding for this was provided through IPAC technology funding in 2006. | Monitored personnel structure for all departments: updated personnel policies, maintained employee reviews in accordance with county policy, updated personnel files. Also maintained dialogue with personnel to ensure compliance with ADA.<br><br>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.<br><br>Worked with County Facilities ensuring all OSHA regulations are met in all Recorders' divisions.<br><br>Further developed management policies, directed department coordinators and supervisors to streamline analyzing quality control and arriving at workable solutions. Attended various seminars and training sessions.<br><br>Maintained computer system through IT department. IT completed the migration process of computer system from the IBM 820 server to the more cost efficient Lenix Servers.<br><br>Continuing to update Registered Land records to Internet access/Web Site. Participated with Hamilton County's Information Processing Advisory Committee (IPAC) on requests and grading of future projects countywide. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **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 | 4 | 4 | 4 | 4 |
| **Workload:** Administer Recorders Office divisions | 5 | 5 | 5 | 5 |
| **Efficiency:** Staff hours required to administer departments | 8,320 | 8,320 | 8,320 | 8,320 |
| **Effect./Outcome:** Effectively manage five departments processing Real Estate documents and records | 100% | 100% | 100% | 100% |
| **Objective:** Maintain fiscal responsibilities, including deposits, refunds, purchasing, collect and document revenue, maintain inventory, monitor all spending. | | | | |
| **Demand:** Staff required to perform fiscal responsibilities | 1 | 1 | 1 | 1 |
| **Workload:** Days required to maintain fiscal responsibilities | 250 | 250 | 250 | 250 |
| **Efficiency:** Staff hours required to maintain fiscal records | 2,080 | 2,080 | 2,080 | 2,080 |
| **Effect./Outcome:** Fiscal responsibilities accomplished throughout year | 100% | 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 | 3 | 3 | 3 | 3 |
| **Workload:** Days required to maintain system | 365 | 365 | 365 | 365 |
| **Efficiency:** Staff time required to maintain system | 6,240 | 6,240 | 6,240 | 6,240 |
| **Effect./Outcome:** Effectively maintain system with little downtime | 99% | 99% | 99% | 99% |

**Departmental Comments:**
The Recorder's Office will: continue ongoing emphasis on personnel administration, fiscal responsibilities and reporting (including OSHA and ADA requirements); continue to monitor and update all computer functions; remain involved with various associations that share information relating to the Recorder's Office.

Due to slightly higher interest rates, recordings are down resulting in less earned revenue for the county's general fund. Projects related to the Land Records Management System; internet access, infrastructure and hardware issues are ongoing.

**Program:** Document Processing - 2202
**Mandated By:** Titles 9.01; 317; 5309; 5310
**Funding Source:** General Fund, Agency

| **Program Description:** | **Accomplishments:** |
|---|---|
| This functional area creates a computerized geographic index of documents submitted for recording; microfilms and scans documents and indexes; mails all documents to individuals or companies who originally recorded the document; and provides and maintains microfilm viewing equipment for the public. The Office processes and records Registered Land documents, establishes and maintains a daily log of instruments, does data entry and verification, produces Certificates of Title, processes Uniform Commercial Code (UCC) documents including recording and performing UCC searches. | The Document Processing Division maintained an acceptable level in document processing and maintained a high level of accuracy in all departments.<br>A verification program was implemented that double checks a percentage of all documents processed for accuracy. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Correctly enter new subdivisions in Computerized Geographic Index on an annual basis. | | | | |
| **Demand:** Subdivisions to be indexed | 145 | 144 | 144 | 144 |
| **Workload:** Subdivisions indexed | 145 | 144 | 144 | 144 |
| **Efficiency:** Staff time to index subdivisions | 270 | 270 | 270 | 270 |
| **Effect./Outcome:** % of subdivisions indexed on an annual basis | 100% | 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 to maintain machines | 540 | 540 | 540 | 540 |
| **Effect./Outcome:** % of machines maintained on an annual basis | 100% | 100% | 100% | 100% |
| **Objective:** Correctly index all sectionally indexed documents into the computerized geographic index on an annual basis. | | | | |
| **Demand:** Documents to be indexed | 167,000 | 148,000 | 148,000 | 148,000 |
| **Workload:** Documents indexed | 167,000 | 148,000 | 148,000 | 148,000 |
| **Efficiency:** Staff time to index documents | 12,210 | 12,210 | 12,210 | 12,210 |
| **Effect./Outcome:** % of documents indexed on annual basis | 100% | 100% | 100% | 100% |
| **Objective:** Mail original recorded documents to owners/mortgage companies on an annual basis. | | | | |
| **Demand:** Documents presented for mailing | 199,000 | 178,000 | 178,000 | 178,000 |
| **Workload:** Documents mailed | 199,000 | 178,000 | 178,000 | 178,000 |
| **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:** Process all Registered Land documents received for recording on an annual basis | | | | |
| **Demand:** Documents presented for recording | 31,385 | 29,700 | 29,700 | 29,700 |
| **Workload:** Documents processed | 31,385 | 29,700 | 29,700 | 29,700 |
| **Efficiency:** Staff time processing documents | 4,160 | 4,160 | 4,160 | 4,160 |
| **Effect./Outcome:** % of documents processed on an annual basis | 100% | 100% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Verify and process all Registered Land certificates of title on an annual basis. Update certificates prompted by conversion of database. | | | | |
| **Demand:** Certificates affected by incoming documents | 19,800 | 17,500 | 17,500 | 17,500 |
| **Workload:** Certificates verified and printed | 19,800 | 17,500 | 17,500 | 17,500 |
| **Efficiency:** Staff time to verify and print certificates | 11,440 | 11,440 | 11,440 | 11,440 |
| **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 | 167,000 | 148,000 | 148,000 | 148,000 |
| **Workload:** Documents recorded/processed | 167,000 | 148,000 | 148,000 | 148,000 |
| **Efficiency:** Staff time to record/process documents | 16,640 | 18,720 | 18,720 | 18,720 |
| **Effect./Outcome:** % of documents recorded/processed on an annual basis | 100% | 100% | 100% | 100% |
| **Objective:** View for quality assurance of scanned images before permanently archived on film. | | | | |
| **Demand:** Scanned images viewed from Front Office/ Registered Land | 199,000 | 178,000 | 178,000 | 178,000 |
| **Workload:** Verify all scanned images | 199,000 | 178,000 | 178,000 | 178,000 |
| **Efficiency:** Staff time to verify all scanned images | 3,120 | 3,120 | 3,120 | 3,120 |
| **Effect./Outcome:** % of viewed scanned images on an annual basis | 100% | 100% | 100% | 100% |

**Departmental Comments:**
Document processing is being accomplished with emphasis on accuracy, currency and professionalism in providing service to the public.

**Program:** Services - 2203
**Mandated By:** Titles 317; 53; 9.01
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| Microfilm services: provide copies of plats, documents, faxes, copies etc.<br>Registered Land services: answer questions and resolve problems regarding document processing and certificate production.<br><br>Unregistered Land services: answer/resolve document-related questions/problems.<br>Public Information services: provide services to internal and external customers, answer questions pertaining to land records documents, assist in obtaining information and copies of Hamilton County Recorder's Office (HCRO) records, provide tours to the public, monitor legislation affecting the land records industry, develop and implement Total Records Restoration Program to maintain the quality of HCRO records, develop public awareness materials (e.g., create informational brochures, fact sheets, public displays and arrange document meetings and seminars). | The Recorder's Office increased the quality of services provided to the general public and customers. The Recorder's Office continues to provide a timely and highly accurate level of service by upgrading equipment, in-house maintenance of equipment and continued renovation of the office.<br>Microfilm Department has been imaging all plats that were only on microfiche. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Microfilm: To provide copies of plats, documents, faxes and copies. | | | | |
| **Demand:** Plats, documents, faxes and copies requested | 59,800 | 56,900 | 56,900 | 56,900 |
| **Workload:** Plats, documents, faxes and copies provided | 59,800 | 56,900 | 56,900 | 56,900 |
| **Efficiency:** Staff time per copies provided | 2,580 | 2,580 | 2,580 | 2,580 |
| **Effect./Outcome:** % of copies provided to customers | 100% | 100% | 100% | 100% |
| **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 | 230,000 | 202,500 | 202,500 | 202,500 |
| **Workload:** Number of requests filled | 230,000 | 202,500 | 202,500 | 202,500 |
| **Efficiency:** Staff time to fill requests | 9,010 | 9010 | 9010 | 9010 |
| **Effect./Outcome:** % of requests filled | 100% | 100% | 100% | 100% |
| **Objective:** Provide accurate information through customer service programs (e.g., fax and copy service) | | | | |
| **Demand:** Number of service program requests | 298 | 262 | 262 | 262 |
| **Workload:** Number of service program requests processed | 298 | 262 | 262 | 262 |
| **Efficiency:** Staff time to process service requests | 350 | 350 | 350 | 350 |
| **Effect./Outcome:** % of service requests processed | 100% | 100% | 100% | 100% |

**Departmental Comments:**
Customer service programs continue to be very successful and are a major focus of the Recorder's Office.

## Notable Nationally

Cincinnati Playhouse in the Park received
the 2007 Tony Award for Best Revival of a Musical
for its production of Stephen Sondheim's "Company."

# Rural Zoning Commission

## DEPARTMENT OVERVIEW:

The Rural Zoning Commission (RZC) is mandated by ORC 303.04, 12, 16, 17 and 18 to review and approve site plans for zoning compliance. They have a board with five members appointed by the County Commissioners. Board members are from townships within the county's zoning jurisdiction authority. The RZC investigates zoning complaints, abates zoning violations, and issues final zoning certificates. It manages and coordinates zoning amendments and planned unit development processes, and maintains special zoning maps and files. RZC contracts with townships and municipalities according to a jurisdiction's needs. Some contracts entail RZC handling all inspections, plans review and zoning certificates, while others include only nuisance and/or zoning inspections.

The Rural Zoning Commission and the Regional Planning Commission (RPC) have one executive director. The development review staff of RPC reviews all zoning amendments for approval or denial. The agencies share administrative staff.

## BUDGET OVERVIEW:

The Rural Zoning Commission increased its fee schedule to increase revenues in 2008. Some of the fees have not increased since 1998. The Board of County Commissioners approved the changes after a public hearing on the increase.

The fee increases are:

- Zoning map amendment and planned unit development (PUD) fees increase by CPI.
- Residential caps increased to be same as commercial caps.
- PUD fees changed from flat fee to flat fee plus fee per acre.
- Zoning certificate fees increase by 8%.
- Final zoning certificate fee initiated at $25.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Zoning Revisions | $ 430,163 | $ 437,344 | $ 409,151 | $ 472,738 | $ 414,449 | -5.2% |
| Total | $ 430,163 | $ 437,344 | $ 409,151 | $ 472,738 | $ 414,449 | -5.2% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Charges for Services | $ 209,130 | $ 212,000 | $ 190,706 | $ 185,000 | $ 232,516 | 9.7% |
| Fines & Forfeitures | 857 | 500 | 1,753 | 1,000 | 1,000 | 100.0% |
| Total | $ 209,987 | $ 212,500 | $ 192,459 | $ 186,000 | $ 233,516 | 9.9% |

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Zoning Revisions | 8.10 | 8.10 | 8.10 | 6.60 | (1.50) |
| Total | 8.10 | 8.10 | 8.10 | 6.60 | (1.50) |

## PROGRAM SUMMARY:

**Program:** Zoning Revision - 9030
**Mandated By:** ORC 303.04, 12, 16, 17, 18 and Article XIII
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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. | It is still the goal of the department of the Rural Zoning Commission (RZC) to be completely automated. The RZC is continuing to digitize and generate electronic information files for all zoning amendment cases, zoning certificate applications and site plans, Board of Zoning Appeals actions, and zoning violations cases. Again, this will be used to reduce time and effort in providing information to public officials, applicants, and general public.<br><br>The staff of the RZC has been very instrumental in the participation of a special development committee titled the Interagency Developmental Workgroup headed by the Board of County Commissioners. This workgroup is looking at ways to make the development process more public friendly and providing process information over the County web site.<br><br>In early 2007, the RZC has implemented the ability to submit zoning certificates over the County Web site. Providing these services and participating in the numerous workgroups, will support the initiatives of the Board of County Commissioners in maintaining better information and a One-Stop-Shop permitting process. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To issue a Final Inspection Certificate within five days of the on-site inspection | | | | |
| **Demand:** Total number of Final Inspection Certificates requested | 1,400 | 1,400 | 1,400 | 1,400 |
| **Workload:** Total number of Final Inspection Certificates issued | 1,400 | 1,400 | 1,400 | 1,400 |
| **Efficiency:** Hours to inspect per certificate | 0.63 | 0.63 | 0.63 | 0.63 |
| **Effect./Outcome:** Percentage of Final Zoning Inspection certificates issued within five days of on-site inspection | 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 | 36 | 36 | 36 |
| **Workload:** Zoning amendments and PUDs processed. | 30 | 36 | 36 | 36 |
| **Efficiency:** Hours to process per application | 16 | 16 | 16 | 16 |
| **Effect./Outcome:** The percentage of zone amendment and PUD applications processed within the time permitted by the Code. | 100% | 100% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To provide assistance through contract services to townships and municipalities having no local zoning authority. | | | | |
| **Demand:** Zoning assistance contracts secured | 7 | 7 | 7 | 7 |
| **Workload:** Zoning assistance contracts processed | 7 | 7 | 7 | 7 |
| **Efficiency:** Time charged in hours per week per contract | 25 | 25 | 25 | 25 |
| **Effect./Outcome:** The percentage of zoning contracts annually completed | 100% | 100% | 100% | 100% |
| **Objective:** To assist in the maintenance of CAGIS databases | | | | |
| **Demand:** Number of databases needing maintenance | 10 | 10 | 10 | 10 |
| **Workload:** Number of databases being maintained | 10 | 10 | 10 | 10 |
| **Efficiency:** Hours per year to maintain databases | 500 | 500 | 500 | 500 |
| **Effect./Outcome:** Percent of database kept up to date | 100% | 100% | 100% | 100% |
| **Objective:** To annually inspect all PUDs for zoning compliance | | | | |
| **Demand:** Total number of PUDs | 650 | 660 | 675 | 675 |
| **Workload:** Total number of inspections required | 650 | 660 | 675 | 675 |
| **Efficiency:** Hours required per PUD inspection | 0.25 | 0.25 | 0.25 | 0.25 |
| **Effect./Outcome:** The percent of total inspections completed | 100% | 100% | 100% | 100% |
| **Objective:** To process all zoning certificates within two days of application | | | | |
| **Demand:** Number of zoning certificate applications received | 1,006 | 950 | 1,000 | 1,000 |
| **Workload:** Number of zoning certificates issues | 1,006 | 950 | 1,000 | 1,000 |
| **Efficiency:** Hours to issue a zoning certificate | 2.3 | 2.3 | 2.3 | 2.3 |
| **Effect./Outcome:** The percentage of non-residential zoning certificates issued within two days of receipt of application | 100% | 100% | 100% | 100% |
| **Objective:** To assist in providing addresses for every existing and planned parcel within Hamilton County | | | | |
| **Demand:** Number of lots to assign and update | 800 | 1,000 | 1,000 | 1,000 |
| **Workload:** Number of lots assigned addresses | 800 | 1,000 | 1,000 | 1,000 |
| **Efficiency:** Hours to assign and update address records | 0.5 | 0.5 | 0.5 | 0.5 |
| **Effect./Outcome:** Addresses assigned on same day as request | 100% | 100% | 100% | 100% |
| **Objective:** To investigate all complaints regarding zoning violations within two days | | | | |
| **Demand:** Number of zoning violation complaints | 4,350 | 3,000 | 3,000 | 3,000 |
| **Workload:** Number of site inspections completed | 5,346 | 4,100 | 4,100 | 4,100 |
| **Efficiency:** Hours to investigate per inspection | 0.63 | 0.63 | 0.63 | 0.63 |
| **Effect./Outcome:** The percentage of zoning violations complaints investigated within two days of receipt | 100% | 100% | 100% | 100% |
| **Objective:** To generate a digitized zoning certificate by scanning all zoning certificates, applications, and site plans. | | | | |
| **Demand:** Number of zoning certificate apps received - new | 1,006 | 950 | 1,000 | 1,000 |
| **Workload:** Zoning certificate apps scanned (old and new) | 1,600 | 1,600 | 1,600 | 1,600 |
| **Efficiency:** Hours to scan apps | 0.25 | 0.25 | 0.25 | 0.25 |
| **Effect./Outcome:** Zoning certificate apps scanned annually | 100% | 100% | 100% | 100% |

**Departmental Comments:**

Again in 2007, the county experienced a decline in the number of zoning certificates issued. The RZC is projecting a reduction of combined county and contractual number of zoning certificates to be approximately 150 less in 2007. There have been less subdivision approvals, new housing starts, and home improvement applications occurring in the townships under the zoning jurisdiction of the Board of County Commissioners.

The RZC has experienced a decline in the number of zoning violation investigations in both 2006 and 2007. This is due to a reduction in enforcement staff by one employee. Territory and contractual responsibilities have not changed from 2006 and the number of final zoning certificates reviewed and issued has increased. This decline will continue until the zoning field inspector is replaced.

# Treasurer

## DEPARTMENT OVERVIEW:

The Treasurer's Office is the investing authority for Hamilton County (per Ohio Revised Code 135.31 (c) and (d)). As the investing authority the primary function is to deposit or invest some or all of the county's inactive moneys and all of the money in the county library and local government support fund. Section 135.35 of the ORC indicates that the Treasurer's Office may deposit or invest the following classifications of securities and obligations: United States treasury bills, notes, bonds or any other obligation or security issued by the United States treasury. In addition, this office is responsible for the collection of delinquent real property, personal property, and manufactured and mobile home taxes and assessments. This office offers a Treasurer's Optional Payment (TOP) program, which gives residential and commercial property owners the option of pre-paying their real estate taxes in installments.

## BUDGET OVERVIEW:

The 2008 general fund expenditures are $1.3 million, a $58,800 (4.2%) decrease from the 2007 budget. Significant changes from the 2007 budget include reduction of $100,000 in personnel costs, and $72,000 increase in Auditor computer center fees. Interest earnings are recommended $2.0 million higher than the department request to reflect collections in recent years.

2008 restricted fund expenditures are budgeted at $1.8 million, a $499,800 (37.7%) increase from the 2007 budget mainly due to the Treasurer's office implementing the sell of real estate tax certificate liens.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Delinquent Tax Assessment Collection | $ 1,058,761 | $ 1,086,574 | $ 1,098,786 | $ 1,081,027 | $ 1,506,525 | 38.6% |
| Tax Collection | 1,265,298 | 1,389,093 | 1,370,338 | 1,376,683 | 1,330,287 | -4.2% |
| Treasurer Optional Payment | 106,354 | 237,821 | 239,658 | 288,731 | 317,179 | 33.4% |
| Total | $ 2,430,413 | $ 2,713,488 | $ 2,708,783 | $ 2,746,440 | $ 3,153,991 | 16.2% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Charges for Service Fees | $ 4,365,606 | $ 3,979,700 | $ 4,766,246 | $ 4,064,700 | $ 4,079,700 | 2.5% |
| Investment Interest | 20,048,881 | 18,465,000 | 20,897,374 | 16,600,000 | 18,640,000 | 0.9% |
| Total | $ 24,414,487 | $ 22,444,700 | $ 25,663,620 | $ 20,664,700 | $ 22,719,700 | 1.2% |

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Delinquent Tax Assessment | 18.25 | 16.85 | 16.85 | 16.45 | (0.40) |
| Tax Collection | 17.75 | 16.75 | 16.10 | 15.70 | (1.05) |
| Treasurer Optional Payment | 2.00 | 3.90 | 4.55 | 4.35 | 0.45 |
| Total | 38.00 | 37.50 | 37.50 | 36.50 | (1.00) |

## PROGRAM SUMMARIES:

**Program:** Delinquent Tax - 2101
**Mandated By:** 321.261
**Funding Source:** Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| This program manages Agreement Plans and collects delinquent Real Estate taxes. In addition, it collects delinquent Personal Property taxes, receives, and processes Personal Property tax bills. | By having more methods of payment, the Treasurer's office has been able to work out better payment plans that meet the delinquent taxpayers' needs. This has also increased our payments received and reduced the number of defaults. Penalty remit applications have continued to be processed and decisions made on a timelier manner. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To notify taxpayers who have presented uncollectible checks. | | | | |
| **Demand:** Number of returned checks. | 530 | 550 | 550 | 550 |
| **Workload:** Payments reversed, letter mailed, repayment made. | 480 | 495 | 495 | 495 |
| **Efficiency:** Time to reverse payments, mail notification letter in minutes. | 15 | 13 | 13 | 13 |
| **Effect./Outcome:** Percentage of uncollectible checks made collectible. | 91% | 90% | 90% | 90% |
| **Objective:** To meet the needs of the delinquent taxpayer in the collection of taxes while maintaining consistency with the Ohio Revised Code. | | | | |
| **Demand:** Agreements to be made and received. | 1,050 | 1,000 | 1,000 | 1,000 |
| **Workload:** Agreements made and payments received. | 975 | 950 | 950 | 950 |
| **Efficiency:** Time to make agreements in minutes. | 10 | 10 | 10 | 10 |
| **Effect./Outcome:** Percentage of payments made on Agreements. | 93% | 95% | 95% | 95% |
| **Objective:** Penalty Remit Applications - maintain contact with Hamilton County Auditor to encourage timely (30 days) return of applications for payment or remittance. | | | | |
| **Demand:** Number of applications to be prepared and filed with the Auditor. | 2,100 | 1,500 | 1,500 | 1,500 |
| **Workload:** Number of applications to be filed and returned (30days) with the Auditor. | 2,100 | 1,425 | 1,500 | 1,500 |
| **Efficiency:** Time to process applications and maintain records (minutes). | 7 | 7 | 7 | 7 |
| **Effect./Outcome:** Percentage of applications returned by the Hamilton County Auditor within 30 days. | 88% | 95% | 100% | 100% |

**Departmental Comments:**
Benchmark: Number of delinquent agreements in comparable sized counties in Ohio is 1,800 to 2,300.

House Bill 371 provides a county with a population of at least 200,000 can collect delinquent property taxes by selling tax certificates at a public auction or through a negotiated sale. In 2008, Treasurer's office will implement a new program to sale Tax Certificate. This program will enhance the Treasurer's ability to collect on all delinquent property taxes.

**Program:** Tax Collection - 2102
**Mandated By:** 321 & 323
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| This program receives, manages and disburses public monies, and maintains accounting transactions.<br><br>In addition, this program is responsible for managing and investing public monies. | In 2007 the Treasurer's office will have answered almost 120,000 phone calls. Customer service has continued to be one of our major assets, having received numerous compliments on how fast and courteous our responses are to their inquiries. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To distribute taxes within 45 days of collection as provided by State Statute. | | | | |
| **Demand:** Tax bills to be collected and distributed. | 300,500 | 302,000 | 302,000 | 302,000 |
| **Workload:** Tax bills returned for payment and processing. | 285,000 | 283,000 | 285,000 | 285,000 |
| **Efficiency:** Time to process tax bills per minute. | 0.5 | 0.5 | 0.5 | 0.5 |
| **Effect./Outcome:** Percentage of tax bills collected and distributed. | 95% | 94% | 94% | 94% |
| **Objective:** To timely answer all phone calls received. | | | | |
| **Demand:** Phone calls made to Treasurer's Office. | 124,000 | 120,000 | 120,000 | 120,000 |
| **Workload:** Phone calls received and answered. | 120,500 | 117,000 | 118,000 | 118,000 |
| **Efficiency:** Time to receive and answer phone call. (minutes) | 1.6 | 1.4 | 1.4 | 1.4 |
| **Effect./Outcome:** Percentage of phone calls answered. | 97% | 97% | 98% | 98% |
| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
| **Objective:** Invest all cash within 24 hours of availability. | | | | |
| **Demand:** Investments initiated. | 1,260 | 1,300 | 1,300 | 1,300 |
| **Workload:** Investments made. | 1,260 | 1,300 | 1,300 | 1,300 |
| **Efficiency:** Investment time per hour. | 1.4 | 1.3 | 1.3 | 1.3 |
| **Effect./Outcome:** Percentage of idle cash invested within 24 hours of availability. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
Benchmark: Expenditures for a comparable Treasurer's Office are approximately $2.4 million. Treasurer Offices in comparable counties have 33 employees. Benchmark: Investment revenue for comparable size counties in Ohio is approximately $16,000,000 to $18,000,000.

**Program:** Treasurer Optional Payments - 2103
**Mandated By:** 321.45
**Funding Source:** Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| To receive, manage and apply escrow payments for Real Estate taxes. Each account is issued ten coupons for payment during the year. | Although number of accounts have decreased slightly due to rising interest rates participants have continued to increase their percent of monthly payments being made timely. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To record escrow accounts and distribute coupons timely. | | | | |
| **Demand:** Number of escrow accounts open. | 13,750 | 13,000 | 13,000 | 13,000 |
| **Workload:** Number of accounts that are active. | 13,400 | 12,700 | 12,700 | 12,700 |
| **Efficiency:** Time to set-up and disperse coupons. | 1.0 min | 1.0 min | 1.0 min | 1.0 min |
| **Effect./Outcome:** Accounts recorded and distributed timely. | 97% | 98% | 98% | 98% |
| **Objective:** To receive and process all coupon payments. | | | | |
| **Demand:** Number of potential coupon payments. | 137,500 | 130,000 | 130,000 | 130,000 |
| **Workload:** Payments received and processed. | 134,000 | 127,000 | 127,000 | 127,000 |
| **Efficiency:** Time per payment to process in minutes. | 0.25 | 0.23 | 0.23 | 0.23 |
| **Effect./Outcome:** Potential coupons received. | 97% | 98% | 98% | 98% |

**Departmental Comments:**
Benchmark - Number of accounts for comparable size counties in Ohio is 4,500 to 6,000.

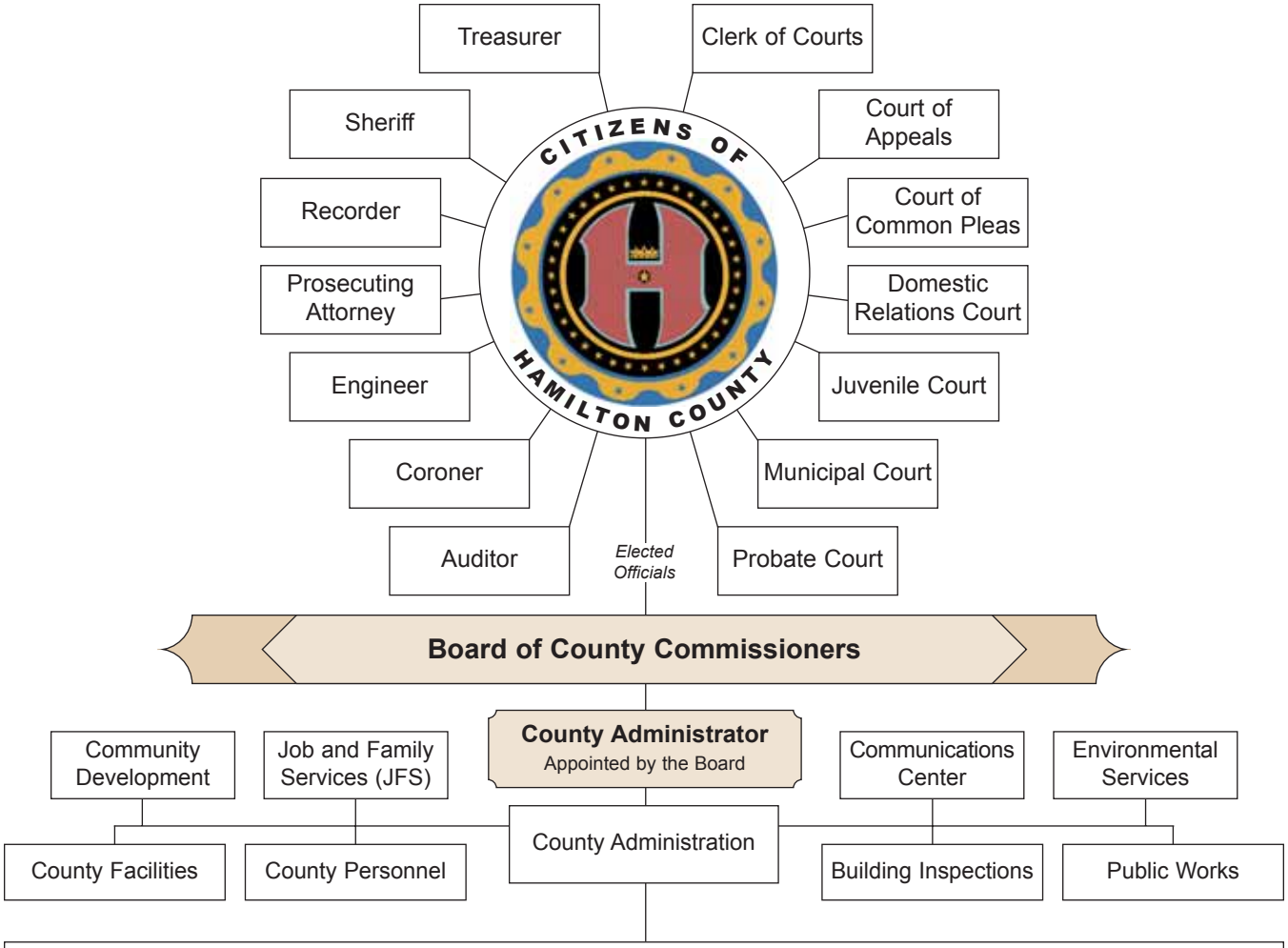
## Hamilton County Firsts

1869: First professional baseball team,
the Cincinnati Red Stockings (now the Cincinnati Reds),
begins play. The team payroll is $11,000.

## Hometown Heroes

Kathleen Sebelius (1948- ), governor of Kansas, is the first daughter of a governor (Ohio's John Gilligan) to be elected to the same position.

# Hamilton County, Ohio
# Health




*County services for which the Board of County Commissioners is solely responsible*

Board of Building Appeals
Board of Building Standards
Board of Zoning Appeals
Cabinet of Economic Advisors
Competition and Efficiency Committee
Council of Elders
Criminal Justice Commission
Dog Warden
Earthworks Appeals Board
Economic Development Task Force
Great American Ball Park
Health Care Review Commission
Homeland Security Commission
**Hospital Commission**
Infant Mortality Reduction Commission
JFS Planning Committee
Local Corrections Planning Board
Metropolitan Sewer District
Paul Brown Stadium
Rural Zoning Commission
Tax Incentive Review Committee
Tax Levy Review Committee
Storm Drainage Appeals

*County services in which the Board of County Commissioners share responsibility*

Board of Elections
**Board of Mental Retardation/ Developmental Disabilities**
Board of Park Commissioners
Board of Revision
Cincinnati Area Geographic Information System
Cincinnati Metropolitan Housing Authority
Cincinnati Museum Center
Cincinnati Zoo and Botanical Gardens
Children's Trust Fund
County Law Enforcement Applied Regionally
Community Action Agency
Community Improvement Corporation
Convention Facilities Authority
**Drake Center**
Elderly Services Program Advisory Council
Emergency Management Agency
Family and Children First Council
Hamilton County Board of Health
Hamilton County Development Company
**Indigent Health Care**
Information Processing Advisory Committee
Integrating Committee (District 2)
Kenton County Airport Board Advisory Committee
**Mental Health and Recovery Services Board**
OH-KY-IN Regional Council of Governments
Ohio State University Extension Service
Port of Greater Cincinnati Development Authority
Public Defender Commission
Public Library of Cincinnati and Hamilton County
Regional Computer Center Control Board
Regional Planning Commission
River City Correctional Facility
Senior Services
Soil and Water Conservation District
Solid Waste Management District
Southwest Ohio Regional Transit Authority
Stormwater District Oversight Board
Veterans Service Commission

# Health

2008 Budget Summary by Department

## Revenues *(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Board of Mental Retardation | 97,813 | 93,098 | 96,761 | 96,761 |
| Health and Hospitalization Tax | 71,774 | 66,399 | 63,523 | 63,523 |
| Mental Health and Recovery Services | - | 40,147 | 38,232 | 38,232 |
| Hospital Commission | - | 24 | 26 | 26 |
| Community Mental Health Board | 36,515 | - | - | - |
| ADAS Board | 3,927 | 2 | - | - |
| **Total** | **$210,030** | **$199,670** | **$198,542** | **$198,542** |

## Expenditures *(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Board of Mental Retardation | 85,447 | 90,231 | 100,209 | 103,409 |
| Mental Health and Recovery Services | - | 43,771 | 46,186 | 46,219 |
| Health and Hospitalization Tax | 52,137 | 43,021 | 43,041 | 43,041 |
| Hospital Commission | 45 | 20 | 26 | 26 |
| Community Mental Health Board | 36,085 | (73) | - | - |
| ADAS Board | 8,707 | 45 | - | - |
| **Total** | **$182,421** | **$177,015** | **$189,462** | **$192,695** |

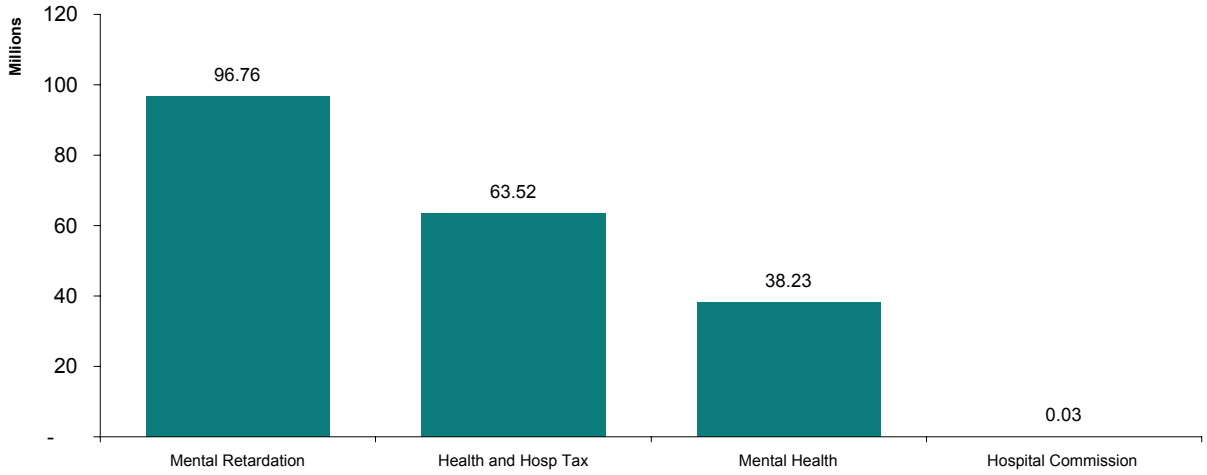
## Employee Positions

| Department | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Board of Mental Retardation | 609.96 | 609.86 | 613.87 | 615.87 |
| Mental Health and Recovery Services | - | 21.80 | 38.80 | 38.80 |
| Community Mental Health Board | 42.07 | 17.00 | - | - |
| ADAS Board | 14.00 | - | - | - |
| **Total** | **666.03** | **648.66** | **652.67** | **654.67** |

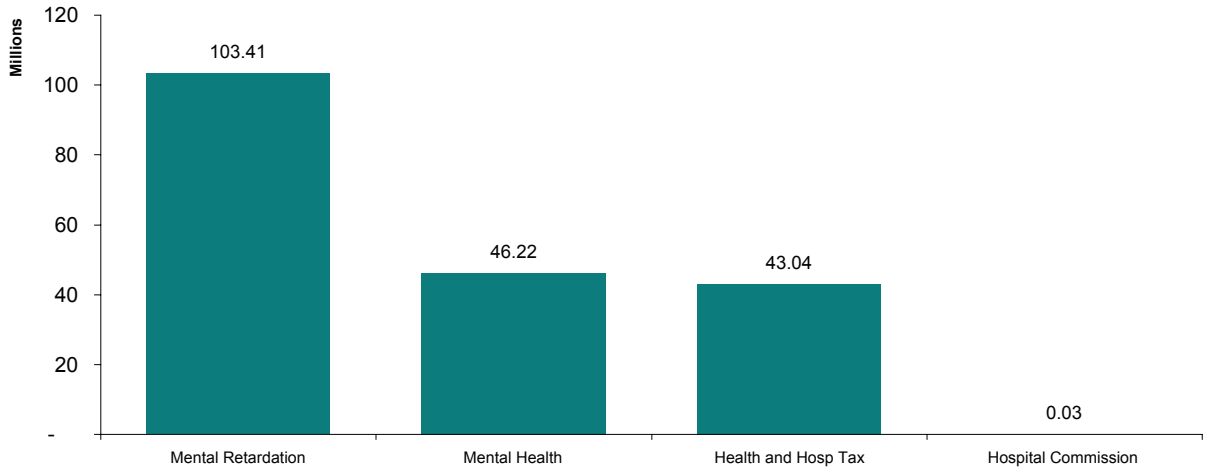
# Health

2008 Budget Summary by Department

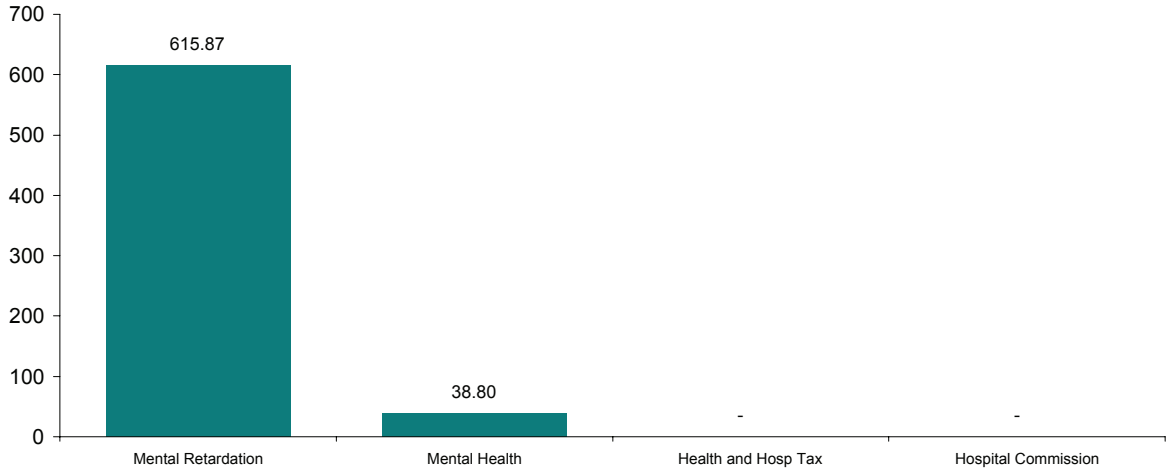
## Revenue




## Expenditures




## Employee Positions



# Board of Mental Retardation

## DEPARTMENT OVERVIEW:

The Hamilton County Board of Mental Retardation and Developmental Disabilities (MRDD) provides educational, vocational and residential services to individuals with mental retardation and other developmental disabilities.

## BUDGET OVERVIEW:

On November 2, 2004, voters approved a 3.62 mills MRDD levy for the years 2005-2009. 2008 will be the fourth year of the five-year cycle. The five-year estimated revenue at the beginning of the levy cycle was $343.3 million. This amount was estimated by the County Auditor based on the Commissioner-approved amount of $342.5 million. The Commissioner-approved amount included $338.3 million for MRDD programs and $4.1 million to cover Auditor and Treasurer fees.

The Auditor's office develops a levy's millage based on calculations to generate 5-year total revenue as close as possible to BOCC-approved revenue. The 3.62 mills as calculated by the Auditor's office in 2004 was estimated to generate approximately $800,000 over the $342,451,522 BOCC-approved amount.

MRDD receives no County General Fund funding. All revenue received by the department including Federal and State funding is deposited into the MRDD levy fund.

The estimated 2008 fund balance is approximately $29.7 million compared with the planned balance for the same period of approximately $11.6 million. This is primarily as a result of a greater than anticipated 2005 beginning balance and expenditures less than planned in 2005-2007.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 budget |
|---|---|---|---|---|---|---|
| Administration | $ 5,337,797 | $ 5,874,921 | $ 5,394,051 | $ 6,161,295 | $ 6,535,540 | 11.2% |
| Adult Services | 29,583,989 | 33,070,365 | 33,788,445 | 36,550,031 | 38,515,116 | 16.5% |
| Children's Services | 16,176,565 | 17,426,874 | 17,347,014 | 19,781,954 | 20,335,772 | 16.7% |
| Community Resources | 34,348,250 | 41,031,391 | 33,701,739 | 37,715,548 | 38,022,220 | -7.3% |
| Total | $ 85,446,600 | $ 97,403,551 | $ 90,231,249 | $ 100,208,828 | $ 103,408,648 | 6.2% |

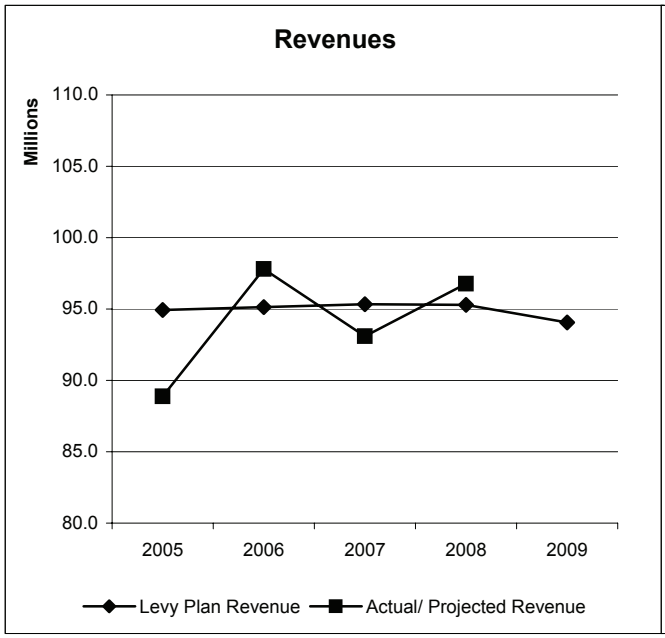
| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Property Taxes | $ 61,174,375 | $ 58,365,890 | $ 60,658,670 | $ 57,421,415 | $ 57,421,415 | -1.6% |
| Other Intergovernmental | 29,880,316 | 32,594,397 | 26,842,883 | 34,153,433 | 34,153,433 | 4.8% |
| Miscellaneous | 6,758,098 | 5,248,000 | 5,595,963 | 5,185,900 | 5,185,900 | -1.2% |
| Total | $ 97,812,789 | $ 96,208,287 | $ 93,097,516 | $ 96,760,748 | $ 96,760,748 | 0.6% |

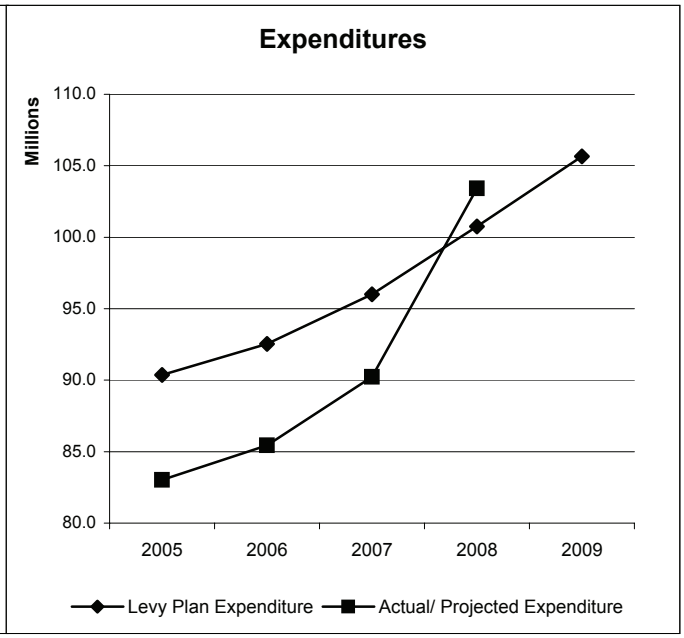
| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Administration | 55.13 | 62.37 | 64.37 | 66.37 | 4.00 |
| Adult Services | 211.53 | 200.00 | 202.00 | 202.00 | 2.00 |
| Children's Services | 210.80 | 210.30 | 207.00 | 207.00 | (3.30) |
| Community Resources | 132.50 | 137.19 | 140.50 | 140.50 | 3.31 |
| Total | 609.96 | 609.86 | 613.87 | 615.87 | 6.01 |

# Mental Retardation and Developmental Disabilities Levy

Tax Levy: 3.62 Mills

| 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 Actual | Year 2 2006 Actual | Year 3 2007 Actual | Year 4 2008 App | Year 5 2009 |
|---|---|---|---|---|---|
| | | | | | |
| **Beginning carryover** | **15,276,044** | **21,135,288** | **33,501,477** | **30,051,000** | |
| **REVENUES (Total)** | **88,872,359** | **97,812,789** | **93,097,516** | **96,760,748** | |
| Tax Levy | 88,872,359 | 97,812,789 | 93,097,516 | 96,760,748 | |
| | | | | | |
| **EXPENDITURES (Total)** | **83,013,115** | **85,446,600** | **90,231,248** | **103,408,648** | |
| Agency | 82,105,833 | 84,514,559 | 89,283,480 | 102,523,443 | |
| Auditor and Treasurer Fees | 907,282 | 932,040 | 947,768 | 885,205 | |
| *Reserved for Encumbrance* | | | *6,316,745* | | |
| **Ending Carryover** | **21,135,288** | **33,501,477** | **30,051,000** | **23,403,100** | |

## PROGRAM SUMMARIES:

**Program:** Administration - 6101
**Mandated By:** ORC 5126.05
**Funding Source:** Tax Levies Operating Fund, Capital Project, Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The mission of the Board of Mental Retardation is to support people with disabilities and their families to achieve what is important to them.<br><br>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.<br><br>Support is also provided to contract with community agencies in the areas of behavioral support services, housing, quality assurance, training/staff development, advocacy, health/safety, investigations of abuse and neglect of individuals. | The Community Ambassadors Resource Alliance (CARA) was created to raise awareness of and funding for the special needs of people with disabilities. Members represent each building/location/ service at the agency, as well as several provider partners. Revamping the volunteer program included streamlining the volunteer committee, reworking the volunteer manual, increasing recruitment efforts for volunteers, streamlining volunteer processes and forms. Received the Self Determination NACO award: local, state, regional publicity. MRDD has provided copies of "A History of Self-Determination & Person Centered Supports with the Hamilton County Board of MR/DD to many local, state, and national organizations. The Annual Banquet in March drew over 400 attendees. MRDD held a Health Education Event for women with disabilities. The summer adventures for All Kids Expo was held in 2007. Accessible publications were updated and distributed through the intranet. Renovations for the new support center located at 1520 Madison Rd. were completed and all staff were relocated by June 30, 2007. Two new regional locations were identified for the Northeast Service Facilitators/Early Intervention staff and the Southeast Early Intervention staff. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Continue to meet training needs for agency staff, contract agencies, individuals served and their families | | | | |
| **Demand:** Training sessions to support individuals with developmental disabilities | 178 | 240 | 220 | 220 |
| **Workload:** # of sessions to be planned, coordinated, and implemented | 178 | 240 | 220 | 220 |
| **Efficiency:** Staff required to develop, conduct, facilitate, and coordinate training | 2 | 2.5 | 2.5 | 2.5 |
| **Effect./Outcome:** % of positive evaluations from training participants | 95% | 95% | 95% | 95% |
| **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 | 48 | 50 | 45 | 45 |
| **Workload:** # of contracted providers needing compliance reviews | 48 | 50 | 45 | 45 |
| **Efficiency:** Staff needed to conduct reviews and follow up | 2.5 | 2.5 | 2.5 | 2.5 |
| **Effect./Outcome:** Percent of completed compliance reviews that when needing follow up has corrective action | 100% | 100% | 100% | 100% |

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Investigate allegations of abuse, neglect and other major unusual incidents | | | | |
| **Demand:** Receive, investigate and follow-up on incidents | 1,015 | 1,200 | 1,300 | 1,300 |
| **Workload:** Investigate and follow-up | 1,000 | 1,200 | 1,300 | 1,300 |
| **Efficiency:** Staff required to investigate and oversee process | 3 | 7.5 | 7.5 | 7.5 |
| **Effect./Outcome:** Percent of investigations that when needing follow-up has corrective action taken | 100% | 100% | 100% | 100% |
| **Objective:** Coordinate satisfaction surveys and focus groups regarding services provided by MRDD and through agency contracts. This is a contracted service. | | | | |
| **Demand:** # of surveys needed to assess and improve services | 41 | 41 | 41 | 41 |
| **Workload:** # of surveys of all services provided by the Board or through agency contracts | 41 | 41 | 41 | 41 |
| **Efficiency:** Staff required to coordinate and conduct surveys | 0.75 | 0.75 | 0.75 | 0.75 |
| **Effect./Outcome:** Percentage of improvement plans implemented | 100% | 100% | 100% | 100% |
| **Objective:** Explore the feasibility and potential cost savings by implementing an Early Retirement Incentive Program (ERIP) | | | | |
| **Demand:** Need to reduce cost associated with long-term staff | 1 | 0 | 1 | 1 |
| **Workload:** Investigate number of eligible staff | 48 | 0 | 277 | 277 |
| **Efficiency:** # of staff accepting ERIP | 48 | 0 | 35-50 | 35-50 |
| **Effect./Outcome:** Savings by replacing existing staff with entry level and eliminating positions. 2008 will not reflect a savings because of vacation/sick/PERS payouts. Savings in 2009. | ($2,073,956) | 0 | $1,000,000 | $1,000,000 |
| **Objective:** Conduct housing inspections for individuals on housing subsidies | | | | |
| **Demand:** Initial and ongoing home inspections | 0 | 0 | 140 | 140 |
| **Workload:** Need for inspections to assure health and safety of individuals | 0 | 0 | 140 | 140 |
| **Efficiency:** Staff required to conduct inspections | 0 | 0 | 0.25 | 0.25 |
| **Effect./Outcome:** Inspections completed with reports submitted for appropriate action if necessary | 0 | 0 | 100% | 100% |
| **Objective:** Quality Assurance Department will continue to conduct reviews for one-third of clients receiving residential services. | | | | |
| **Demand:** Individuals receiving residential services | 1,270 | 1,303 | 1,503 | 1,503 |
| **Workload:** Reviews conducted of one-third of individuals receiving residential services | 498 | 480 | 480 | 480 |
| **Efficiency:** Staff required for reviews | 5.5 | 5.5 | 5.5 | 5.5 |
| **Effect./Outcome:** Percentage of individuals with no health or safety issues | 100% | 100% | 100% | 100% |

**Departmental Comments:**

The agency is on target for meeting the stipulations of the tax levy review committee (TLRC). The 2008 budget is in line with the levy plan. We are investigating the possibility of offering a Early Retirement Incentive Program during 2008 for eligible employees currently contributing to the Ohio Public Employees Retirement System (OPERS).

The Breyer School was be sold in 2007 utilizing the county process for disposal of property. Excess items will be disposed of through the county auction site.

**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

| **Program Description:** | **Accomplishments:** |
|---|---|
| Mandated services for eligible adults (individuals) with mental retardation and developmental disabilities include sheltered employment, supported employment, transportation, retirement programs, recreational and educational programs.<br><br>Adults served in the four centers demonstrate a high level of need, including occupational therapy, physical therapy, speech therapy, nursing, behavior support, or personal care. All services and supports are authorized through the individual's "My Plan."<br><br>Services are provided in four Adult Centers operated directly by Adult Services, at community agencies, such as Goodwill Industries, Jewish Vocational Services, and Easter Seals Work Resource Centers. MRDD also contracts with a number of smaller not-for profit agencies to provide identified services. There are currently contracts with 45 outside agencies to provide for the needs of the individuals served. | The rules governing adult services have been revised to include a mandatory acuity screening for each individual served to determine their needed staffing support. MRDD completed the Adult Acuity Instrument for each individual attending our four centers and have found our staffing to be adequate at this time. MRDD continues to support choice and control for the individuals we serve. After an individual chooses to attend one of our centers, he/she chooses to either work all day, participate in activities all day or do a combination of work and activities. Because these options are available to everyone served, seniors can design their own program to fit their needs. There is no need to segregate them into a separate program. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To contract with private rehabilitation facilities for sheltered, enclave and supported employment services. | | | | |
| **Demand:** Projected number of individuals to be served. | 1,005 | 1,703 | 1,750 | 1,750 |
| **Workload:** Actual numbers of individuals served. | 1.005 | 1,703 | 1,750 | 1,750 |
| **Efficiency:** Total hours available. | 1,201,000 | 2,554,500 | 2,625,000 | 2,625,000 |
| **Effect./Outcome:** Percent actually served. | 100% | 100% | 100% | 100% |
| **Objective:** Provide full time remunerative work and employment training for eligible individuals in four adult centers operated by adult services. | | | | |
| **Demand:** Projected number of individuals to be served. | 0 | 0 | 325 | 325 |
| **Workload:** Actual number of individuals served | 0 | 0 | 325 | 325 |
| **Efficiency:** Staff hours per year to operate | 0 | 0 | 72,300 | 72,300 |
| **Effect./Outcome:** Percent of actual individuals served | 0 | 0 | 100% | 100% |
| **Objective:** Provide full time activity programming for eligible individuals in four adult centers operated by adult services. | | | | |
| **Demand:** Projected number of individuals to be served | 0 | 0 | 125 | 125 |
| **Workload:** Actual number of individuals to be served | 0 | 0 | 125 | 125 |
| **Efficiency:** Staff hours per year to operate | 0 | 0 | 61,700 | 61,700 |
| **Effect./Outcome:** Percent of actual individuals served | 0 | 0 | 100% | 100% |
| **Objective:** Provide part time remunerative work and part time activity programming for eligible individuals in four adult centers operated by adult services. | | | | |
| **Demand:** Projected number of individuals to be served | 0 | 0 | 245 | 245 |
| **Workload:** Actual numbers of individuals served | 0 | 0 | 245 | 245 |
| **Efficiency:** Staff hours per year to operate | 0 | 0 | 97,000 | 97,000 |
| **Effect./Outcome:** Percent of actual individuals served | 0 | 0 | 100% | 100% |

**Departmental Comments:**
The four centers continue to provide jigs and other adaptive equipment in order to enable all individuals to participate in their choices of work or activities. Building layouts have been analyzed to determine the modifications that are needed to provide adequate space for programming and personal care. Height adjustable tables and a variety of seating options have been purchased to accommodate different wheelchair heights.

**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

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Children's Services department serves individuals with disabilities ages birth through twenty-one through direct and contracted services.<br><br>Early intervention services are provided for individuals birth through two years of age in partnership with other Help Me Grow agencies in accordance with the child's Individual Family Service Plan.<br><br>School age services are provided to individuals age six through twenty-one in partnership with local school districts and in accordance with the student's Individual Education Plan. | The Agency provided a continuum of technical support to 584 students served in community settings and offered 117 informational sessions to families and community members. The Agency offered 20 families served in early intervention the option of an individual budget to purchase needed services for their child rather than accessing Agency offered early intervention services. To help meet the need for specialized services in early intervention, center based specialized therapy groups were offered to families receiving home-based services. The Agency continues to provide early intervention eligibility assessments for Hamilton County with funding support from the twenty-two local school districts and the Family and Children First Council. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To deliver and coordinate early intervention (0-2) services for infants with disabilities and their families. | | | | |
| **Demand:** Number of children eligible | 1,196 | 1,190 | 1,200 | 1,200 |
| **Workload:** Number of children served | 1,190 | 1,190 | 1,200 | 1,200 |
| **Efficiency:** Number of FTE staff includes ancillary staff | 38 | 38 | 38 | 38 |
| **Effect./Outcome:** % of eligible children served | 100% | 100% | 100% | 100% |
| **Objective:** To provide for children birth through two, evaluations and assessments to determine eligibility for early intervention services. | | | | |
| **Demand:** Number of children eligible | 987 | 980 | 980 | 980 |
| **Workload:** Number of children served | 987 | 980 | 980 | 980 |
| **Efficiency:** Number of FTE staff | 5.5 | 5.5 | 5.5 | 5.5 |
| **Effect./Outcome:** % of eligible children served | 100% | 100% | 100% | 100% |
| **Objective:** To provide individualized education programs for children with multiple and severe disabilities in agency operated school programs. | | | | |
| **Demand:** Number of children eligible | 257 | 260 | 265 | 265 |
| **Workload:** Number of children served | 257 | 260 | 265 | 265 |
| **Efficiency:** Number of FTE staff includes ancillary staff | 133 | 133 | 133 | 133 |
| **Effect./Outcome:** % of eligible children served | 100% | 100% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To provide technical support to students with intense needs in community settings by agency staff and through contracted services. | | | | |
| **Demand:** Number of clients needing service | 594 | 580 | 580 | 580 |
| **Workload:** Number of clients served | 584 | 580 | 580 | 580 |
| **Efficiency:** Number of clients served through contractual providers | 189 | 190 | 190 | 190 |
| **Effect./Outcome:** % of eligible clients served | 100% | 100% | 100% | 100% |

**Departmental Comments:**
The eligibility criteria for children birth through two changed as of July 1, 2007. This change has an impact on the number of children referred to Agency early intervention services. The decrease in numbers should help to make early intervention case loads more manageable allowing for more frequent contact with babies at a critical time in their development. Best practice instruction for school age children with intense medical and behavioral challenges continues to be a focus for school age programs.

**Program:** Community Resources - 6104
**Mandated By:** ORC 5126.15 Case Management
**Funding Source:** Tax Levies Operating Fund, Special Revenue State Grants

| **Program Description:** | **Accomplishments:** |
|---|---|
| Community Services provides intake and eligibility for all services except for early intervention and educational services; service facilitation for individuals with waivers and other individuals who request it; waiver administration; and contracting. | Community Services has focused on three major areas. First, for residential waivers, we have begun the transition to a new waiver reimbursement system for waiver services, principally homemaker/personal care and transportation. For adult service waivers, we are preparing to begin the transition from day habilitation to adult day array. Second, we are implementing a major new computer program called ISIS. Components most important to Community Services operations are the My Plan, progress notes, and service authorizations. This has involved much training of staff and working with the IS department and the computer software developer to increase ease of use. Third, Community Services is trying new ways of delivering services via several small pilot projects which are designed to give individuals and families more choice and control. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To provide emergency supported living and residential services to eligible individuals within natural settings or facilities. | | | | |
| **Demand:** Number of persons on the residential waiting list. | 656 | 670 | 690 | 690 |
| **Workload:** Number of persons receiving supported living or residential services. | 1,270 | 1,303 | 1,503 | 1,503 |
| **Efficiency:** Individuals who receive services who have a waiver | 959 | 1,322 | 1,685 | 1,685 |
| **Effect./Outcome:** Increase in number of people receiving residential services | 22 | 100 | 200 | 200 |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Provide service facilitation to eligible individuals as specified in their plans. | | | | |
| **Demand:** Number of people receiving service facilitation | 3,231 | 3,379 | 3,479 | 3,479 |
| **Workload:** Number of people served | 3,231 | 3,379 | 3,479 | 3,479 |
| **Efficiency:** Number of service facilitators | 87 | 86 | 88 | 88 |
| **Effect./Outcome:** Percent of people served. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
Several challenges lie ahead for Community Services in the coming year. MRDD will complete the waiver transition for both residential and adult services; continue to work through training issues with ISIS as well as operational issues with the program itself; and finally, study the information gleaned from the pilot projects to make overall changes in how we operate our programs.

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

## Hometown Heroes

Oscar Robertson (1938- ), 1980 Hall of Fame inductee and 12-time all-star, played basketball with UC and the Cincinnati Royals.

# Health and Hospitalization Taxes

## HEALTH AND HOSPITALIZATION TAX, INCLUDING UNIVERSITY AND CHILDREN'S HOSPITALS LEVY OVERVIEW:

On November 7, 2006, voters approved the 4.49 mills health and hospitalization levy for the period 2007-2011. The levy primarily supports the provision of medical care to medically indigent Hamilton County residents by subsidizing a portion of the costs of the health and hospitalization services provided by University Hospital and Children's Hospital.

## BUDGET OVERVIEW:

In addition to providing funding to University Hospital and Children's Hospital, levy funding also supports eligible services in various County agencies. The annual funding to University Hospital and Children's Hospital is governed by contracts between those entities and the County for the term of the levy.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| University/Children's Hosp. | $ 41,140,000 | $ 32,000,000 | $ 32,000,000 | $ 32,000,000 | $ 32,000,000 | 0.0% |
| Juvenile Court/Detention | 1,362,574 | 1,447,740 | 1,447,740 | 1,447,740 | 1,447,740 | 0.0% |
| T.B. Control | 1,315,499 | 1,420,780 | 1,429,558 | 1,413,989 | 1,428,188 | 0.5% |
| Sheriff-Inmate Health Care | 6,853,107 | 7,621,542 | 7,452,726 | 8,332,606 | 8,491,444 | 11.4% |
| Ext. Detox. | 2,414,505 | 2,482,125 | 2,482,124 | 2,453,570 | 2,455,460 | -1.1% |
| Contracts and Subsidies* | 1,066,842 | 667,445 | 1,167,445 | 769,764 | 2,293,661 | 243.6% |
| Total | $ 54,152,527 | $ 45,639,632 | $ 45,979,593 | $ 46,417,669 | $ 48,116,493 | 5.4% |

** Includes the Children with Medical Handicaps Program, Veteran's Services, Auditor and Treasurer Fees and Indirect Costs*

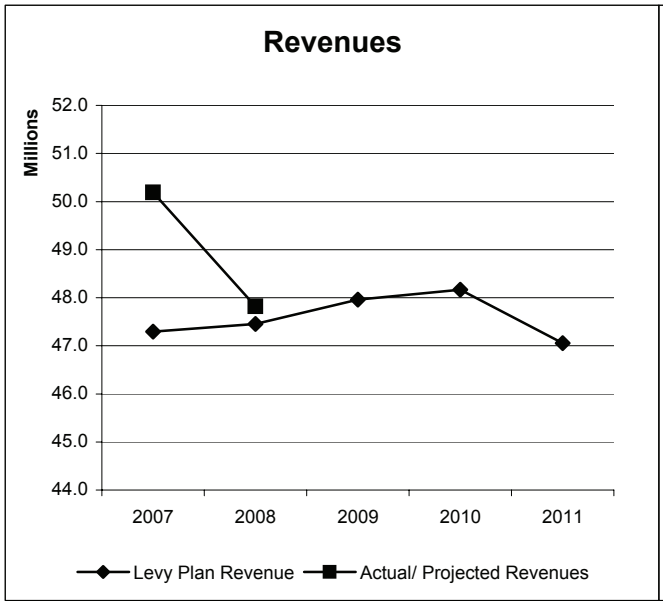
| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Property Taxes | $ 46,930,289 | $ 38,096,359 | $ 40,705,542 | $ 36,726,951 | $ 36,726,951 | -3.6% |
| Other Intergovernmental | 7,633,712 | 8,890,994 | 9,201,445 | 10,792,260 | 10,792,260 | 21.4% |
| Miscellaneous | 909,816 | 298,390 | 285,630 | 298,390 | 298,390 | 0.0% |
| Total | $ 55,473,817 | $ 47,285,743 | $ 50,192,617 | $ 47,817,601 | $ 47,817,601 | 1.1% |

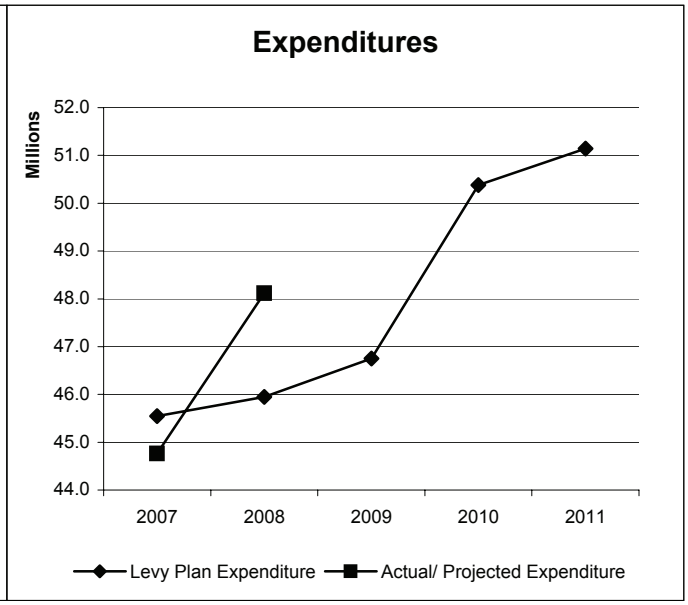
| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| T.B. Control | 11.00 | 11.00 | 11.50 | 11.50 | 0.50 |
| Administration | 0.20 | - | - | - | - |
| Sheriff-Inmate Health Care | 32.00 | 32.00 | 32.00 | 32.00 | - |
| Ext. Detox. | - | - | 1.80 | 1.80 | 1.80 |
| Total | 43.20 | 43.00 | 45.30 | 45.30 | 2.30 |

# Health and Hospitalization - University & Children's Hospital

Tax Levy: 4.49 Mills

| LEVY PLAN | Year 1 2007 | Year 2 2008 | Year 3 2009 | Year 4 2010 | Year 5 2011 |
|---|---|---|---|---|---|
| **Beginning carryover** | **5,653,091** | **7,399,902** | **8,905,229** | **10,115,956** | **7,901,267** |
| **REVENUES (Total)** | **47,293,247** | **47,452,322** | **47,962,335** | **48,166,485** | **47,053,046** |
| Tax Levy | 46,959,171 | 47,118,246 | 47,628,259 | 47,832,409 | 46,718,970 |
| Other | 334,076 | 334,076 | 334,076 | 334,076 | 334,076 |
| **EXPENDITURES (Total)** | **45,546,436** | **45,946,995** | **46,751,607** | **50,381,174** | **51,144,987** |
| University and Children's Hospitals | 32,000,000 | 32,000,000 | 32,000,000 | 32,000,000 | 32,000,000 |
| Other Allocation | 13,546,436 | 13,946,995 | 14,751,607 | 18,381,174 | 19,144,987 |
| **Ending Carryover** | **7,399,902** | **8,905,229** | **10,115,956** | **7,901,267** | **3,809,326** |




| ACTUAL/PROJECTED | Year 1 2007 Estimate | Year 2 2008 Budget | Year 3 2009 | Year 4 2010 | Year 5 2011 |
|---|---|---|---|---|---|
| **Beginning carryover** | **5,653,091** | **10,092,906** | | | |
| **REVENUES (Total)** | **50,192,618** | **47,817,601** | | | |
| Tax Levy | 49,858,542 | 47,519,211 | | | |
| Other | 334,076 | 298,390 | | | |
| | | | | | |
| **EXPENDITURES (Total)** | **44,764,574** | **48,116,493** | | | |
| University/Children's Hosp. (600001) | 32,000,000 | 32,000,000 | | | |
| Juvenile Court Medical (400067) | 1,386,411 | 1,447,740 | | | |
| TB Control (123711) | 1,239,342 | 1,428,188 | | | |
| Sheriff - Inmate Health Care (300558) | 7,245,750 | 8,491,443 | | | |
| Ext. Detox. Program (630084) | 1,727,255 | 2,455,460 | | | |
| Children w/Med Handicaps (170070) | 332,372 | 1,500,000 | | | |
| Budget & Strategic Initiatives (170070) | 63,172 | 80,873 | | | |
| Auditor and Treasurer Fees (170070) | 770,272 | 712,788 | | | |
| *Reserved for Encumbrance* | *988,229* | | | | |
| **Sub-total Carryover** | **10,092,906** | **9,794,014** | | | |

## HEALTH AND HOSPITALIZATION TAX, INCLUDING DRAKE HOSPITAL LEVY OVERVIEW:

On November 2, 2004 voters approved a 0.84 mills replacement levy for Health and Hospitalization including Drake Hospital. This millage was based on the approval of $80,000,000 to fund services supported by the Drake levy for five years. The County Auditor calculated millage and a five-year estimated revenue of $81,061,178 which included $80,088,444 for Health and Hospitalization Services and $972,734 for Auditor and Treasurer (A&T) fees.

The Drake levy is for the five-year period 2005-2009. 2008 is the fourth year of the current levy cycle.

## BUDGET OVERVIEW:

In addition to providing funding to Drake Hospital, levy funding also supports eligible services in various county agencies. The annual funding to Drake Hospital is governed by a contract between Drake Hospital, Inc. and the county for the term of the levy.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Drake* | $ 10,997,175 | $ 11,009,619 | $ 11,020,773 | $ 11,041,024 | $ 11,041,024 | 0.3% |
| Sheriff | 399,606 | 509,536 | 422,627 | 580,224 | 653,672 | 28.3% |
| Municipal Court | 2,688,210 | 2,290,057 | 2,644,525 | 2,353,429 | 2,680,258 | 17.0% |
| Probation | 1,074,501 | 1,364,803 | 1,105,008 | 1,391,547 | 1,495,705 | 9.6% |
| ADAPT | 1,793,637 | 1,589,755 | 1,477,326 | 1,440,928 | 1,442,282 | -9.3% |
| Total | $ 16,953,129 | $ 16,763,770 | $ 16,670,259 | $ 16,807,152 | $ 17,312,941 | 3.3% |

* *Includes $10,761,966 to Drake Center, $240,058 for Auditor and Treasurer Fees and $39,000 for Indirect Cost*

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Property Taxes | $ 14,195,192 | $ 13,548,041 | $ 14,075,451 | $ 13,328,881 | $ 13,328,881 | -1.6% |
| Other Intergovernmental | $ 2,231,786 | $ 2,376,408 | $ 2,465,104 | $ 2,675,001 | $ 2,678,001 | 12.7% |
| Miscellaneous | $ 151,825 | - | - | - | - | |
| Total | $ 16,578,803 | $ 15,924,449 | $ 16,540,555 | $ 16,003,882 | $ 16,006,882 | 0.5% |

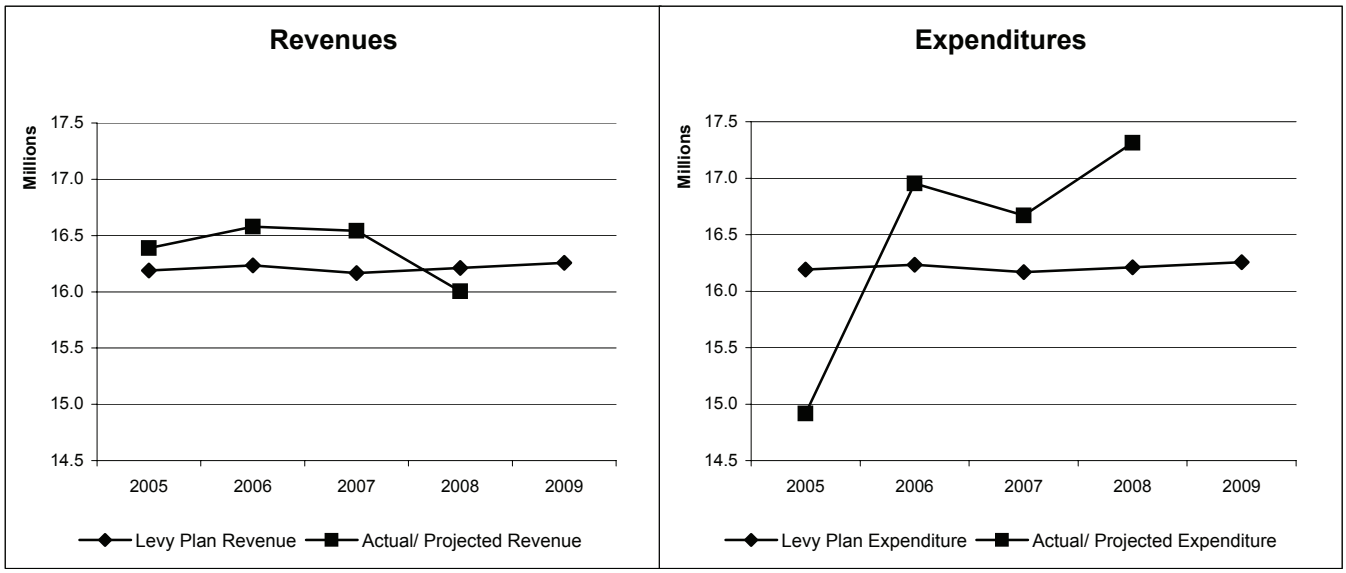
| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Recommend | Change from 2007 Budget |
|---|---|---|---|---|---|
| Sheriff | 8.00 | 8.00 | 8.00 | 10.00 | 2.00 |
| Municipal Court | - | - | - | 3.00 | 3.00 |
| Probation | - | - | - | 2.00 | 2.00 |
| ADAPT | - | - | 0.80 | 0.80 | 0.80 |
| Total | 8.00 | 8.00 | 8.80 | 15.80 | 7.80 |

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

# Health and Hospitalization - including Drake Center, Inc.

Tax Levy: 0.84 Mills

| 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 & 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 Actual | Year 2 2006 Actual | Year 3 2007 Estimate | Year 4 2008 Budget | Year 5 2009 |
|---|---|---|---|---|---|
| **Beginning carryover** | **2,204,129** | **3,676,367** | **3,302,039** | **2,208,000** | |
| **REVENUES (Total)** | **16,388,247** | **16,578,801** | **16,540,555** | **16,003,882** | |
| Tax Levy | 16,388,247 | 16,578,801 | 16,540,555 | 16,003,882 | |
| Other | - | | | | |
| **EXPENDITURES (Total)** | **14,916,009** | **16,953,129** | **16,670,259** | **17,312,941** | |
| Drake Center Inc. | 10,761,966 | 10,761,966 | 10,761,963 | 10,761,966 | |
| Sheriff (300340, 300616) | 379,883 | 399,606 | 422,627 | 653,671 | |
| Municipal Court (430281, 430560) | - | 2,688,210 | 2,644,525 | 2,680,261 | |
| Probation (490031, 490220) | 2,271,344 | 1,074,501 | 1,105,008 | 1,495,705 | |
| ADAPT (630076) | 1,222,250 | 1,793,637 | 1,477,326 | 1,442,282 | |
| Auditor and Treasurer Fees | 210,653 | 216,274 | 219,923 | 240,058 | |
| Indirect Cost (600023) | 18,116 | 18,935 | 38,887 | 39,000 | |
| Administrative | 51,797 | - | - | - | |
| *Reserved for Encumbrance* | | | *964,335* | | |
| **Ending Carryover** | **3,676,367** | **3,302,039** | **2,208,000** | **898,941** | |

## PROGRAM SUMMARY:

**Program:** Administration - 6001
**Mandated By:** Not Mandated
**Funding Source:** Tax Levies Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| There are two levies in Hamilton County that provide health and hospitalization services to indigent patients, the Drake Center levy and the Health and Hospitalization - University and Children's Hospitals tax levy.<br><br>In November 2004, voters approved a tax levy benefiting the Drake Center. The levy is for a five-year term from 2005-2009 at the rate of 0.84 mills. The Drake Center is a regional, not-for-profit, tax-assisted private health care organization which provides comprehensive rehabilitation, subacute and skilled nursing care programs, principally to Hamilton County residents.<br><br>In November, 2006, voters approved a 4.49 mill five-year tax levy for health and hospitalization services to Hamilton County residents. The levy provides health and hospitalization services for indigent County residents at the University of Cincinnati and Children's Hospitals. | The County reached an agreement with Drake Center, Inc which provides approximately $10.7 million annually to Drake Center over the five-year levy period.<br><br>A written agreement was reached with both University Hospital and Children's Hospital which will provide for reduced dependence on levy funding starting in 2007.<br><br>University Hospital and Children's Hospital continued to provide health care to medically indigent residents of Hamilton County who meet income eligibility requirements. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** University and Children's Hospitals. To report on the community benefit provided annually by each hospital as required by contract. | | | | |
| **Demand:** Written reports to the County regarding Community Benefit | n/a | n/a | 2 | 2 |
| **Workload:** Written reports to the County regarding Community Benefit | n/a | n/a | 2 | 2 |
| **Efficiency:** University Hospital - $15,200,000 Community Benefit | n/a | n/a | 15,200,000 | 15,200,000 |
| **Effect./Outcome:** Children's Hospital - $4,600,000 Community Benefit | n/a | n/a | 4,600,000 | 4,600,000 |
| **Objective:** Drake Center. To continue to operate a long-term acute care facility with an emphasis on rehabilitation services. | | | | |
| **Demand:** Written report submitted to County regarding services. | n/a | 1 | 1 | 1 |
| **Workload:** Annual written report submitted to County regarding services | n/a | TBD | TBD | TBD |
| **Efficiency:** Annual written report submitted to County regarding services | n/a | TBD | TBD | TBD |
| **Effect./Outcome:** Annual written report submitted to County regarding services | n/a | TBD | TBD | TBD |

**Departmental Comments:**
The Drake levy may be eliminated in 2010. If the levy is eliminated, funding to support the county entities currently receiving Drake levy funding will need to be identified.

# Hospital Commission

## DEPARTMENT OVERVIEW:

The Hospital Commission (HC) has been in existence 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 bonds.

The HC ensures that new bond issues are drafted, reviewed, revised and an offering circular is prepared in a timely manner. The HC annually monitors the financial condition of and compliance with outstanding bond covenants issued.

## BUDGET OVERVIEW:

There are no pending requests for 2008 for capital expenditures.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 45,000 | $ 47,100 | $ 20,000 | $ 26,200 | $ 26,200 | -44.4% |
| Total | $ 45,000 | $ 47,100 | $ 20,000 | $ 26,200 | $ 26,200 | -44.4% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Recommend | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Charges for Services | $ - | $ 47,100 | $ 24,191 | $ 26,200 | $ 26,200 | -44.4% |
| Total | $ - | $ 47,100 | $ 24,191 | $ 26,200 | $ 26,200 | -44.4% |

*There are no employee positions associated with this department.*

## PROGRAM SUMMARY:

**Program:** Administration - 6501
**Mandated By:** Organized under ORC 339.14
**Funding Source:** Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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 in a timely manner. The Commission annually monitors the financial condition of and compliance with outstanding bond covenants issued.<br><br>The Greater Cincinnati Hospital Commission's vision statement: 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 tri-state area. | The Hospital Commission participated in two bond issuances totaling $64,830,000 in 2007. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Annually monitor the financial condition of and compliance with bond covenants issued. | | | | |
| **Demand:** Active bonds to be reviewed | 30 | 32 | 34 | 34 |
| **Workload:** Bonds reviewed | 30 | 32 | 34 | 34 |
| **Efficiency:** Time spent reviewing (hours per bond) | 30 | 30 | 30 | 30 |
| **Effect./Outcome:** Percent 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:** New issues requested | 0 | 2 | 2 | 2 |
| **Workload:** New issues processed | 0 | 2 | 2 | 2 |
| **Efficiency:** Cost to monitor an active bond | n/a | $2,500 | $2,500 | $2,500 |
| **Effect./Outcome:** Percent of bond issues prepared timely | 100% | 100% | 100% | 100% |

**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. The Commission anticipates two bond issues in 2008.

## Hamilton County Firsts

1850: First metropolitan area in the U.S. to establish a Jewish hospital.

# Mental Health and Recovery Services Board

## DEPARTMENT OVERVIEW:

The Mental Health and Recovery Services Board (MHRSB) 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. In addition, the agency provides for the delivery of comprehensive alcohol and drug addiction services and programs. It further offers primary prevention through education services to the community. The board contracts with a variety of social services agencies to provide for the delivery of comprehensive services and programs to the county. Specifically, these services deal with people who are severely mentally disabled or emotionally disturbed and at-risk adults, children, and the elderly, as well as people who have alcohol or drug addictions.

## BUDGET OVERVIEW:

The MHRS Board receives the majority of its revenue from state grants, totaling $62.0 million for 2008. These grants were appropriated in June 2007 with other state grants, and are not included in the tables below. The board is partially funded by three countywide property tax levies. The department receives $32.8 million of its 2008 revenue from the Mental Health levy, which was renewed by the voters in November 2007. The Board also receives $3.9 million from the Drake and Indigent Health Care levies. 2008 calendar year expenditures are $46.2 million, a 0.2% decrease over the 2007 budget.

## BUDGET SUMMARY:

| Budget by Program | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 10,538,939 | $ - | $ - | $ - | $ - | |
| Services Admin | 29,799,139 | 43,548,908 | 35,956,976 | 44,030,785 | 44,064,176 | 1.2% |
| Direct Services | 4,453,698 | 2,779,983 | 7,813,722 | 2,154,800 | 2,154,800 | -22.5% |
| Total | $ 44,791,776 | $ 46,328,891 | $ 43,770,698 | $ 46,185,585 | $ 46,218,976 | -0.2% |

| Revenue by Source | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Property Taxes | $ 29,574,353 | $ 27,450,222 | $ 29,067,647 | $ 26,638,717 | $ 26,638,717 | -3.0% |
| Chg for Service Fees | 68,490 | 4,222,014 | 981,296 | 1,055,311 | 1,055,311 | -75.0% |
| Other Intergovernmental | 7,612,721 | 7,185,266 | 7,620,816 | 8,357,830 | 8,357,830 | 16.3% |
| Miscellaneous | 3,186,966 | 2,416,005 | 2,470,558 | 2,173,199 | 2,173,199 | -10.0% |
| Other Financing | - | 6,000 | 6,778 | 6,800 | 6,800 | 13.3% |
| Total | $ 40,442,529 | $ 41,279,507 | $ 40,147,096 | $ 38,231,857 | $ 38,231,857 | -7.4% |

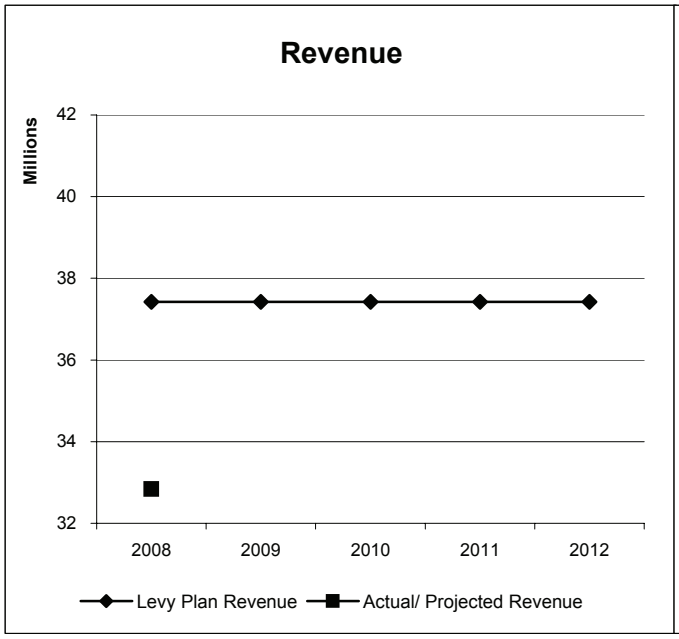
| Staffing by Program | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Administration | 14.00 | 21.80 | 3.25 | 3.22 | (18.58) |
| Direct Services | 42.07 | 17.00 | 35.55 | 35.58 | 18.58 |
| Total | 56.07 | 38.80 | 38.80 | 38.80 | - |

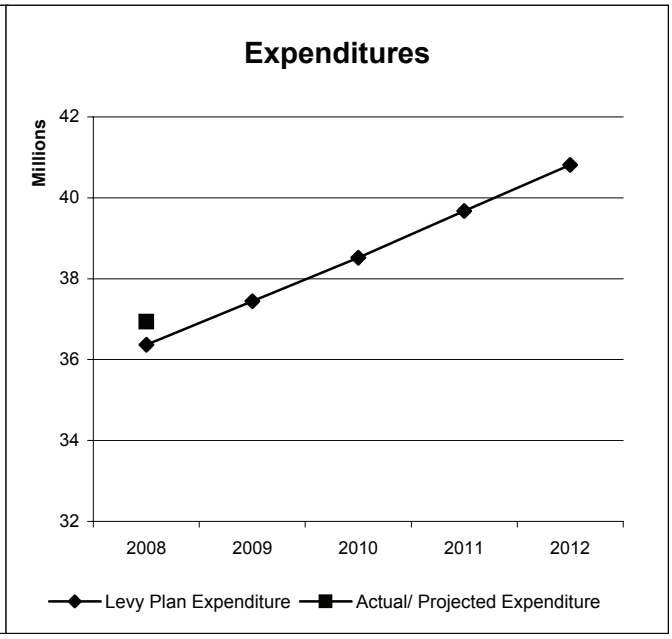
*The MHRS Board was created in October 2006, after the dissolution of the former Alcohol and Drug Addiction Services Board and the Community Mental Health Board. The 2006 figures in the tables above are sums from the two former boards.*

# Mental Health Levy

Tax Levy: 2.99 Mills

| LEVY PLAN | Year 1 2008 | Year 2 2009 | Year 3 2010 | Year 4 2011 | Year 5 2012 |
|---|---|---|---|---|---|
| **Beginning carryover** | **10,965,963** | **12,019,509** | **12,001,226** | **10,908,513** | **8,656,605** |
| **REVENUES (Total)** | **37,422,967** | **37,422,967** | **37,422,967** | **37,422,967** | **37,422,967** |
| Tax Levy | 37,422,967 | 37,422,967 | 37,422,967 | 37,422,967 | 37,422,967 |
| | | | | | |
| **EXPENDITURES (Total)** | **36,369,421** | **37,441,250** | **38,515,680** | **39,674,875** | **40,811,842** |
| Tax Levy Expenditures | **36,369,421** | **37,441,250** | **38,515,680** | **39,674,875** | **40,811,842** |
| | | | | | |
| **Ending Carryover** | **12,019,509** | **12,001,226** | **10,908,513** | **8,656,605** | **5,267,730** |




| ACTUAL/PROJECTED | Year 1 2008 Budget | Year 2 2009 | Year 3 2010 | Year 4 2011 | Year 5 2012 |
|---|---|---|---|---|---|
| | | | | | |
| **Beginning carryover** | **19,007,943** | | | | |
| **REVENUES (Total)** | **32,841,747** | | | | |
| Tax Levy | 32,841,747 | | | | |
| | | | | | |
| **EXPENDITURES (Total)** | **36,939,230** | | | | |
| Agency | 36,939,230 | | | | |
| | | | | | |
| **Ending Carryover** | **14,910,460** | | | | |

*This levy plan includes only the portion of the Mental Health and Recovery Services department in the tax levy operating fund. The remainder of the department budget in supported through other funding sources.*

## PROGRAM SUMMARIES:

**Program:** Direct Services - 6303
**Mandated By:** In part by ORC 1522.29
**Funding Source:** Special Revenue Calendar Grants, Special Revenue State Grants, Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Hamilton County Mental Health and Recovery Services Board (MHRSB) serves as the community behavioral health planning agency for Hamilton County and in so doing shall:<br>1. Evaluate the need for behavioral health programs and facilities,<br>2. Assess the community's behavioral health needs, set priorities and develop plans for the operation of community behavioral health services and programs and facilities for those services and programs.<br><br>The MHRSB shall also provide Behavioral Health program funding, monitoring, and agency support through the management and oversight of clinical service delivery, fiscal and information management systems, and Behavioral Health service evaluation and coordination. | The Hamilton County Board of County Commissioners created the MHRSB on October 19, 2006 through the consolidation of the previously independent Hamilton County Community Mental Health and the Hamilton County Alcohol and Drug Addiction Services Boards.<br><br>MHRSB is a model for the implementation and use of the Ohio Consumer Outcomes initiative (OCO), a statewide tool designed to facilitate recovery, to improve the service delivery system, and to account for public resources.<br><br>The MHRSB has developed Mental Health and Alcohol and Other Drug (AOD) program measurements to reflect its commitment to use OCO as a tool to measure consumer success and report this information to the taxpayers of Hamilton County. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Enrolled alcohol and other drug clients exhibit improvement in at least one area. | | | | |
| **Demand:** Clients enrolled in treatment. | n/a | n/a | 4,785 | 4,785 |
| **Workload:** Clients enrolled in treatment. | n/a | n/a | 4,785 | 4,785 |
| **Efficiency:** Average cost per client enrolled. | n/a | n/a | $2,613 | $2,613 |
| **Effect./Outcome:** Percent of enrolled clients exhibiting improvement in at least one area (abstinence; recidivism) | n/a | n/a | 30% | 30% |
| **Objective:** Enrolled mental health clients exhibit improvement in at least one area. | | | | |
| **Demand:** Clients enrolled in treatment. | n/a | n/a | 18,214 | 18,214 |
| **Workload:** Clients enrolled in treatment. | n/a | n/a | 18,214 | 18,214 |
| **Efficiency:** Average cost per client enrolled. | n/a | n/a | $3,112 | $3,112 |
| **Effect./Outcome:** Percent of enrolled clients exhibiting improvement in at least one area (problem severity, functioning, quality of life) | n/a | n/a | 75% | 75% |

*As a new Board, the department has identified new performance measures for 2008. For this reason, the 2006 and 2007 columns are blank.*

**Departmental Comments:**
The sources of funding for Direct Services are as follows:

- General Revenue and Block Grants from the Ohio Department of Mental Health (ODMH)
- General Revenue and Block Grants from the Ohio Department of Alcohol and Drug Addiction Services (ODADAS)
- Mental Health Levy – Mental Health Services
- Drake Levy – AOD Services
- Indigent Care Levy – AOD Services
- Inter-County Revenue – Mental Health and AOD Services
- Greater Cincinnati Health Foundation- Mental Health Services

The MHRSB's management of the Hamilton County Behavioral Health System is evolving to include increased emphasis on production, monitoring and analysis of Ohio Consumer Outcomes (OCO) data. Based on this direction, unrelated Objectives were deleted, and two OCO Objectives were re-tooled. The data from these measurement tools will aid in the effective support of the MHRSB's funding decisions related to the retention and development of programs to meet the needs of Hamilton County residents.

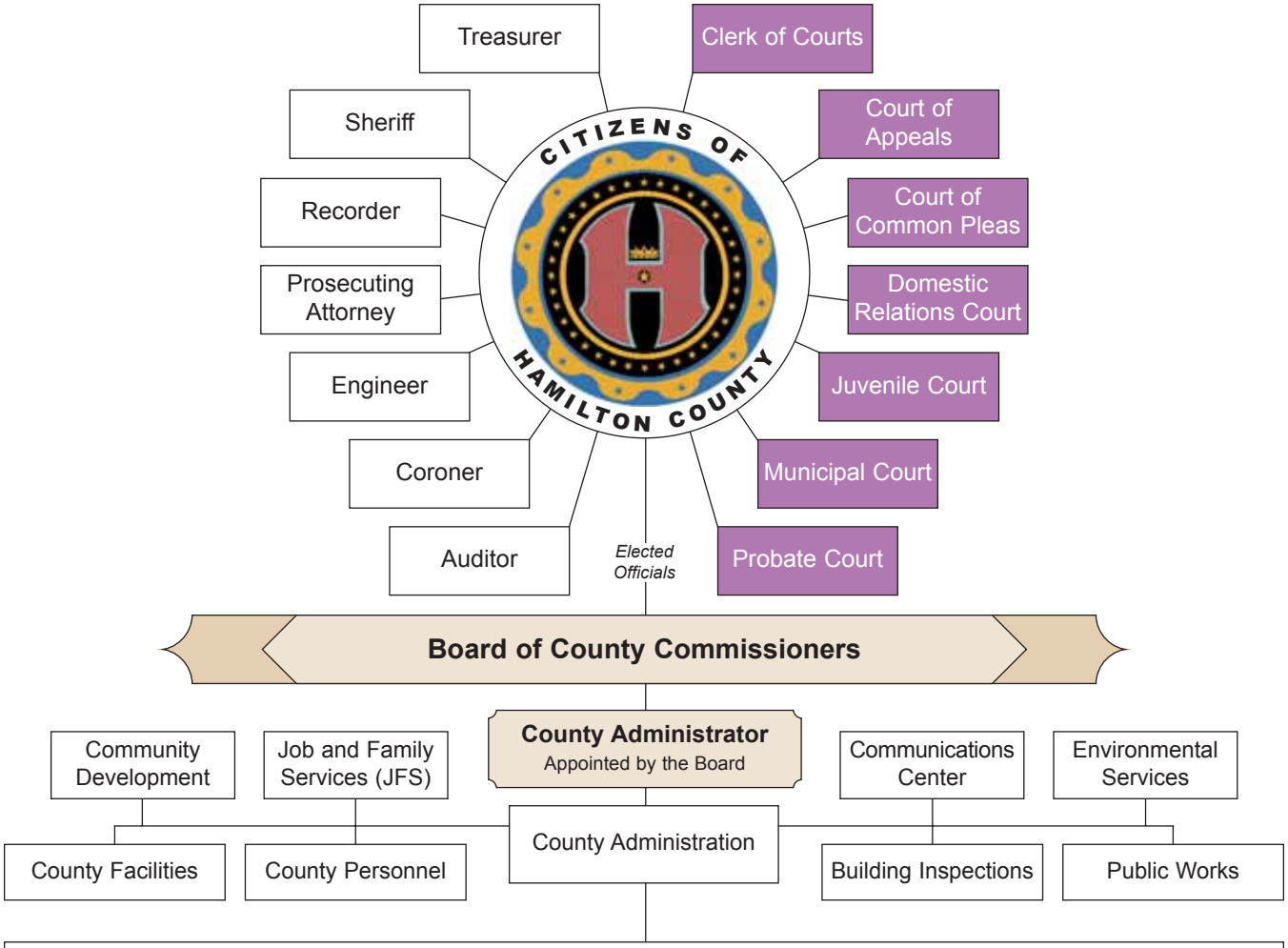
A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

## Hamilton County Firsts

1952: Children's Hospital develops the first heart-lung machine, making open heart surgery possible.

# Hamilton County, Ohio

# Judicial




*County services for which the Board of County Commissioners is solely responsible*

Board of Building Appeals
Board of Building Standards
Board of Zoning Appeals
Cabinet of Economic Advisors
Competition and Efficiency Committee
Council of Elders
Criminal Justice Commission
Dog Warden
Earthworks Appeals Board
Economic Development Task Force
Great American Ball Park
Health Care Review Commission
Homeland Security Commission
Hospital Commission
Infant Mortality Reduction Commission
JFS Planning Committee
Local Corrections Planning Board
Metropolitan Sewer District
Paul Brown Stadium
Rural Zoning Commission
Tax Incentive Review Committee
Tax Levy Review Committee
Storm Drainage Appeals

*County services in which the Board of County Commissioners share responsibility*

Board of Elections
Board of Mental Retardation/Developmental Disabilities
Board of Park Commissioners
Board of Revision
Cincinnati Area Geographic Information System
Cincinnati Metropolitan Housing Authority
Cincinnati Museum Center
Cincinnati Zoo and Botanical Gardens
Children's Trust Fund
County Law Enforcement Applied Regionally
Community Action Agency
Community Improvement Corporation
Convention Facilities Authority
Drake Center
Elderly Services Program Advisory Council
Emergency Management Agency
Family and Children First Council
Hamilton County Board of Health
Hamilton County Development Company
Indigent Health Care
Information Processing Advisory Committee
Integrating Committee (District 2)
Kenton County Airport Board Advisory Committee
Mental Health and Recovery Services Board
OH-KY-IN Regional Council of Governments
Ohio State University Extension Service
Port of Greater Cincinnati Development Authority
**Public Defender Commission**
Public Library of Cincinnati and Hamilton County
Regional Computer Center Control Board
Regional Planning Commission
**River City Correctional Facility**
Senior Services
Soil and Water Conservation District
Solid Waste Management District
Southwest Ohio Regional Transit Authority
Stormwater District Oversight Board
Veterans Service Commission

# Judicial

2008 Budget Summary by Department

## Revenues *(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Juvenile Court | 17,585 | 12,031 | 16,509 | 20,062 |
| Clerk of Courts | 16,589 | 18,063 | 17,399 | 17,954 |
| Public Defender | 3,453 | 3,929 | 3,901 | 3,883 |
| Court of Common Pleas | 2,369 | 2,636 | 976 | 2,283 |
| Probation | 1,957 | 1,773 | 1,775 | 1,775 |
| Probate Court | 1,334 | 1,222 | 1,349 | 1,349 |
| Court of Domestic Relations | 862 | 736 | 895 | 895 |
| Municipal Court | 620 | 653 | 669 | 669 |
| Court Reporters | 24 | - | 22 | 34 |
| Court of Appeals | 1 | 2 | 1 | 1 |
| **Total** | **$44,793** | **$41,045** | **$43,495** | **$48,904** |

## Expenditures *(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Juvenile Court | 33,193 | 32,195 | 37,517 | 35,538 |
| Clerk of Courts | 18,077 | 18,973 | 20,870 | 19,676 |
| Public Defender | 12,454 | 12,800 | 14,284 | 13,401 |
| Probation | 11,261 | 12,123 | 13,016 | 12,703 |
| Court of Common Pleas | 11,135 | 11,026 | 11,388 | 11,953 |
| Municipal Court | 10,102 | 10,513 | 11,146 | 11,171 |
| Court of Domestic Relations | 5,401 | 5,274 | 5,403 | 4,843 |
| Probate Court | 3,393 | 3,315 | 3,885 | 3,754 |
| Court Reporters | 2,496 | 2,533 | 2,943 | 2,813 |
| Court of Appeals | 69 | 71 | 116 | 74 |
| **Total** | **$107,581** | **$108,822** | **$120,568** | **$115,927** |

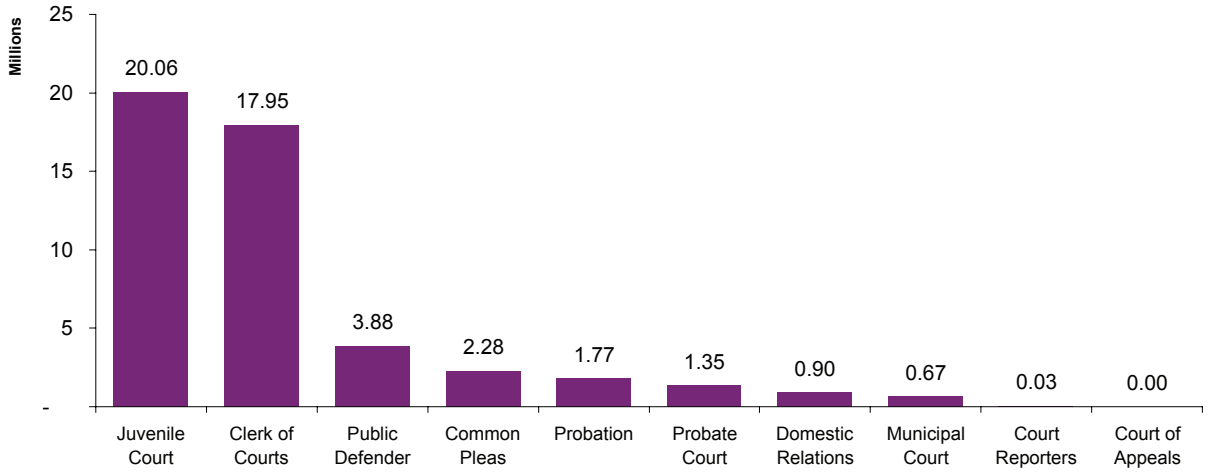
## Employee Positions

| Department | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Juvenile Court | 585.01 | 549.23 | 548.73 | 548.73 |
| Clerk of Courts | 328.64 | 328.64 | 328.64 | 327.64 |
| Probation | 218.50 | 202.00 | 205.62 | 203.62 |
| Municipal Court | 126.43 | 126.60 | 130.70 | 129.45 |
| Public Defender | 112.00 | 112.00 | 121.00 | 113.00 |
| River City CBCF | 103.50 | 104.00 | 102.00 | 102.00 |
| Court of Common Pleas | 93.25 | 94.25 | 93.75 | 85.75 |
| Court of Domestic Relations | 82.00 | 82.00 | 81.00 | 78.00 |
| Probate Court | 44.93 | 44.93 | 44.93 | 44.93 |
| Court Reporters | 42.50 | 42.50 | 44.00 | 39.50 |
| TASC | 14.50 | - | - | - |
| **Total** | **1,751.26** | **1,686.15** | **1,700.37** | **1,672.62** |

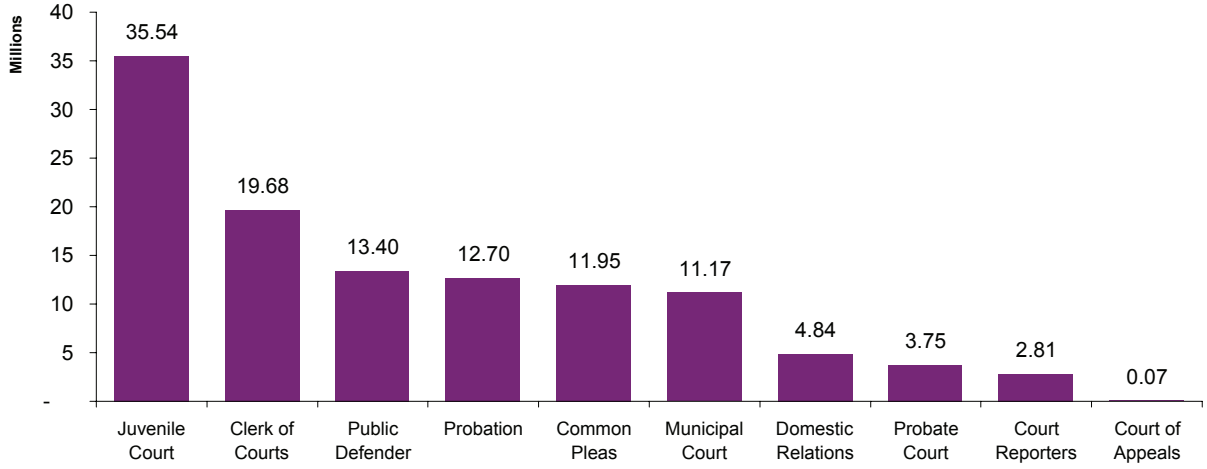
# Judicial

2008 Budget Summary by Department

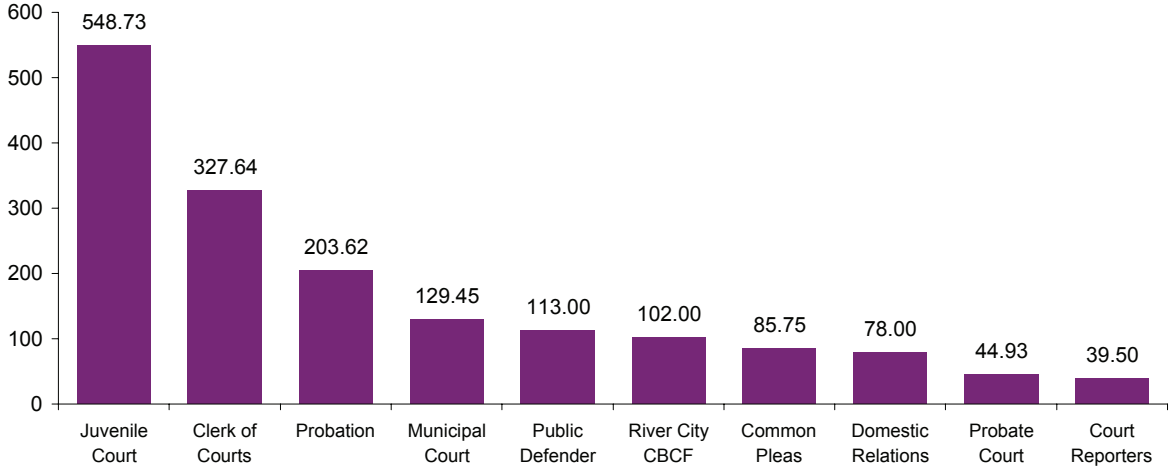
## Revenue




## Expenditures




## Employee Positions



# Clerk of Courts

## DEPARTMENT OVERVIEW:

The Hamilton County Clerk of Courts serves as both official record keeper and agent of Hamilton County's justice system.

As official record keeper, the Clerk manages and archives all records of the Court of Common Pleas and the Municipal Court as well as other courts that have appellate jurisdiction at the county level.

In addition to record keeping duties, Clerk personnel have responsibilities that include arrest, transportation of prisoners, subpoenas, evictions and courtroom security in Municipal Court. An average year finds the bailiffs in the Municipal Court making over 8,000 arrests, serving over 15,000 subpoenas and transporting some 20,000 prisoners to court.

The Clerk of Courts Traffic Division processes over 50,000 traffic tickets yearly and 40,000 arrest warrants. These generate over $13,000,000 each year, which Hamilton County shares with the City of Cincinnati and the State of Ohio. The Civil Division handles over 35,000 civil suits yearly and handles over 12,000 evictions.

The Clerk of Courts Auto Title Division has been issuing Certificates of Title since 1938. Hamilton County is third largest in the state in title volume for cars, trucks, motorcycles, trailers, mobile homes, and boats.

## BUDGET OVERVIEW:

The 2008 general fund budget is $16.0 million, a $262,422 (1.7%) increase from the 2007 budget. The department increase is primarily related to countywide increases for personnel costs. Budget balancing adjustments include the reduction of one deputy clerk position ($27,200) and a $500,000 revenue increase for enhanced collection efforts. Revenues are further increasing by $700,000 due to the number of citations in the Municipal Court criminal traffic area and foreclosure filings in Common Pleas.

The Clerk of Courts' 2008 restricted fund budgets are approximately $3.7 million, a $467,815 (14.6%) increase from the 2007 budgets. The increase is primarily related to credit card fees in the Title Administration fund ($375,000).

## BUDGET SUMMARIES:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Title Administration | $ 2,866,748 | $ 3,194,909 | $ 3,334,806 | $ 3,736,473 | $ 3,662,725 | 14.6% |
| Appellate | 6,618 | 11,837 | 4,108 | 5,600 | 3,170 | -73.2% |
| Administration/MIS | 176,365 | 179,962 | 215,278 | 253,880 | 217,049 | 20.6% |
| Civil Bailiff | 39,507 | 40,791 | 49,331 | 103,275 | 35,370 | -13.3% |
| Criminal Bailiff | 122,054 | 117,468 | 105,510 | 203,190 | 85,390 | -27.3% |
| Common Pleas | 426,000 | 413,693 | 473,459 | 492,210 | 424,900 | 2.7% |
| Microfilm/Records Center | 111,166 | 137,826 | 119,858 | 136,330 | 110,600 | -19.8% |
| Domestic Violence Shelter | 82,464 | 85,000 | 79,296 | 85,000 | 85,000 | 0.0% |
| Mail Center | 1,387,043 | 1,523,542 | 1,428,471 | 1,433,830 | 1,368,240 | -10.2% |
| Municipal Civil | 459,275 | 480,213 | 469,759 | 511,800 | 449,195 | -6.5% |
| Municipal Criminal Traffic | 135,516 | 135,367 | 39,454 | 167,030 | 99,475 | -26.5% |
| Personnel | 12,252,219 | 12,621,418 | 12,640,411 | 13,741,217 | 13,135,152 | 4.1% |
| Crime Stoppers | 11,804 | - | 12,895 | - | - | n/a |
| Total | $ 18,076,780 | $ 18,942,028 | $ 18,972,639 | $ 20,869,835 | $ 19,676,266 | 3.9% |

| Revenue by Source | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Licenses | $ 2,367,694 | $ 2,325,000 | $ 2,329,079 | $ 2,275,000 | $ 2,275,000 | -2.2% |
| Charges for Service Fees | 5,040,242 | 5,232,000 | 5,467,993 | 5,158,800 | 5,213,800 | -0.3% |
| Fines & Forfeitures | 8,929,273 | 8,917,000 | 10,003,143 | 9,692,000 | 10,192,000 | 14.3% |
| Investments Interest | 101,092 | 100,000 | 128,687 | 130,000 | 130,000 | 30.0% |
| Other Intergovernmental | 95,832 | 100,000 | 92,193 | 100,000 | 100,000 | 0.0% |
| Miscellaneous | 54,397 | 75,000 | 41,669 | 43,000 | 43,000 | -42.7% |
| Total | $ 16,588,529 | $ 16,749,000 | $ 18,062,763 | $ 17,398,800 | $ 17,953,800 | 7.2% |

| Staffing by Program | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Title Administration | 53.55 | 53.55 | 53.55 | 53.55 | - |
| Personnel | 275.09 | 275.09 | 275.09 | 274.09 | (1.00) |
| Total | 328.64 | 328.64 | 328.64 | 327.64 | (1.00) |

## PROGRAM SUMMARIES:

**Program:** Administration Management Info Systems - 4603
**Mandated By:** ORC 2303
**Funding Source:** General Fund

| Program Description: | Accomplishments: |
|---|---|
| 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. | 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.<br><br>The Clerk's website has been completely revised.<br><br>The Clerk is in contract negotiations to begin debt collection.<br><br>Expanded document scanning for all clerk offices and other agencies.<br><br>Numerous awards for computerization projects. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **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% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To continue to maintain and make improvements to the CMS System. | | | | |
| **Demand:** Number of staff hrs available to maintain & improve CMS. | 9,100 | 9,100 | 9,100 | 9,100 |
| **Workload:** Number of staff hours used. | 9,100 | 9,100 | 9,100 | 9,100 |
| **Efficiency:** Number of staff. | 5 | 5 | 5 | 5 |
| **Effect./Outcome:** Percent of time CMS System is operational | 100% | 100% | 100% | 100% |

**Departmental Comments:**
MIS is and will continue to promote the expansion of electronic filing of all court documents. MIS has completed programming to enable automated telephonic traffic collections.

**Program:** Appellate - 4602
**Mandated By:** ORC 1901.32
**Funding Source:** General Fund, Special Revenue Calendar Grants

| **Program Description:** | **Accomplishments:** |
|---|---|
| Record and maintain filings in appellate actions within the Common Pleas jurisdiction. | Scanning of all documents as filed. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To perform mandated activities timely and efficiently. | | | | |
| **Demand:** Activities to be performed. | 109,742 | 103,202 | 103,000 | 103,000 |
| **Workload:** Activities performed. | 109,742 | 103,202 | 103,000 | 103,000 |
| **Efficiency:** Transactions per employee. | 21,948 | 20,640 | 20,600 | 20,600 |
| **Effect./Outcome:** Percentage of activities performed timely and efficiently. | 100% | 100% | 100% | 100% |

**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.

**Program:** Civil Bailiff - 4604
**Mandated By:** ORC 1901.32
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| Performs municipal court services similar to those performed by the Sheriff for the Court of Common Pleas and other duties requested by the Court. | All Bailiffs completed Law Enforcement Certification Training - Ohio Police Training Academy. Re-structuring of division has resulted in more efficient coverage of the county. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To execute statutorily mandated activities on a timely and efficient basis. | | | | |
| **Demand:** Bailiff activities to be performed. | 44,360 | 39,736 | 39,000 | 39,000 |
| **Workload:** Bailiff activities performed. | 44,360 | 39,736 | 39,000 | 39,000 |
| **Efficiency:** Transactions per employee. | 3,412 | 3,057 | 3,000 | 3,000 |
| **Effect./Outcome:** Percentage of activities performed on a timely and efficient basis. | 100% | 100% | 100% | 100% |

**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, repossessions, 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.

**Program:** Common Pleas - 4606
**Mandated By:** ORC 2303.07 and 2501.16
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| Records and maintains filings, fees, costs and cash bonds in criminal, civil and appellate actions within Common Pleas Court. | E-filings continued to expand during 2007 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.<br><br>As cases are filed, all related documents are scanned. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To perform all statutory duties timely and efficiently. | | | | |
| **Demand:** Activities to be performed. | 6,089,758 | 6,440,052 | 6,400,000 | 6,400,000 |
| **Workload:** Activities performed. | 6,089,758 | 6,440,052 | 6,400,000 | 6,400,000 |
| **Efficiency:** Transactions per employee. | 101,496 | 107,334 | 106,667 | 106,667 |
| **Effect./Outcome:** Activities performed efficiently and timely. | 100% | 100% | 100% | 100% |

**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-Cincinnati Police Dept., misdemeanor witness fees, criminal bond forfeiture, scanning, and e-filing.

**Program:** Criminal Bailiff - 4605
**Mandated By:** ORC 1901.32
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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. | Increased Warrants/Capiases service.<br>Continuation of 24-hour services without new hires.<br>Continued Law Enforcement Certification for entire staff - Ohio Police Training Academy (OPTA).<br>Continued cross-training of entire staff as Civil Bailiffs.<br>Successful implementation of on-call transports. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To efficiently and timely complete all statutory activities. | | | | |
| **Demand:** Activities to be performed. | 92,762 | 103,642 | 100,000 | 100,000 |
| **Workload:** Activities performed. | 92,762 | 103,642 | 100,000 | 100,000 |
| **Efficiency:** Transactions per employee | 2,319 | 2,591 | 2,500 | 2,500 |
| **Effect./Outcome:** Percentage of activities performed timely and efficiently. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
Warrant and capias 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.

Approximately 15,000 criminal subpoenas are served annually. Activities include: warrants and capiases, prisoner transports, DUI, domestic violence, 24 hour/seven day on-call transport, mail warrants/capiases, courtroom security sessions and second shift, and criminal subpoena services.

## Hometown Heroes

William Henry Harrison (1773-1841) served in Congress and as county Clerk of Courts before being elected the nation's ninth President.

**Program:** Domestic Violence Shelter - 4608
**Mandated By:** Not Mandated
**Funding Source:** Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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. | The Young Women Christian Association (YWCA) teamed up with Cincinnati Magazine for the second year of the Partnerscard fundraising project.<br><br>The 19th annual She Screams without Sound candlelight vigil was held to honor victims of domestic violence homicide on October 10th at the Hamilton County Courthouse. This year's keynote address was provided by Debra Dixon, local 12 news crime reporter. Additionally, the Family Violence Prevention Project held its first father/son retreat as part of its new Boys and Men's Initiative. Twenty-five fathers and sons convened to examine the dynamics of healthy relationships and the importance of fathers as positive role models.<br><br>Satisfaction survey results from clients departing the Battered Women's Shelter:<br>88% of clients reported they were able to get service quickly;<br>89% reported the Hotline Advocate assessed their situation and helped them create a plan to get shelter safely. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To provide shelter, counseling, and supportive services to battered women and their children in Hamilton County. | | | | |
| **Demand:** Battered Women's Hotline calls, annual. | 9,000 | 8,500 | 8,500 | 8,500 |
| **Workload:** Provide clients shelter services, annual. | 950 | 878 | 878 | 878 |
| **Efficiency:** Clients provided shelter services, annual. | 950 | 878 | 878 | 878 |
| **Effect./Outcome:** Percentage clients provided shelter services. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
The YWCA Battered Women's Shelter provides safe, secure, temporary shelter and necessary supportive services for homeless battered women and children to move them towards living independently and free from violence. Every aspect of the program is designed with the safety of the women and children in mind. Each woman leaves the program with an understanding of domestic violence, an awareness of community resources, and an individually tailored safety plan. The program works with women to identify barriers to self-sufficiency and how to overcome those obstacles. The YWCA Battered Women's Shelter provides ongoing services 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. Services include:

Safe, temporary emergency shelter for battered women and children who are homeless or need protective services and crisis assistance. The shelter enables women and children who are often isolated from family and support networks or who are in danger to access safe and secure protective shelter.

Financial assistance for rent, utility bill payment, back eviction, and furniture for clients attempting to obtain permanent housing away from their abuser. Client transportation assistance is provided through taxicab rides and bus vouchers.

**Program:** Mail Center - 4609
**Mandated By:** Not mandated
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| Provides daily delivery of all outbound mail picked up by clerk's employees and provides an inter-departmental mail system. | Successful installation of mail metering equipment as mandated by United States Postal Service Inter-departmental delivery continues twice daily. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To deliver mail timely and efficiently. | | | | |
| **Demand:** Mail to be delivered-annually. | 1,987,468 | 2,150,532 | 2,100,000 | 21,00,000 |
| **Workload:** Mail delivered. | 1,987,468 | 2,150,532 | 2,100,000 | 2,100,000 |
| **Efficiency:** Pieces per employee-annually. | 496,867 | 537,633 | 525,000 | 525,000 |
| **Effect./Outcome:** Percentage of mail handled efficiently and timely. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
The mail center maintains the inter-departmental mail system for the County.

**Program:** Microfilm/Records Center - 4607
**Mandated By:** ORC 1901.41
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| • Stores and maintains 31,000 square feet of county records.<br>• Retrieves and manages over 500 files/day from courts and other County records. Coordinates document storage functions and records disposals.<br>• Pulls and permanently disposes of County records according to statutory requirements.<br>• Microfilms all County records and scans Clerk of Courts documents.<br>• Operates XFP 2000 Production unit. | The Clerk of Courts did not submit any 2007 accomplishments for the Microfilm/Records Center program. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To complete Records Center activities timely and efficiently. | | | | |
| **Demand:** Number of records to be pulled. | 187,894 | 186,300 | 186,000 | 186,000 |
| **Workload:** Number of records pulled. | 187,894 | 186,300 | 186,000 | 186,000 |
| **Efficiency:** Transactions per employee. | 37,579 | 37,260 | 37,200 | 37,200 |
| **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. | 8,377,089 | 7,873,721 | 8,000,000 | 8,000,000 |
| **Workload:** Activities performed. | 8,377,089 | 7,873,721 | 8,000,000 | 8,000,000 |
| **Efficiency:** Transactions per employee. | 698,091 | 656,143 | 666,667 | 666,667 |
| **Effect./Outcome:** Activities performed efficiently and timely. | 100% | 100% | 100% | 100% |

**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 staff 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.

**Program:** Municipal Civil - 4610
**Mandated By:** ORC 1901.31
**Funding Source:** General Fund, Special Revenue Calendar Grants

| **Program Description:** | **Accomplishments:** |
|---|---|
| Records and maintains filings, fees, costs and complaints in civil actions within municipal court jurisdiction. | Electronic filings of court documents continued to expand during 2007.<br>Increase in volume of statutory duties being executed timely and efficiently with no corresponding increase in staff. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To timely and efficiently execute statutory duties. | | | | |
| **Demand:** Clerk's actions to be handled. | 889,644 | 941,272 | 940,000 | 940,000 |
| **Workload:** Clerk's actions handled. | 889,644 | 941,272 | 940,000 | 940,000 |
| **Efficiency:** Transactions per employee. | 29,656 | 31,376 | 31,333 | 31,333 |
| **Effect./Outcome:** Percentage of activities handled timely. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
As cases are filed, all related documents are scanned.

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.

**Program:** Municipal Criminal Traffic - 4611
**Mandated By:** ORC 1901.31
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| Records and maintains warrants, complaints, filings, fees, costs and cash bonds in criminal and traffic cases within municipal court jurisdiction. | - A secured area has been made available for attorneys and police officers 24 hours/day which provides space for completing necessary paperwork for warrants, complaints, etc.<br>- Partial payments of "mail-in" tickets continue to be accepted which helps increase revenue collections.<br>- Streamlined the process for Bureau of Motor Vehicles (BMV) release forms resulting in improved customer service.<br>- Daily average of missing court files continues to be reduced from more than 100 to less than 1/day. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To complete timely all statutory duties | | | | |
| **Demand:** Statutory duties to be performed | 2,173,866 | 2,405,532 | 2,400,000 | 2,400,000 |
| **Workload:** Statutory duties performed | 2,173,866 | 2,405,532 | 2,400,000 | 2,400,000 |
| **Efficiency:** Transactions per employee | 28,604 | 31,652 | 31,579 | 31,579 |
| **Effect./Outcome:** Percentage of tasks completed timely | 100% | 100% | 100% | 100% |

**Departmental Comments:**
This division operates 24 hours/day, 365 days/year. As cases are filed, all related documents are scanned.

Activities include: criminal complaints processed, traffic citations processed, DETER traffic bureau, traffic ticket pay outs, witness fee checks issued, felony bonds, misdemeanor criminal and traffic bonds, expungements, municipal appeals, scanning and criminal citations.

The Clerk's Municipal Criminal Traffic Division and Common Pleas Division are collecting $1.00 for every conviction of a crime (except traffic) for a citizen reward program as per resolution adopted by county commissioners on 11/17/2004. Collections average $13,000/yr.

**Program:** Personnel - 4614
**Mandated By:** Not mandated
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| A program for general fund personnel was established in 2001 as a means of simplifying the budget process. | A simplified process of budgeting for general fund personnel expenses was established in 2001. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To efficiently manage and project General Fund personnel expenditures for the current fiscal year. | | | | |
| **Demand:** Number of pay periods to process | 26 | 26 | 27 | 27 |
| **Workload:** Number of pay periods processed | 26 | 26 | 27 | 27 |
| **Efficiency:** Number of hours to process each pay period | 10.5 | 10.5 | 10.5 | 10.5 |
| **Effect./Outcome:** Percent of pay periods processed timely | 100% | 100% | 100% | 100% |

**Departmental Comments:**
The Clerk of Courts views this method as a more efficient way of tracking personnel expenses during the fiscal year.

**Program:** Title Administration - 4601
**Mandated By:** ORC 4505.06
**Funding Source:** Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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 pay-outs of traffic tickets are collected and remitted. | Continued operation of BMV ATPS System.<br><br>Continued operation of four office sites.<br><br>Successful promotion of Passport business. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To complete activities timely and efficiently. | | | | |
| **Demand:** Activities to be performed. | 666,082 | 734,260 | 730,000 | 730,000 |
| **Workload:** Activities performed. | 666,082 | 734,260 | 730,000 | 730,000 |
| **Efficiency:** Transactions per employee. | 13,202 | 14,685 | 14,600 | 14,600 |
| **Effect./Outcome:** Percentage of duties performed timely and efficiently. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
Per State Bill 59, Title Administration is continuing to adjust to electronic cross county titling, which may result in fluctuation of volume of titles. 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 pay-outs.

## Hamilton County Firsts

1853: With the invention of the first practical steam engine,
Cincinnati becomes the first U.S. city to form a paid fire department
and use a horse-drawn steam fire engine. It also installs the first firemen's pole.

# Court of Appeals

## DEPARTMENT OVERVIEW:

Hamilton County encompasses Ohio's First District Court of Appeals, one of twelve appellate districts in the state. Article IV, Section 3 of the Ohio Constitution provides the authority for this court to review appeals from Municipal Court and all divisions of Common Pleas Court, as well as original actions in Habeas Corpus, Mandamus, Prohibition, Procedendo and Quo Warranto.

This court also provides forms, procedural guides, and copies of opinions, decisions and judgment entries to attorneys and litigants upon request.

## BUDGET OVERVIEW:

Court of Appeals' 2008 general fund budget a $16,090 (17.8%) decrease in expenditures. Miscellaneous fees are the only source of revenue that this court generates. The amount is nominal, and ranges from $300 to $500 on a yearly basis. Key issues are:

- **Personnel Costs:** The court's employees are employed by the State of Ohio.
- **Other Expenditures:** Other expenditures decreased by $1,089 (1.4%).
- **Capital Outlay:** Regularly scheduled replacement of data processing equipment was postponed for a year.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 68,779 | $ 90,550 | $ 70,660 | $ 116,000 | $ 74,461 | -17.8% |
| Total | $ 68,779 | $ 90,550 | $ 70,660 | $ 116,000 | $ 74,461 | -17.8% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Charges for Service Fees | $ 534 | $ 300 | $ - | $ 500 | $ 500 | 66.7% |
| Miscellaneous | - | - | 2,357 | - | - | n/a |
| Total | $ 534 | $ 300 | $ 2,357 | $ 500 | $ 500 | 66.7% |

*There are no employee positions associated with this department. All Court of Appeals personnel are employed by the state of Ohio.*

## PROGRAM SUMMARY:

**Program:** Administration - 4101
**Mandated By:** ORC 2501
**Funding Source:** General Fund, Special Revenue State Grants

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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. | 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. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Dispose of all appellate cases within 10 months of filing. | | | | |
| **Demand:** Current year filings | 1,101 | 1,100 | 950 | 950 |
| **Workload:** Pending cases | 779 | 670 | 750 | 750 |
| **Efficiency:** Number of case terminations | 1,031 | 930 | 1,000 | 1,000 |
| **Effect./Outcome:** Percentage of appellate cases completed within time frame | 95% | 95% | 95% | 95% |

**Departmental Comments:**
All employee salaries are assumed by the State of Ohio. Staffing levels have decreased from 31 positions in 1999 to 27 in 2008.

# Hometown Heroes

William Howard Taft (1857-1930) was the 27th U.S. President (1909-13) and 10th Chief Justice of the Supreme Court (1921-30).

# Court of Common Pleas

## DEPARTMENT OVERVIEW:

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 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. The latter three exist as separate departments for budgetary purposes.

## BUDGET OVERVIEW:

The 2008 budget is $12.0 million, a 1.8% increase over the 2007 budget.

*Court Consolidation*
In an effort to consolidate overall court administration, the personnel budget was reduced by $166,000.

*Expenditure Transfers*
Due to surplus capacity in the Court's restricted funds, expenditures were transferred from the general fund to the following funds:

- $1,000,000 to the Clerk of Courts Automation fund
- $273,600 to the Legal Research Services fund
- $281,000 to the Court of Common Pleas Special Projects fund
- $26,500 to the Administration of Justice fund

It is expected that the Court may offer alternatives to these transfers.

*Law Library*
The ORC has transitioned responsibility for the law library that is currently located in the Courthouse. The personnel budget for the library has been moved to the Contracts and Subsidies department.

## BUDGET SUMMARY:

| Budget by Program | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 5,844,919 | $ 6,685,102 | $ 6,562,524 | $ 6,702,565 | $ 5,644,042 | -15.6% |
| Judicial | 5,289,947 | 5,053,110 | 4,463,884 | 4,685,638 | 6,309,034 | 24.9% |
| Total | $ 11,134,867 | $ 11,738,212 | $ 11,026,408 | $ 11,388,203 | $ 11,953,076 | 1.8% |

| Revenue by Source | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Chg for Service Fees | $ 708,400 | $ 713,000 | $ 755,752 | $ 718,750 | $ 718,750 | 0.8% |
| Fines & Forfeitures | 1,568,783 | 1,472,265 | 1,752,346 | 172,265 | 1,437,265 | -2.4% |
| Miscellaneous | 90,713 | 115,000 | 127,825 | 85,000 | 127,000 | 10.4% |
| Other Taxes | 620 | - | - | - | - | |
| Total | $ 2,368,516 | $ 2,300,265 | $ 2,635,923 | $ 976,015 | $ 2,283,015 | -0.7% |

| Staffing by Program | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Administration | 20.90 | 21.80 | 18.00 | 16.00 | (5.80) |
| Judicial | 72.35 | 72.45 | 75.75 | 69.75 | (2.70) |
| Total | 93.25 | 94.25 | 93.75 | 85.75 | (8.50) |

## PROGRAM SUMMARIES:

**Program:** Administration - 4201
**Mandated By:** ORC 4201
**Funding Source:** General Fund, Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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.<br><br>Court of Common Pleas continues to be linked to the Hamilton County information technology network through the Court Management System (CMS) computer software. The Court Administrator with the assistance of the court's Technology Administrator, are in charge of implementing the daily functions of CMS. | The Court of Common Pleas continues to participate 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. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **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% |

**Departmental Comments:**
The administrators provide daily liaison with criminal justice agencies and serve as secretary to the Joint Session and staff.

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

**Program:** Judicial - 4202
**Mandated By:** O. Const. Art IV & 14, ORC 4202
**Funding Source:** General Fund, Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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.<br><br>Drug Court 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.<br><br>The Common Pleas Jury Commissioner's office has a program where jurors can donate their earnings ($9.50 per day) to the Administration of Justice Fund. With these donations, a free drink service is available to jurors everyday, donuts on Wednesdays, magazines, water service in the jury rooms and many other perks. | 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. A civil case filed in Common Pleas Court, where the amount in controversy does not exceed $100,000 may be referred to arbitration by the assigned judge via an entry of referral. 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 department. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** 16 judges will conduct hearings on civil and criminal cases within the required time limits | | | | |
| **Demand:** No. of hearings to be conducted | 23,745 | 24,525 | 24,550 | 24,550 |
| **Workload:** No. of hearings conducted | 23,745 | 24,525 | 24,550 | 24,550 |
| **Efficiency:** No. of calendar days court is in session | 222 | 222 | 222 | 222 |
| **Effect./Outcome:** % of hearings conducted within the required time limits | 90% | 89% | 91% | 91% |
| **Objective:** To schedule arbitration hearings and provide arbitrators and courtroom space for hearings within the suggested time limits | | | | |
| **Demand:** No. of cases referred to arbitration department | 1,115 | 1,025 | 1,150 | 1,150 |
| **Workload:** Cases scheduled for arbitration | 1,115 | 1,025 | 1,150 | 1,150 |
| **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 | 410 | 440 | 445 | 445 |
| **Workload:** Cases mediated and/or concluded | 410 | 440 | 445 | 445 |
| **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% |
| **Objective:** To provide jurors for Court of Common Pleas | | | | |
| **Demand:** No. of jurors called annually | 29,105 | 29,350 | 29,425 | 29,425 |
| **Workload:** No. of jurors seated annually | 6,540 | 29,350 | 29,425 | 29,425 |
| **Efficiency:** Daily staff hours working with jurors | 7 | 7 | 7 | 7 |
| **Effect./Outcome:** % of jurors seated for hearings requiring jurors | 100% | 100% | 100% | 100% |

**Departmental Comments:**
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 video. The average hearing requires approximately 3.5 hours to complete, including deliberation time.

# Court of Domestic Relations

## DEPARTMENT OVERVIEW:

Statutory authority provides the Court of Domestic Relations, a division of Court of Common Pleas, jurisdiction of proceedings relating to divorce and dissolution of marriage, and domestic violence issues. The court also adjudicates issues identified with those processes through its orders governing custody, support and visitation, as it relates to the minor children of litigants. Child and spousal support enforcement through appropriate proceedings and orders provide a valuable aid, easing the economical distress of the divorce action.

In an effort to provide further relief during the court processes, the Department of Parenting Services conducts investigations and makes recommendations concerning issues of child custody and visitation. Also, court ordered mediation in the initial stages of divorce litigation is conducted by this department to help resolve parenting disputes.

## BUDGET OVERVIEW:

2008 budgeted expenditures are $4.8 million, a $573,650 (10.6%) decrease from the 2007 budget. The decrease is related to an accounting change for Sheriff's security reimbursements ($520,000), elimination of a court reporter position ($52,000) and the consolidation of administrative personnel within the Court of Common Pleas ($73,000), as well as a $68,000 increase in worker's compensation. The court is budgeted to receive IPAC funding to install digital recording equipment in the three judge's courtrooms.

## BUDGET SUMMARY:

| Budget by Program | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 2,868,111 | $ 2,897,361 | $ 2,665,535 | $ 2,569,501 | $ 2,136,401 | -26.3% |
| Judges and Magistrates | 1,926,392 | 1,912,396 | 1,941,177 | 2,152,554 | 2,046,438 | 7.0% |
| Investigative | 606,315 | 607,132 | 667,787 | 681,410 | 660,399 | 8.8% |
| Total | $ 5,400,818 | $ 5,416,888 | $ 5,274,499 | $ 5,403,465 | $ 4,843,238 | -10.6% |

| Revenue by Source | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Charges for Service Fees | $ 5,036 | $ 4,560 | $ 6,286 | $ 5,500 | $ 5,500 | 20.6% |
| Other Intergovernmental | 857,455 | 866,809 | 729,832 | 889,704 | 889,704 | 2.6% |
| Total | $ 862,490 | $ 871,369 | $ 736,118 | $ 895,204 | $ 895,204 | 2.7% |

| Staffing by Program | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Administration | 43.00 | 43.00 | 41.00 | 39.00 | (4.00) |
| Judges and Magistrates | 28.00 | 28.00 | 29.00 | 28.00 | - |
| Investigative | 11.00 | 11.00 | 11.00 | 11.00 | - |
| Total | 82.00 | 82.00 | 81.00 | 78.00 | (4.00) |

## PROGRAM SUMMARIES:

**Program:** Administration - 4401
**Mandated By:** ORC-2301.03 (B)(2) and throughout Title 31
**Funding Source:** General Fund, Special Revenue State Grants

| **Program Description:** | **Accomplishments:** |
|---|---|
| The administrative section of the Court's 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.<br><br>Specifically, the departments within this section of the Court include: Docketing, Case Management, File Room, Information Systems, Administration, Decree Specialists and Court Secretaries. | Effective January 1, 2007, the Court increased the fee to file a post decree motion. This increase should generate an additional $37,000 each year in revenue for the General Fund. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** 1. To schedule and process all hearings for all judges and magistrates in a timely manner. | | | | |
| **Demand:** Magistrates hearings to be scheduled and processed | 16,365 | 15,582 | 16,750 | 16,750 |
| **Workload:** Magistrates hearings scheduled and processed | 16,365 | 15,582 | 16,750 | 16,750 |
| **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 | 96.6% | 96.6% | 97.5% | 97.5% |
| **Objective:** 2. To schedule and process all hearings for all judges and magistrates in a timely manner. | | | | |
| **Demand:** Magistrates hearings to be scheduled and processed | 16,365 | 15,582 | 16,750 | 16,750 |
| **Workload:** Magistrates hearings scheduled and processed | 16,365 | 15,582 | 16,750 | 16,750 |
| **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 | 93.5% | 93.5% | 95.0% | 95.0% |

**Departmental Comments:**
The reimbursement from the Title IV-D Agreement in 2007 was $729,832. The projected 2008 reimbursement is $702,672.

Challenges for 2008: The Court will continue to streamline, modify, and reorganize its structure to create a more efficient operation.

**Program:** Investigative - 4403
**Mandated By:** Ohio Revised Code 31
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Department of Parenting Services conducts investigations and makes recommendations concerning issues of custody and visitation. Social workers conduct interviews with divorcing couples, each parent individually, each child separately and the family as a whole. Information is solicited about the family from various professionals in the community. Visits by court employees are made to each parent's home while the children are in residence. After all this information is gathered, recommendations are made regarding the best interest of the children and the best custodial arrangements for the family.<br><br>Court-ordered mediation in the initial stages of divorce litigation is conducted by this department as well to help resolve parenting issues. Independent results of this process illustrate that mediation is an effective and efficient tool.<br><br>When difficult visitation matters emerge in court hearings, court personnel have the option of referring cases for evaluation to social workers. Furthermore, parents may independently contact the court and request evaluations for the family. | Research studies indicate that many children are deeply affected by divorce. To reduce this effect, divorcing couples who are unable to agree on parenting issues, are often ordered to partake in Early Intervention Mediation.<br><br>Data illustrates that during the last quarter of 2007, parenting disputes were resolved 65.1% of the time when mediated in the early stages of divorce. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** 1.To investigate and make recommendations for the court concerning issues relating to child custody and visitation | | | | |
| **Demand:** Full custody investigations requested | 123 | 144 | 150 | 150 |
| **Workload:** Full custody investigations issued | 123 | 144 | 150 | 150 |
| **Efficiency:** Referral to completion | 140 days | 140 days | 140 days | 140 days |
| **Effect./Outcome:** Custody investigations completed timely | 91.9% | 72.9% | 95.0% | 95.0% |
| **Objective:** 2. To investigate and make recommendations for the court concerning issues relating to child custody and visitation | | | | |
| **Demand:** Modified custody investigations requested | 52 | 87 | 100 | 100 |
| **Workload:** Modified custody investigations issued | 52 | 87 | 100 | 100 |
| **Efficiency:** Referral to completion | 75 days | 75 days | 75 days | 75 days |
| **Effect./Outcome:** Modified custody investigations completed timely | 82.7% | 62.1% | 65.0% | 65.0% |
| **Objective:** 3. To investigate and make recommendations for the court concerning issues relating to child custody and visitation | | | | |
| **Demand:** Mediations requested | 195 | 162 | 200 | 200 |
| **Workload:** Memorandum of agreements issued | 195 | 162 | 200 | 200 |
| **Efficiency:** Referral to completion | 100% | 100% | 100% | 100% |
| **Effect./Outcome:** Disputes resolved by mediation | 67.7% | 61.1% | 75.0% | 75.0% |
| **Objective:** 4. To investigate and make recommendations for the court concerning issues relating to child custody and visitation | | | | |
| **Demand:** Full visitation evaluations requested | 222 | 147 | 200 | 200 |
| **Workload:** Full visitation evaluations issued | 222 | 147 | 200 | 200 |
| **Efficiency:** Referral to completion | 65 Days | 65 Days | 65 Days | 65 Days |
| **Effect./Outcome:** Visitation evaluations completed timely | 66.7% | 61.2% | 75.0% | 75.0% |

**Departmental Comments:**
The Department of Parenting Services also handles court and public requests for services, and custody updates

Challenges for 2008:
The Department of Parenting Services is planning an expansion of the mediation program to include a post-decree component.

**Program:** Judges / Magistrates - 4402
**Mandated By:** ORC section 2301.03 (B)(2) and throughout Title 31
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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 and dissolution of marriage. It affords a forum for adequate and proper relief to litigants in the above process.<br><br>The Court also adjudicates issues identified with those processes through its orders governing custody, support, and visitation as it relates to the minor children of litigants. | Between 2003 and 2007, domestic violence filings increased more than 9.5%. Recently, the Court has implemented new procedures to manage this increase. Court personnel have been repositioned and procedures have been streamlined to provide more effective and efficient services for relief for victims of domestic violence. These positive changes have been accomplished without any increase in expenditures. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** 1. To hear in a timely manner all filings before the court with sensitivity toward all parties involved. | | | | |
| **Demand:** Judicial hearings to be held. | 7,539 | 7,266 | 7,500 | 7,500 |
| **Workload:** Judicial hearings held. | 7,539 | 7,266 | 7,500 | 7,500 |
| **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. | 96.6% | 96.6% | 97.5% | 97.5% |
| **Objective:** 2. To hear in a timely manner all fillings before the court with sensitivity toward all parties involved. | | | | |
| **Demand:** Judicial hearings to be held. | 7,539 | 7,266 | 7,500 | 7,500 |
| **Workload:** Judicial hearings held. | 7,539 | 7,266 | 7,500 | 7,500 |
| **Efficiency:** Designated time to complete 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. | 100% | 100% | 100% | 100% |
| **Objective:** 3.To hear in a timely manner all filings before the court with sensitivity toward all parties involved. | | | | |
| **Demand:** Judicial hearings to be held. | 7,539 | 7,266 | 7,500 | 7,500 |
| **Workload:** Judicial hearings held. | 7,539 | 7,266 | 7,500 | 7,500 |
| **Efficiency:** Designated time to complete dissolution of marriage 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. | 100% | 100% | 100% | 100% |
| **Objective:** 4. To hear in a timely manner all filings before the court with sensitivity toward all parties involved. | | | | |
| **Demand:** Judicial hearings to be held | 7,539 | 7,266 | 7,500 | 7,500 |
| **Workload:** Judicial hearings held | 7,539 | 7,266 | 7,500 | 7,500 |
| **Efficiency:** Time to terminate a marriage with children | 18 months | 18 months | 18 months | 18 months |
| **Effect./Outcome:** Percent of marriages with children terminated processed timely | 93.5% | 93.5% | 95.0% | 95.0% |

**Departmental Comments:**
Domestic Relations will continue to use the Supreme Court Guidelines as a benchmark to measure the efficiency of the Court as it relates to the termination of marriage.

Challenges for 2008:
Three Court Reporters will retire from the Court of Domestic Relations in the next two years. Thus, in 2008, an audio/video system will be installed in the courtrooms to preserve a record of the judicial proceedings.

# Court Reporters

## DEPARTMENT OVERVIEW:

Court Reporters manage equipment and personnel resources that provide a verbatim record for 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 provide transcripts of any of those proceedings upon request.

## BUDGET OVERVIEW:

The department budget is $2.8 million, a 62.0% increase over the 2007 budget. The increase is primarily the result of restoring personnel reductions made in the 2007 budget proposal to replace reporters with digital recording equipment. Included in the 2008 budget is $150,000 for digital courtroom conversion, with a corresponding reduction in personnel. Should the department choose not to implement this conversion, the $150,000 may be transferred to personnel later in 2008.

Revenue in the department is generated by fees paid by the court reporters for transcripts produced for external clients using county equipment and time. The current fee is $0.13 per page, and the fee was last changed in 1994. The 2008 budget assumes that this fee will be increased to $0.20 per page, in order to recover actual costs of producing the transcripts. However, it is the prerogative of the courts to initiate and enforce such an increase.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 2,496,437 | $ 1,749,657 | $ 2,532,824 | $ 2,942,879 | $ 2,813,234 | 60.8% |
| Total | $ 2,496,437 | $ 1,749,657 | $ 2,532,824 | $ 2,942,879 | $ 2,813,234 | 60.8% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Chgs for Service Fees | $ 24,382 | $ 22,000 | $ - | $ 22,000 | $ 33,846 | 53.8% |
| Total | $ 24,382 | $ 22,000 | $ - | $ 22,000 | $ 33,846 | 53.8% |

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Administration | 42.50 | 42.50 | 44.00 | 39.50 | (3.00) |
| Total | 42.50 | 42.50 | 44.00 | 39.50 | (3.00) |

## PROGRAM SUMMARY:

**Program:** Administration - 4801
**Mandated By:** ORC 2301.18
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| Court Reporters manage equipment and personnel resources that provide a verbatim record for 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 provide transcripts of any of those proceedings upon request. | The Court Reporters continue to provide a court reporter for Municipal and Common Pleas court hearings, as well as provide transcripts for any of those proceedings that are requested. Since implementing the new court reporting software, five courtrooms have started using real-time court reporting. When the new steno writers are purchased, more courtrooms will follow their lead giving the judges the best possible record at their fingertips. Reporters continue to log, store, and deliver to the Court of Appeals all those exhibits admitted into evidence in the court hearings. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To produce courtrooms and Grand Jury transcripts as requested | | | | |
| **Demand:** Pages of courtroom & GJ transcript requested | 185,000 | 188,700 | 192,474 | 192,474 |
| **Workload:** Pages of courtroom & GJ transcript produced | 185,000 | 188,700 | 192,474 | 192,474 |
| **Efficiency:** # hrs to produce transcripts | 7,400 | 7,548 | 7,699 | 7,699 |
| **Effect./Outcome:** % of courtroom transcripts produced on request | 100% | 100% | 100% | 100% |

**Departmental Comments:**
The 2008 budget will be instrumental in getting this department back on track. With the judges electing not to move toward the use of digital recording technology, this department will continue with the implementation of real-time reporting technology. The department requested that the training funds be restored for 2008 so the reporters can retain their Registered Professional Reporter (RPR) certification. In 1993, the court required that any new court reporters hold RPR certification. The department asked for software support funding, as this is a contractual obligation. The Court Reporters department is reactive to many other departments in the county. The number of court hearings is 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.

The number of transcripts ordered is also dependent on the number of cases in which there is a finding of guilt, as well as the number of cases for which 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.

# Juvenile Court

## DEPARTMENT OVERVIEW:

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. The Court is directed by two judges and includes 26 magistrates who hear a large volume of cases in various jurisdictional areas. Facilities include:

- The Youth Center, a 160-bed secure detention center, housing youth in secure custody pending court hearings
- Hillcrest Training School, a 142-bed residential treatment center for youth court-ordered into the program for violating the law

## BUDGET OVERVIEW:

- While nearly all Court operations are charged to the general fund, many general fund operations are in turn billed back to other funding sources. Chief among these sources are county levies, including Children's Services and Indigent Care, but funding is also received from local school districts and other sources.
- The key issue facing the Court in 2008 is the loss of Reclaim Ohio grant funding, which has been used to support local treatment programs. The Court asked for a general fund appropriation to replace the lost grant funding; Children's Services levy funding will instead provide the means for the programs to continue.
- The Court is currently working toward IV-E certification of the Hillcrest facility, which would assist county finances in multiple ways: (1) IV-E funding would offset the billing to Children's Services, thereby freeing up levy funding for other general fund reimbursements; (2) IV-E would provide additional general fund reimbursement, likely around $200,000 per year; and (3) IV-E would partially replace the lost Reclaim funding, in an amount expected to exceed $500,000. The Court has received a verbal approval for certification but much remains to be done in terms of formalizing this status. Note that no IV-E reimbursements are assumed in this analysis.
- In order to assist in balancing the county budget the Court's personnel budget for the Youth Center is reduced. It is expected that this spending reduction will be accomplished through attrition. It is anticipated that the replenished placement funding (from the Children's Services levy as described above) will offset the adverse effect of having fewer beds available at the Youth Center.

## BUDGET SUMMARIES:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Judge's Office | $ 10,474,477 | $ 10,901,723 | $ 11,133,617 | $ 14,167,547 | $ 14,190,472 | 30.2% |
| Detention | 12,638,534 | 11,363,224 | 11,810,512 | 12,638,920 | 10,783,423 | -5.1% |
| Hillcrest Training School | 10,079,936 | 9,956,521 | 9,250,703 | 10,710,431 | 10,564,115 | 6.1% |
| Total | $ 33,192,947 | $ 32,221,467 | $ 32,194,831 | $ 37,516,898 | $ 35,538,009 | 10.3% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Charges for Service Fees | $ 9,628,085 | $ 8,947,000 | $ 5,000,229 | $ 8,977,000 | $ 12,529,917 | 40.0% |
| Fines and Forfeitures | 552,551 | 584,000 | 516,346 | 585,000 | 585,000 | 0.2% |
| Other Intergovernmental | 4,415,950 | 3,950,000 | 3,306,903 | 3,850,000 | 3,850,000 | -2.5% |
| Miscellaneous | 2,988,386 | 3,097,011 | 3,207,745 | 3,097,011 | 3,097,011 | 0.0% |
| Total | $ 17,584,972 | $ 16,578,011 | $ 12,031,223 | $ 16,509,011 | $ 20,061,928 | 21.0% |

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Judge's Office | 222.15 | 219.65 | 223.04 | 223.04 | 3.39 |
| Detention | 185.84 | 162.00 | 162.26 | 162.26 | 0.26 |
| Hillcrest Training | 177.02 | 167.58 | 163.43 | 163.43 | (4.15) |
| Total | 585.01 | 549.23 | 548.73 | 548.73 | (0.50) |

## PROGRAM SUMMARIES:

**Program:** Detention - 4002
**Mandated By:** ORC 2151.01 & 2151.34
**Funding Source:** General Fund, Tax Levies Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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 are provided through intervention, detention, recreation, school, food service, support services, business services, clinical services, medical, and intake services. | In 2007:<br>• 11,382 Juveniles were intakes at the Youth Center<br>• 6,116 juveniles were admitted into residential population<br>• 166 was the average daily population (ADP)<br>• The Youth Center received reaccreditation by The American Correctional Association.<br>• Demonstrated continued correctional leadership through Performance Based Standards (PBS) data analysis and facility improvement plans.<br>• 454 youth received dental care; dental service ranges from screenings to extractions. The contracted dentist is on site once a week for two hours.<br>• We are preparing to install cameras in the multipurpose rooms and add another digital recorder.<br>• The Female Multidisciplinary Assessment Program (MAP) has transferred from Hillcrest to the Youth Center effective May 2007.<br>• The medical department was re-accredited by the National Commission on Correctional Health Care (NCCHC) and was contracted with Children's Hospital increasing the pool of qualified nurses and nurse practitioners.<br>• On site x-rays were implemented reducing the number of residents leaving the facility in need of x-rays.<br>• The Youth Center Facilities department was transferred to Hamilton County Facilities and no longer reports directly to the Youth Center Superintendent. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To provide effective programming to 100% of all admitted youth and their families at a ratio of five hours per youth | | | | |
| **Demand:** Average daily population (ADP) held securely | 161 | 150 | 160 | 160 |
| **Workload:** Average daily direct care staffing hours/day | 783 | 833 | 800 | 800 |
| **Efficiency:** Staff hours/youth hours ratio | 4.9 | 5.0 | 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 five hours per child | 97% | 100% | 100% | 100% |
| **Objective:** To provide necessary crisis intervention and counseling for 100% of youth under the Youth Center care and custody | | | | |
| **Demand:** Youth in need of high risk suicide evaluation/assessment | 2,961 | 2,844 | 3,000 | 3,000 |
| **Workload:** Priority 1, 2, 3 and clinic assessments | 2,498 | 2,448 | 3,000 | 3,000 |
| **Efficiency:** Average time spent by clinicians completing assessments (hours) | 1.0 | 1.0 | 1.0 | 1.0 |
| **Effect./Outcome:** % of youth under the care and custody of the Youth Center receiving needed mental health assessment and services | 84% | 86% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Provide five 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. | 11,594 | 10,892 | 11,700 | 11,700 |
| **Workload:** # of administrative/resource mgmt. hours | 48,804 | 22,186 | 23,400 | 23,400 |
| **Efficiency:** Avg. Admin./resource mgmt. hours per staff/youth | 4.2 | 2.0 | 2.0 | 2.0 |
| **Effect./Outcome:** % of staff/youth receiving five hours of administrative/resource management hours requiring Youth Center services and programming (Reduced due to transfer of Maintenance) | 84% | 41% | 100% | 100% |
| **Objective:** To provide for an average of two hours of recreational/educational programming per day for Youth Center residents for the duration of their stay. Non-School Programming | | | | |
| **Demand:** The youth center average daily population (ADP) | 160 | 160 | 160 | 160 |
| **Workload:** Average programming hours per year | 423 | 510.4 | 480 | 480 |
| **Efficiency:** Direct programming hours provided youth per day | 2.6 | 3.2 | 3.1 | 3.1 |
| **Effect./Outcome:** % of youth admitted to the youth center that received appropriate levels of programming based on average daily programming hours and ADP. | 132% | 160% | 100% | 100% |
| **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 | 11,382 | 10,699 | 11,500 | 11,500 |
| **Workload:** Number of youth processed in the Intake Office | 11,382 | 10,699 | 11,500 | 11,500 |
| **Efficiency:** The average process time per youth admissions (hrs.) | 3.0 | 3.0 | 3.0 | 3.0 |
| **Effect./Outcome:** % of Youth Center youth who are held safely and securely | 100% | 100% | 100% | 100% |
| **Objective:** To provide a safe, secure and therapeutic environment to youth requiring special needs in accordance with applicable medical standards-5.0 hrs/youth | | | | |
| **Demand:** Daily population of youth requiring multidisciplinary services | 24.0 | 30.0 | 32.0 | 32.0 |
| **Workload:** Daily direct/therapeutic staffing hours | 128.0 | 160.0 | 160.0 | 160.0 |
| **Efficiency:** Staff hours vs. youth hours ratio | 5.3 | 5.3 | 5.0 | 5.0 |
| **Effect./Outcome:** % of youth assigned to the multidisciplinary pod receiving needed programming and services at a ratio of 5.0 hours per child | 107% | 107% | 100% | 100% |

**Departmental Comments:**

1. Special needs currently consists of two residential units that were established to deal with three different populations of youth. The first is the Rights POD, which deals with the most aggressive, violent and disruptive residents within the facility. The Mental Health POD deals primarily with youth having serious mental health concerns, adjustment problems and suicidal behavior. The Special Needs population has increased rapidly during the last year. These populations tend to require higher levels of staffing and lower staff/child ratios. Due to budget and staffing constraints, we have been forced to lower our staff to resident ratio of 10 hours direct therapeutic care to five hours direct therapeutic care. This continues to provide for better care, safety and security for this particular population. In May 2007 the Female Multidisciplinary Program (FMAP) was moved from Hillcrest to the Youth Center and integrated into the special needs units. These youth received detailed psychological assessments through personal interviews and multiple surveys.

2. 2,961 mental health referrals were made and clinicians were unable to complete 463 (15%) prior to the resident being released. Residents being released from court less than 24 hours from the completion of the referral greatly contributes to these numbers. There appears to be an increasing trend of residents entering the facility with mental health needs. It is imperative for the safety and security of residents and staff that these kids receive the mental health intervention they need. With correct evaluation and treatment, these residents may develop improved coping skills and integration abilities reducing their potential for return to detention and increasing safety to the public.

3. To ensure increased customer service, we have installed video and audio cameras in the Intake Clerk's Office. Each of the cameras is linked to our digital data storage system allowing administrative review for quality assurance. Also to ensure our residents constitutional rights are not breached, we have installed audio and video cameras in the police interview room and have made modifications to our police interview process. The currently, police have to schedule interviews in advance and the residents attorney must be advised of the interview and given the opportunity to speak to their client prior to the police interview.

4. The Youth Center provides recreational, educational and volunteer services to Youth Center residents. Residents receive two hours of large muscle exercise a day. Exercises consist of a variety of activities exposing the residents to organized individual and team sports that they may otherwise not have an opportunity to participate in. The activities range from whiffleball, pickleball, volleyball, basketball, ping-pong and multiple calisthenics and stretches. Residents receive approximately 12,000 volunteer hours. We have more than 150 volunteers from over 75 different organizations. We have had several speakers and motivational presentations. For example: Champions, The National Underground Railroad Freedom Center, The Hamilton County Coroner, Dr. O'Dell Owens, and many other renowned individuals and organizations. We contract with the Cincinnati Public School system providing residents with year round structured educational services. Residents also receive tutelage from several volunteers ranging from a wide variety of educational backgrounds. The Youth Center was able to exceed its goal in providing programming hours to residents. Due to this, we have increased our goal to 3.0 hrs per resident for 2007 and 2008.

5. All new hires complete an eight-week training course, four weeks classroom training and four weeks on-the-job training. All Youth Center staff are trained in fire procedures, hostage situations, physical intervention techniques, suicide and mental health awareness and behavioral management techniques. We also utilize facility mentors or on-the-job trainers. Youth Center staff, as a facility, receive over 18,000 training hours.

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

## Hometown Heroes

Ruth Lyons (1907-1988) was one of the nation's premier broadcasters from the 1940s to the 1960s and founder of the Ruth Lyons Children's Fund.

**Program:** Hillcrest Training School - 4003
**Mandated By:** ORC 2151.65
**Funding Source:** General Fund, Tax Levies Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| Hillcrest Training School is located at 246 Bonham Road, Cincinnati, Ohio 45215. The agency primarily serves children between the ages of 12 and 18 who have a history of court involvement. Hillcrest operates 118 residential treatment beds and an aftercare program for delinquent boys. In addition, the school operates 24 assessment beds for adjudicated boys. Hillcrest has dual accreditation by the American Correctional Association by meeting both the "Training School" standards and "Aftercare Services" standards. Hillcrest maintains National Commission on Correctional Health Care Services and American Association of Sociology accreditation. The agency is also licensed by the Ohio Department of Mental Health. | Hillcrest's Administration Services was selected by the Council of Juvenile Correctional Administrators to participate in the Performance-based standards initiative, a continuous quality assurance/improvement program designed specifically for institution childcare providers.<br><br>Residential Services implemented new bed check technology to enhance safety, security, and accountability during sleeping hours. A task analysis for residential care positions was also completed with the intent of increasing training uniformity during probationary periods.<br><br>Educational Services partnered with the Great Oaks Vocational system to implement an off-grounds welding program. The school also made significant progress with Cincinnati Public Schools and Hamilton County Board of Education to better coordinate post-release academic plans and educational placements.<br><br>Programs and Services began the process of re-engineering aftercare services to meet the needs of especially "high" risk children. This initiative included contracting with a Multi-systemic Therapy provider to bolster transitional service, and increasing supervision and surveillance through the purchase of electronic monitoring units.<br><br>Facilities installed a campus-wide voice annunciated fire alarm system. Improvements were also made to bathrooms and/or kitchenettes in four residential units. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To provide residential care services for Hamilton County boys | | | | |
| **Demand:** Boys to be reviewed and processed | 350 | 320 | 320 | 320 |
| **Workload:** Boys reviewed and processed | 350 | 320 | 320 | 320 |
| **Efficiency:** Beds occupied each day | 110/118 | 110/118 | 110/118 | 110/118 |
| **Effect./Outcome:** Maintain a minimum average of 90% occupancy rate | 88% | 93% | 93% | 93% |
| **Objective:** To maintain an average of 30 days or less from accepted referral to admission | | | | |
| **Demand:** Boys to be reviewed and processed | 200 | 190 | 190 | 190 |
| **Workload:** Boys reviewed and processed | 200 | 190 | 190 | 190 |
| **Efficiency:** Average number of days from referral to admission | 25 | 25 | 25 | 25 |
| **Effect./Outcome:** Process 90% of court commitments within 30 days of referral | 90% | 90% | 90% | 90% |

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To provide a needs assessment and a corresponding master service plan within 30 days of admission | | | | |
| **Demand:** Number of offenders referred | 350 | 320 | 320 | 320 |
| **Workload:** Number of offenders admitted | 350 | 320 | 320 | 320 |
| **Efficiency:** Assessment and treatment plan completed within 30 days | 350 | 320 | 320 | 320 |
| **Effect./Outcome:** Completed assessment and plan for 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 facility youth | | | | |
| **Demand:** Youth to be assessed | 925 | 650 | 650 | 650 |
| **Workload:** Physical Assessments | 925 | 650 | 650 | 650 |
| **Efficiency:** Attend to ill youth | 925 | 650 | 650 | 650 |
| **Effect./Outcome:** All youth at facility received medical services. | 100% | 100% | 100% | 100% |
| **Objective:** To provide an individualized educational program for Court ordered Hamilton County boys | | | | |
| **Demand:** Number of youth offered educational services | 350 | 320 | 320 | 320 |
| **Workload:** Number requiring educational services | 350 | 320 | 320 | 320 |
| **Efficiency:** Number of students receiving educational services | 350 | 320 | 320 | 320 |
| **Effect./Outcome:** All youth at facility shall receive educational services | 100% | 100% | 100% | 100% |
| **Objective:** To admit 95% of all assessment referrals with two days | | | | |
| **Demand:** Offenders to be reviewed and processed. | 600 | 320 | 320 | 320 |
| **Workload:** Offenders reviewed and processed. | 600 | 320 | 320 | 320 |
| **Efficiency:** Asessment youth admitted within two days. | 98% | 98% | 98% | 98% |
| **Effect./Outcome:** Process 95% of placement referrals within timeframe | 100% | 100% | 100% | 100% |
| **Objective:** To provide Aftercare services for Hamilton County boys | | | | |
| **Demand:** Boys to be released to Aftercare. | 175 | 160 | 160 | 160 |
| **Workload:** Boys released to Aftercare. | 175 | 160 | 160 | 160 |
| **Efficiency:** Boys placed on Aftercare | 175 | 160 | 160 | 160 |
| **Effect./Outcome:** Aftercare boys receiving supervision. | 100% | 100% | 100% | 100% |
| **Objective:** To provide comprehensive psychological evaluation for Hamilton County boys within 14 days | | | | |
| **Demand:** Children to be reviewed and processed | 600 | 320 | 320 | 320 |
| **Workload:** Reports completed | 600 | 320 | 320 | 320 |
| **Efficiency:** Average number of beds occupied each day | 21/24 | 11/12 | 11/12 | 11/12 |
| **Effect./Outcome:** Maintain a minimum average of 90% occupancy | 90% | 92% | 92% | 92% |
| **Objective:** To provide remedial educational services for Hamilton County boys assigned to the Assessment program | | | | |
| **Demand:** Number of Youth offered educational services | 600 | 320 | 320 | 320 |
| **Workload:** Number requiring educational services | 600 | 320 | 320 | 320 |
| **Efficiency:** Number of students receiving services | 600 | 320 | 320 | 320 |
| **Effect./Outcome:** All youth at facility receiving Educational Services. | 100% | 100% | 100% | 100% |

**Program:** Judges' 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

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Judge's Office program of the court, through statutory procedure and due process, resolves individual, family and community conflicts pertaining to children.<br>The Youth Services Grant provides Department of Youth Services funds to counties via the local Juvenile Courts 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. | The remodeling of the Clerks Office Issue Desk has had many effects on our clients and the Clerks. By bringing the clerk that was in the legal professionals filing room back to the issue desk, the Court is able to make better use of our staff. They can assist pro se litigants when no legal professionals are present. This enables the clerks to assist more clients in a shorter period of time causing shorter lines and wait times for our clients. The barrier allows the clerks to feel as though they are working in a safer environment. It appears to have the effect of lessening the outbursts of our dissatisfied clients. All of the above works to lessen the stress level of our clients and clerks which allows for better customer service.<br><br>Since the implementation of scanning in the Juvenile Court and the purchase of additional scanners, the Court has seen an increase in the number of documents being scanned. Scanning old legal jackets saves time and frees up space for additional years of legal jackets. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To process filings and motions, maintain records and provide notice for hearings | | | | |
| **Demand:** Number of filings and motions to be handled | 52,000 | 45,000 | 45,600 | 45,600 |
| **Workload:** Number of filings and motions handled | 52,000 | 45,000 | 45,600 | 45,600 |
| **Efficiency:** Filings processed (minutes) | 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 Progra | | | | |
| **Demand:** Number of hearings to be handled | 166,000 | 161,000 | 166,000 | 166,000 |
| **Workload:** Number of hearings handled | 166,000 | 161,000 | 166,000 | 166,000 |
| **Efficiency:** Hearing held (hours per year) | 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 | 3,700 | 3,850 | 3,850 | 3,850 |
| **Workload:** Youth referred | 3,700 | 3,850 | 3,850 | 3,850 |
| **Efficiency:** % of youth screened and assigned | 100% | 100% | 100% | 100% |
| **Effect./Outcome:** % of youth successfully completed program | 100% | 100% | 100% | 100% |

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

# Municipal Court

## DEPARTMENT OVERVIEW:

The Municipal Court is a trial court serving all of Hamilton County. It is the 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.

Private Complaint Mediation Service resolves criminal misdemeanor and civil cases through mediation prior to and after filing in court. Pretrial Services 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.

## BUDGET OVERVIEW:

The 2008 department budget is $11.2 million, an 11.6% increase over 2007 budget. The majority of personnel increases are due to the shift of personnel who were previously grant funded to the general fund.

*Reentry Programs*
$326,832 of the reentry treatment programs were moved from the general fund to the Drake levy.

*Court Administration Consolidation*
As part of an overall effort to consolidate court administration, personnel expenditures were decreased by $206,500 from the 2007 budget. It is anticipated that the court will offer an alternative budget balancing approach to this reduction.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 9,072,415 | $ 8,906,181 | $ 9,429,924 | $ 10,158,197 | $ 10,020,445 | 12.5% |
| Judicial | 1,029,126 | 1,107,114 | 1,082,795 | 987,533 | 1,150,535 | 3.9% |
| Total | $ 10,101,541 | $ 10,013,295 | $ 10,512,719 | $ 11,145,730 | $ 11,170,980 | 11.6% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Chgs for Service Fees | $ 298,805 | $ 294,371 | $ 273,636 | $ 334,371 | $ 334,371 | 13.6% |
| Fines & Forfeitures | 321,009 | 300,000 | 379,543 | 300,000 | 300,000 | 0.0% |
| Miscellaneous | - | - | 12 | 35,000 | 35,000 | |
| Total | $ 619,814 | $ 594,371 | $ 653,191 | $ 669,371 | $ 669,371 | 12.6% |

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Administration | 112.43 | 112.60 | 118.70 | 115.45 | 2.85 |
| Judicial | 14.00 | 14.00 | 12.00 | 14.00 | - |
| Total | 126.43 | 126.60 | 130.70 | 129.45 | 2.85 |

## PROGRAM SUMMARIES:

**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, Tax Levies Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| Fourteen (14) Judges and six magistrates 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. The Court also administers Mental Health Court for severely mentally ill defendants.<br><br>Private Complaint Mediation Service resolves criminal misdemeanor and civil cases through mediation prior to and after filing in court.<br><br>The Department of Pretrial & Community Transition Services (DPCTS) secures and provides pertinent defendant/offender risk information to any Judicial Officer, and when appropriate, other key decision makers in consideration of pretrial release and alternative sanctioning pre and post conviction.<br>Courts/DPTCS jail monitoring unit provides responsible transitioning services to detainees/inmates returning to the community in order to reduce the risk of re-offending, while maintaining ample jail space for higher risk offenders. Services include 1) a coordinated fast-track process to assess and triage services for those identified with special needs; 2) an early identification process to identify and intervene at any point of case processing; and 3) coordination/collaboration of community treatment/service programs. | The court's DPCTS continues to oversee treatment intervention services as contracted by Talbert House - 1617 Reading Road for men and women. A gender informed and gender responsive focus has been integrated into programming thus supporting comprehensive community services upon reentry.<br><br>The court continues to play a key role in a countywide cooperative effort to reduce the incidence of prostitution in Hamilton County. The newly created Off the Streets program offers diversion for first time offenders, including johns. Comprehensive services for those in need of recovery services have also been implemented.<br><br>Court leaders and staff continue to provide valuable assistance to the Board of County Commissioners and the Criminal Justice Commission in its mission to implement a comprehensive community safety plan. The Court's DPCTS and the Clinic provide primary leadership for the new Re-entry Initiative for the County. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Pretrial Services (PTS): To secure/provide pertinent information to any judicial officer in Hamilton County for the purpose of bail. | | | | |
| **Demand:** No. of arrestees to be screened | 43,000 | 46,000 | 46,000 | 46,000 |
| **Workload:** No. of arrestees to be evaluated | 40,000 | 46,000 | 46,000 | 46,000 |
| **Efficiency:** No. of arrestees evaluated for pretrial release | 33,000 | 36,000 | 36,000 | 36,000 |
| **Effect./Outcome:** % of arrestees screened and evaluated prior to arraignment | 99% | 99% | 99% | 99% |
| **Objective:** Pretrial Services (PTS): To expedite pretrial release, case disposition for certain detainees prior to or at arraignment. | | | | |
| **Demand:** Total eligible for evaluation, adjudication | 43,000 | 46.000 | 46,000 | 46,000 |
| **Workload:** Total evaluated & presented | 33,000 | 36,000 | 36,000 | 36,000 |
| **Efficiency:** No. expedited, adjudicated, released Own Recognizance (OR) | 23,000 | 24,200 | 25,000 | 25,000 |
| **Effect./Outcome:** %evaluated -expedited/adjudicated/ released prior to & at arraignment | 70% | 67% | 69% | 69% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Private Complaint Mediation Service: To screen clients and provide mediation services for criminal misdemeanor and civil complaints | | | | |
| **Demand:** No. of clients | 7,000 | 7,000 | 7,000 | 7,000 |
| **Workload:** No. of clients screened | 7,300 | 7,300 | 7,300 | 7,300 |
| **Efficiency:** No. of clients receiving mediation services | 7,000 | 7,000 | 7,000 | 7,000 |
| **Effect./Outcome:** No. of mediated cases settled | 3,300 | 3,300 | 3,300 | 3,300 |
| **Objective:** PTS: To identify/assess special needs of pretrial defendants who may be eligible for other court tracts/programs prior to adjudication | | | | |
| **Demand:** Eligible for additional assessment services | 18,000 | 20,000 | 20,000 | 20,000 |
| **Workload:** Assessments completed | 13,000 | 15,500 | 16,000 | 16,000 |
| **Efficiency:** No. bonds reviewed, eligible case presentations | 11,500 | 13,000 | 14,000 | 14,000 |
| **Effect./Outcome:** % released post arraignment, diversion collaborations made | 88% | 84% | 88% | 88% |
| **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 Sheriff | | | | |
| **Demand:** Referrals by case | 19,000 | 17,000 | 17,000 | 17,000 |
| **Workload:** Cases recalled, reactivated | 12,000 | 10,000 | 10,000 | 10,000 |
| **Efficiency:** Cases successfully terminated | 10,500 | 8,600 | 8,600 | 8,600 |
| **Effect./Outcome:** % removed from system without law enforcement or jail intervention | 88% | 86% | 86% | 86% |
| **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 | 6,000 | 6,300 | 6,300 | 6,300 |
| **Workload:** Secure various services/information at proceedings | 6,000 | 6,300 | 6,300 | 6,300 |
| **Efficiency:** No. cases successfully processed w/o continuances | 5,995 | 6,295 | 6,295 | 6,295 |
| **Effect./Outcome:** % of special needs cases handled w/o delay | 99.9% | 99.9% | 99.95 | 99.95 |
| **Objective:** Pretrial Services: To provide case management services to all persons released on non-financial release and to provide diversion opportunities. | | | | |
| **Demand:** Total released/diverted on non-financial basis | 15,000 | 19,000 | 19,000 | 19,000 |
| **Workload:** Notification of all hearings; program compliance | 17,000 | 24,000 | 24,000 | 24,000 |
| **Efficiency:** Total terminations | 16,000 | 17,300 | 17,300 | 17,300 |
| **Effect./Outcome:** % of compliance with conditions of release and diversion | 92% | 91% | 91% | 91% |
| **Objective:** PTS: To employ community reentry practices for jailed offenders eligible for mitigation and transitional release. | | | | |
| **Demand:** Total screened for eligibility | 6,000 | 7000 | 7000 | 7000 |
| **Workload:** No. cases reviewed by judge/classification unit | 5,000 | 6500 | 6500 | 6500 |
| **Efficiency:** No. cases disposed | 4,600 | 6000 | 6000 | 6000 |
| **Effect./Outcome:** % disposed vs. reviewed | 92% | 92% | 92% | 92% |

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

**Departmental Comments:**
Courts/Pretrial Services:
Diversion: The Court has worked with the City of Cincinnati in adding cases from the Housing Docket eligible for Diversion. Approximately 200 additional cases will be diverted from criminal prosecution each year.

The Courts will continue to work toward increasing alternatives to incarceration capacity by collaborating with community agencies and stakeholders.

Jail Management System (JMS): The Pretrial automated JMS has yielded a more comprehensive, coordinated and accountable response to jail management. Gaps in detainee/offender identification, assessment and services have been reduced. Release and program intervention opportunities for those eligible are more timely, accepted more readily by the court, and release occur on a more routine basis. This system has been instrumental in criminal justice planning.

**Program:** Judicial - 4302
**Mandated By:** Ohio Supreme Court and Rules of Superintendence
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| Fourteen (14) Judges and six 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, traffic, personal injury and property, contracts, other civil, and small claims cases. | Continue to reap savings from hiring Spanish interpreters in house as the need for interpreters continues to increase.<br><br>Bench seating was installed in Courtrooms this year and carpeting was put into pretrial services.<br><br>New copiers and fax machines were purchased from Ricoh from the Special Projects Account. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To hear/process all Criminal municipal cases within time limits as set forth by the Ohio Supreme Court | | | | |
| **Demand:** Criminal misdemeanor cases to be heard/processed | 97,171 | 105,000 | 105,000 | 105,000 |
| **Workload:** Criminal misdemeanor cases heard/processed | 97,171 | 105,000 | 105,000 | 105,000 |
| **Efficiency:** Terminated criminal misdemeanor cases | 68,020 | 74,550 | 74,550 | 74,550 |
| **Effect./Outcome:** Clearance rate | 70.4% | 71% | 71% | 71% |
| **Objective:** To hear all traffic cases within time limits as set forth by the Ohio Supreme Court | | | | |
| **Demand:** Traffic cases to be processed | 174,075 | 185,000 | 185,000 | 185,000 |
| **Workload:** Traffic cases to be processed | 174,075 | 185,000 | 185,000 | 185,000 |
| **Efficiency:** Terminated traffic cases | 146,919 | 157,250 | 157,250 | 157,250 |
| **Effect./Outcome:** Clearance rate | 84.4% | 85% | 85% | 85% |
| **Objective:** To hear all civil cases within time limits as set forth by the Ohio Supreme Court | | | | |
| **Demand:** Civil cases to be processed | 243,589 | 245,000 | 245,000 | 245,000 |
| **Workload:** Civil cases to be processed | 243,589 | 245,000 | 245,000 | 245,000 |
| **Efficiency:** Terminated Civil cases | 198,769 | 208,250 | 208,250 | 208,250 |
| **Effect./Outcome:** Clearance rate | 81.6% | 85% | 85% | 85% |

**Departmental Comments:**
The Court requests that the travel budget be restored to pre-2005 amounts.

# Probate Court

## DEPARTMENT OVERVIEW:

The Hamilton County Probate Court is a division of the Court of Common Pleas. The jurisdiction of the court involves the proper distribution of the assets of a decedent, including the validation and enforcement of wills, prevention of malfeasance by executors and administrators of estates, and provision for an equitable distribution of the assets of persons who die without a valid will. The court also handles civil commitments, conservatorships, guardianships, trusts, disinterment, correction or registration of a birth, name changes, and other civil proceedings.

## BUDGET OVERVIEW:

The Probate Court budget is $3.75 million across all funds, an increase of $40,000 (1.1%) from the 2007 budget. The general fund budget is $3.2 million, a decrease of $2,000 (0.1%) from 2007. General fund revenues are down $29,000 (3%).

The primary variations in the Probate Court budget are associated with mental health evaluations. Costs are increasing due to larger caseloads in the area of civil commitments, while associated state reimbursements are not keeping pace with expenditures. The budget office and the court attempted to recoup the difference from available resources in the Mental Health levy, but the Mental Health and Recovery Services Board would not agree to the use. This failed effort results in a $40,000 decrease in estimated revenue in 2008.

The Probate Court cooperated in general fund budget balancing with a reduction of $200,000 across various line items.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 3,393,394 | $ 3,713,692 | $ 3,315,197 | $ 3,884,876 | $ 3,753,931 | 1.1% |
| Total | $ 3,393,394 | $ 3,713,692 | $ 3,315,197 | $ 3,884,876 | $ 3,753,931 | 1.1% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Charges for Service Fees | $ 811,481 | $ 800,000 | $ 779,903 | $ 811,000 | $ 811,000 | 1.4% |
| Investments Interest | 5,297 | 5,000 | 6,471 | 6,000 | 6,000 | 20.0% |
| Miscellaneous | 250,855 | 301,500 | 238,844 | 256,500 | 256,500 | -14.9% |
| Other Intergovernmental | 266,712 | 275,000 | 197,155 | 275,000 | 275,000 | 0.0% |
| Total | $ 1,334,344 | $ 1,381,500 | $ 1,222,372 | $ 1,348,500 | $ 1,348,500 | -2.4% |

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Administration | 44.93 | 44.93 | 44.93 | 44.93 | - |
| Total | 44.93 | 44.93 | 44.93 | 44.93 | - |

## PROGRAM SUMMARIES:

**Program:** Administration - 4501
**Mandated By:** ORC 2101.24
**Funding Source:** General Fund, Special Revenue Operating Fund

**Accomplishments:**
Some of the accomplishments achieved in 2007 are as follows:

- The Court's first Local Rules committee consisting of members of the local bar revised and implemented new local rules in February 2007.
- Acquired a digital microfiche scanner which converts microfiche into digital images. The Court has started converting old microfiche into digital files that can be accessible on the web.
- Worked with the Ohio Department of Mental Health to establish a permanent courtroom at Summit Behavioral Healthcare reducing risks and costs associated with transporting patients involved in civil commitment proceedings.
- The Court safeguarded over one million paper documents dating back to 1791 by converting them to digital images and storing them offsite.
- The Court is working with the Ohio Supreme Court to develop the Ohio Courts Network in an effort to build a statewide infrastructure for the judicial branch to enable the sharing of critical information through a central repository.

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Provide clerk and judicial services in areas of estate administration, guardianships, adoptions, name changes, and civil matters. | | | | |
| **Demand:** Process all statutory filings. | 6,030 | 6,500 | 7,000 | 7,000 |
| **Workload:** New filings processed. | 6,030 | 6,500 | 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% |
| **Objective:** To provide clerk and judicial services in the area of civil commitments. | | | | |
| **Demand:** Process all statutory filings. | 799 | 850 | 850 | 850 |
| **Workload:** New filings processed, review affidavits with doctors/hospitals | 799 | 850 | 850 | 850 |
| **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 | 4,935 | 5,200 | 6,000 | 6,000 |
| **Workload:** Process licenses, provide certified copies | 4,935 | 5,200 | 6,000 | 6,000 |
| **Efficiency:** Time spent processing (hours) | 1 | 1 | 1 | 1 |
| **Effect./Outcome:** Funds deposited within 24 hours | 100% | 100% | 100% | 100% |

**Departmental Comments:**
Judge Cissell will continue to identify and implement efficiencies and cost saving initiatives in 2008.

The Ohio Probate Judges Association plans to lobby the state legislature to increase court fees. If their efforts are successful, the court's revenues would increase substantially.

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

# Probation

## DEPARTMENT OVERVIEW:

Probation is charged by the Common Pleas and Municipal Courts, under statutory authority, to supervise the conduct of criminal offenders. Probation also offers opportunities for them to improve their livelihood through services delivered both in-house and contracted from other agencies. The department's array of services is a principle asset in the Court's efforts to prudently utilize state prison and local jail space.

In response to neighborhood initiatives, the Court of Common Pleas has established satellite operations administering to clients living in East Walnut Hills, Madisonville, and Over-the-Rhine. Officers from the department's general supervision element, and its Intensive Supervision Program, are assigned to each neighborhood site. Additional satellite operations will be considered during 2008.

## BUDGET OVERVIEW:

The department budget as a whole reflects only inflationary increases. Costs of operating the substations are mostly offset by decreases in other areas.

*Expenditure Transfers*

Expenditures totaling $969,000 were transferred to the Probation Services fund, due to surplus capacity in the restricted fund.

*Court Administration Consolidation*

As part of an overall court administration consolidation, a reduction of $87,000 was made in departmental personnel expenditures. It is anticipated that the courts may offer an alternative budget balancing approach to this reduction.

*Revenue*

Also notable is the decrease in contract revenue for probationer community service. It is advisable for the department to examine this decrease to determine if the program is not producing satisfactory results, or if it would benefit from better marketing to potential users.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 11,260,982 | $ 12,385,902 | $ 12,122,527 | $ 13,015,674 | $ 12,702,698 | 2.6% |
| Total | $ 11,260,982 | $ 12,385,902 | $ 12,122,527 | $ 13,015,674 | $ 12,702,698 | 2.6% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Chgs for Serv Fees | $ 1,018,037 | $ 1,034,701 | $ 993,671 | $ 1,054,222 | $ 1,054,222 | 1.9% |
| Investments Interest | 18,037 | 6,480 | 5,258 | 6,480 | 6,480 | 0.0% |
| Miscellaneous | 920,702 | 886,987 | 773,761 | 714,238 | 714,238 | -19.5% |
| Total | $ 1,956,776 | $ 1,928,168 | $ 1,772,690 | $ 1,774,940 | $ 1,774,940 | -7.9% |

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Administration | 218.50 | 202.00 | 205.62 | 203.62 | 1.62 |
| Total | 218.50 | 202.00 | 205.62 | 203.62 | 1.62 |

## PROGRAM SUMMARY:

**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, Agency

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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.<br><br>The department's array of services is a principle asset in the Court's efforts to prudently utilize state prison and local jail space. | The Adult Probation department continues to service the Court of Common Pleas and Municipal Court with supervision of criminal defendants. The department's array of services is a principle asset in the court's efforts to prudently utilize state prison and local jail space. In response to neighborhood initiatives, the Court of Common Pleas has established satellite operations administering to clients living in East Walnut Hills, Madisonville, and Over-the-Rhine. An office in College Hill should be initiated in 2008. Officers from the department's general supervision element, and its Intensive Supervision Program, are assigned to each of these neighborhood sites. In addition to these specific local efforts, the department has established protocols where officers observe and track defendants in venues outside of the department's offices. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To collect monies as ordered by the Court each year. | | | | |
| **Demand:** # of collection transactions to be processed | 39,221 | 41,500 | 41,500 | 41,500 |
| **Workload:** # of collection transactions processed | 39,221 | 41,500 | 41,500 | 41,500 |
| **Efficiency:** Amount of $ collected annually | $4.6M | $5.9M | $5.5M | $5.5M |
| **Effect./Outcome:** Amount of money collected annually | $4.6M | $5.9M | $5.5M | $5.5M |
| **Objective:** To provide for 1,500 identified special needs offenders through departmental programs. | | | | |
| **Demand:** # defendants eligible for Special Programs | 1,795 | 1,740 | 1,700 | 1,700 |
| **Workload:** # defendants in Special Programs | 1,795 | 1,740 | 1,700 | 1,700 |
| **Efficiency:** % of placement goal | 100% | 100% | 100% | 100% |
| **Effect./Outcome:** % of clients successfully completing Special Programs | 67% | 65% | 70% | 70% |
| **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 | 14,859 | 14,631 | 14,700 | 14,700 |
| **Workload:** Total clients active | 26,103 | 25,176 | 25,200 | 25,200 |
| **Efficiency:** Average hours per client annually | 7.7 | 8.0 | 8.0 | 8.0 |
| **Effect./Outcome:** Ratio of clients to probation officers | 234:1 | 225:1 | 225:1 | 225:1 |
| **Objective:** To provide treatment/rehabilitation options for at least 750 offenders through diversion (jail alternative) programs. | | | | |
| **Demand:** # of Beds(days) Available to Serve Offenders | 25,074 | 25,074 | 25,074 | 25,074 |
| **Workload:** # of Offenders Entering Programs | 598 | 604 | 650 | 650 |
| **Efficiency:** % of Available Beds Utilized | 81.4% | 89.4% | 90% | 90% |
| **Effect./Outcome:** % of Offenders Successfully Completing Programs | 87% | 86% | 85% | 85% |
| **Objective:** To insure that 100% of PO Court reports are completed on time. | | | | |
| **Demand:** # reports required by the Court | 57,845 | 65,280 | 60,000 | 60,000 |
| **Workload:** # reports to the Court | 57,845 | 65,280 | 60,000 | 60,000 |
| **Efficiency:** # reports per PO | 518 | 585 | 538 | 538 |
| **Effect./Outcome:** % reports completed on time | 99.5% | 99.5% | 99.5% | 99.5% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **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 | 170,752 | 144,219 | 145,000 | 145,000 |
| **Workload:** # Community Service hours worked | 77,726 | 53,300 | 72,500 | 72,500 |
| **Efficiency:** % completed Community Service hours | 46% | 37% | 50% | 50% |
| **Effect./Outcome:** Dollar value to the community of the Community Service hours worked (raised from $6 to $7 per hour in 2007) | $466,356 | $373,100 | $507,500 | $507,500 |

**Departmental Comments:**
The Probation Department's Cashier operations continued analysis of its cash handling, and bookkeeping, functions to bring them into compliance with generally accepted accounting principles (GAAP), policies of the Hamilton County Treasurer and Auditor, and the effective Sections of the Ohio Revised Code. This process determined money collected pursuant to Court orders for criminal offenders to pay court costs, fines, and supervision fees, are public funds and must be deposited directly into the County treasury. Funds collected upon Court order for a criminal offender to pay restitution are private money and must be made separate from the public money. To establish this separation, funds intended for restitution are to be deposited and distributed through a checking account established and maintained by the Probation Department for this limited purpose. During 2007, procedures were introduced to collect, deposit, and distribute these various funds consistent with generally accepted accounting principles (GAAP), County policies, and regulations of State law. This project includes programming these GAAP procedures into the Department's computerized accounting program. The disbursement operations saw the opening of a single checking account, equipped with modern anti-fraud, and balance information access services, to replace the previous two account system. Activity continues to disburse funds from the two account system to known, rightful, recipients; when that pay out process is complete there will be a final reconciliation to a zero balance and both accounts will be closed.

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

## Hometown Heroes

Rutherford B. Hayes (1822-1893), the 19th U.S. President,
practiced law in Cincinnati and served as city solicitor from 1858 to 1861.

# Public Defender

## DEPARTMENT OVERVIEW:

Hamilton County is mandated by the State of Ohio to provide criminal defense to the indigent. This is provided through the Public Defender's Office. The Public Defender is overseen by the Public Defender Commission. The Commission appoints the Public Defender and sets the general operational policy for the office.

Costs to the county for providing criminal defense to the indigent continue to grow, as state reimbursement continues to spiral downward, from 48.8% in 2000 to 28% in 2007 and 25% in 2008 and 2009. Every percentage point drop in county reimbursement for indigent defense costs Hamilton County an estimated $130,000.

In December 2005, the Board of County Commissioners (with support of the Public Defender's Office and the Public Defender Commission) unanimously approved a resolution of support for organizational changes in the Public Defender's Office. This resolution was in response to pending litigation and the possible loss of state funding. These organizational changes have been implemented and the department is currently undergoing an independent review by the National Legal Aid & Defender Association (NLADA). Recommendations from this review should be completed in early 2008.

## BUDGET OVERVIEW:

There has been an ongoing effort by the county to encourage reductions to Public Defender spending by appropriating less for assigned counsel than was spent in prior years. This has proven ineffective and each year a large supplemental appropriation has been required. For 2008, the Public Defender's budget has been right-sized to avoid further supplemental appropriations, except in the event of an emergency.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Public Defender | $ 7,198,398 | $ 7,443,419 | $ 7,727,835 | $ 8,650,385 | $ 9,037,772 | 21.4% |
| Assigned Counsel | 5,255,932 | 4,738,000 | 5,072,262 | 5,634,000 | 4,363,534 | -7.9% |
| Total | $ 12,454,331 | $ 12,181,419 | $ 12,800,097 | $ 14,284,385 | $ 13,401,306 | 10.0% |

*2008 juvenile assigned counsel costs are included in Public Defender ($930,000).*

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Charges for Service Fees | $ 94,727 | $ 127,800 | $ 208,677 | $ 193,680 | $ 193,680 | 51.5% |
| Other Intergovernmental | 3,306,588 | 4,276,393 | 3,694,540 | 3,683,370 | 3,665,378 | -14.3% |
| Miscellaneous | 51,323 | 25,265 | 25,565 | 23,610 | 23,610 | -6.6% |
| Total | $ 3,452,638 | $ 4,429,458 | $ 3,928,782 | $ 3,900,660 | $ 3,882,668 | -12.3% |

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Public Defender | 112.00 | 112.00 | 121.00 | 113.00 | 1.00 |
| Total | 112.00 | 112.00 | 121.00 | 113.00 | 1.00 |

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

## PROGRAM SUMMARIES:

**Program:** Assigned Counsel - 4702
**Mandated By:** US Constitution: Chapter 120, ORC; Juv Ct Rule 4
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| Assigned Counsel (AC) represent accused felons 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 (PD) have determined that assigned counsel can provide efficient services. Most local attorneys participate in the assigned counsel 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 law cases.<br><br>The department also employs a rotating assignment panel for Juvenile Court adult delinquency services. Attorneys are involved from initial hearings through disposition, review hearings and any applicable reactivations. These cases typically are active for years. Other family law assignments are made when county staff represent another party in a matter. | The office has adopted a Peer Review and Advisory Committee to oversee the assigned counsel panel. This committee is responsible for making sure that all attorneys on the assigned counsel panel are qualified and adhere to the standards adopted by the Public Defender office. New counsel will now be required to spend at least 30 days in probationary status while working with another attorney before they will be able to accept any type of assignment on their own. This committee is also responsible for assigning mentors to the attorneys to help them to provide a greater level of effective representation. With the introduction of the mentoring program the office is able to assist any attorney in a time of need.<br>In the beginning of June the PD sent out more that 200 new registration forms so that it could begin the process of creating new daily panels to assure that the PD panels are equally balanced with attorneys with various levels of experience that are able to accept whatever type of case may come in.<br>Once new panels are created the PD anticipates that the felony staff and drug court staff will be put into a position to accept more assignments. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Represent indigent clients accused of capital and non-capital homicides | | | | |
| **Demand:** Homicide clients to be represented | 81 | 73 | 85 | 85 |
| **Workload:** Homicide clients represented | 81 | 73 | 85 | 85 |
| **Efficiency:** Attorney workload | 4 | 4 | 4 | 4 |
| **Effect./Outcome:** % Represented | 100% | 100% | 100% | 100% |
| **Objective:** Represent accused indigent misdemeanants in conflict cases or when staff caseloads become excessive | | | | |
| **Demand:** Misdemeanants to be represented | 1,102 | 1,094 | 1,160 | 1,160 |
| **Workload:** Misdemeanants represented | 1,102 | 1,094 | 1,160 | 1,160 |
| **Efficiency:** Attorney caseload | 41 | 41 | 43 | 43 |
| **Effect./Outcome:** % Represented | 100% | 100% | 100% | 100% |
| **Objective:** Defend accused indigent non-homicide defendants from arraignment through trial level dispositions in Common Pleas Court. | | | | |
| **Demand:** Non Homicide felonies to be represented | 9,578 | 8,688 | 9,194 | 9,194 |
| **Workload:** Non Homicide felonies represented | 9,578 | 8,688 | 9,194 | 9,194 |
| **Efficiency:** Attorney caseload | 74 | 67 | 70 | 70 |
| **Effect./Outcome:** % Represented | 100% | 100% | 100% | 100% |

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Represent indigent adults involved in Juvenile Court dependency cases (dispositions, review hearings or reactivations) | | | | |
| **Demand:** Cases to be held | 1,713 | 1,707 | 1,764 | 1,764 |
| **Workload:** Cases held | 1,713 | 1,707 | 1,764 | 1,764 |
| **Efficiency:** Attorney workload | 114 | 114 | 118 | 118 |
| **Effect./Outcome:** % Represented | 100% | 100% | 100% | 100% |
| **Objective:** Represent indigent defendants in the First District Court of Appeals and in the Ohio Supreme Court | | | | |
| **Demand:** Appeals to be argued | 333 | 330 | 350 | 350 |
| **Workload:** Appeals argued | 333 | 330 | 350 | 350 |
| **Efficiency:** Caseload | 22 | 22 | 23 | 23 |
| **Effect./Outcome:** % Appellate represented | 100% | 100% | 100% | 100% |
| **Objective:** Represent indigent 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 | 601 | 682 | 625 | 625 |
| **Workload:** Clients represented | 601 | 682 | 625 | 625 |
| **Efficiency:** Caseload | 40 | 46 | 42 | 42 |
| **Effect./Outcome:** % Represented | 100% | 100% | 100% | 100% |
| **Objective:** Provide post-conviction indigent representation: Probation Violation hearings, and Motions to Mitigate and Motions for Judicial Relief | | | | |
| **Demand:** Hearings/Motions to be reviewed | 2,320 | 2,070 | 2,436 | 2,436 |
| **Workload:** Hearings/Motions | 2,320 | 2,070 | 2,436 | 2,436 |
| **Efficiency:** Attorney caseload | 23 | 21 | 24 | 24 |
| **Effect./Outcome:** % Represented | 100% | 100% | 100% | 100% |
| **Objective:** Provide Guardian ad Litem (GAL) services in conflict cases and any remaining review cases | | | | |
| **Demand:** GAL cases to be held | 165 | 132 | 175 | 175 |
| **Workload:** GAL cases held | 165 | 132 | 175 | 175 |
| **Efficiency:** Attorney workload | 11 | 9 | 12 | 12 |
| **Effect./Outcome:** % GAL represented | 100% | 100% | 100% | 100% |

**Departmental Comments:**

In 2004 the hourly rate for assigned counsel was raised from $40 per hour to $45. Each year since then County has provided various percentage increase to salaried staff, for example 3% in 2005, 2% in 2006, and 3% in 2007. During that same period of time only in 2007 was 3% added to the assigned counsel budget. If assigned counsel budget line would have received the same amount of increases over the same period of time the hourly fee could now be $49.17. However, understanding that each year the budgeted amount is substantially less than the actual expenditure the department elected not to add the 3% this year to the $45. Since 2004, the department has annually spent in excess of $4.8 million and has always relied on supplemental funding yet for 2007 our budgeted amount was $4.7 million, which is less than was spent in 2004. In an effort to reduce the amount of supplemental funds requested in the fall the department did not pass on the 3% to assigned counsel.

Therefore, in 2008, the PD requested sufficient funds to meet its programs needs and provide for an increase from $45 per hour to $50 per hour. Based on a $50 per hour rate the PD anticipates that the 2008 assigned counsel budget request will be $5,634,000. The $50 rate would bring the department closer to the hourly rate currently being paid in other metropolitan areas. Montgomery County and Franklin County currently pay $50 per hour for out-of-court time and $60 per hour for in court time. The department anticipates that the local bar and NLADA would support such a change.

**Program:** Public Defender - 4701
**Mandated By:** US Constitution; Chapter 120, ORC; Juv. Ct. Rule 4
**Funding Source:** General Fund, Special Revenue Calendar Grants

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Board of County Commissioners (BOCC) established the Public Defender Commission in July 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 department administers the assigned counsel system. In 2007, the Felony Unit was created. This additional staff handles a portion of the felony caseload in addition to the traditional misdemeanor and delinquency service.<br><br>The department 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 non-support contempt proceedings and Guardian ad Litem (GAL) services. | Municipal Court: As local law enforcement agencies increase their staffs, as more drug sweeps are conducted, and as more arrests take place the daily burden placed on our misdemeanor staff increases.<br><br>The PD currently projects staff closing an average of 1,100 cases per attorney per year; however, that number does not accurately reflect the total number of cases because the PD does not count cases that are routinely disposed at arraignment. Further the PD does not count the cases that are disposed of on the suspended docket.<br><br>To ease the burden of staff the PD has relied on contract attorneys, since it is less expensive to use contract attorneys than to add additional staff. In 2007, the PD renegotiated all of the contracts for contract attorneys. Previously the PD paid on a per day basis regardless of the number of cases assigned. Currently, for the most part, the PD is paying on a $70 per case basis. With the increasing number of misdemeanors the PD is relying more and more on the contract attorneys. As of May 31, 2006 the PD had spent $228,950 and as of May 31, 2007 the PD had spent $285,096 an increase of 25%.<br><br>Juvenile Court: The department continues to retain the services of a full-time volunteer attorney who began in 2000. This volunteer has saved the general fund more than $300,000 over six years. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Represent all accused indigent misdemeanants in Hamilton County Municipal Court | | | | |
| **Demand:** Misdemeanants to be represented | 29,650 | 29,323 | 31,130 | 31,130 |
| **Workload:** Misdemeanants represented per year | 29,650 | 29,323 | 31,130 | 31,130 |
| **Efficiency:** Annual caseload per attorney | 850 | 839 | 890 | 890 |
| **Effect./Outcome:** % of misdemeanants represented | 100% | 100% | 100% | 100% |
| **Objective:** As GAL, advocate for the children's best interest in Juvenile Court dependency cases | | | | |
| **Demand:** Cases closed/pending | 350/727 | 303/775 | 370/750 | 370/750 |
| **Workload:** Dependency cases closed/pending per year | 350/727 | 303/775 | 370/750 | 370/750 |
| **Efficiency:** Annual workload per GAL (closed/pending) | 17/36 | 15/39 | 18/38 | 18/38 |
| **Effect./Outcome:** % of cases handled | 100% | 100% | 100% | 100% |
| **Objective:** Represent accused indigent juveniles in criminal or quasi-criminal proceedings in Hamilton County Juvenile Court. | | | | |
| **Demand:** Juveniles to be represented | 8,928 | 7,415 | 9,370 | 9,370 |
| **Workload:** Juveniles represented per year | 8,928 | 7,415 | 9,370 | 9,370 |
| **Efficiency:** Annual caseload per attorney | 744 | 618 | 780 | 780 |
| **Effect./Outcome:** % of juveniles represented | 100% | 100% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Represent indigent adult non-support defendants in Juvenile Court and the Court of Domestic Relations (CDR) | | | | |
| **Demand:** Juvenile & CDR cases to be handled | 885 | 865 | 930 | 930 |
| **Workload:** Juvenile & CDR cases per year | 885 | 865 | 930 | 930 |
| **Efficiency:** Annual caseload per attorney | 295 | 288 | 310 | 310 |
| **Effect./Outcome:** % of cases handled | 100% | 100% | 100% | 100% |
| **Objective:** Represent indigent adults in felony Drug Court proceedings, including post-conviction actions | | | | |
| **Demand:** Drug Court appearances to be represented pre/post convict. | 590/5,000 | 599/5151 | 620/5,250 | 620/5,250 |
| **Workload:** Drug Court appearances represented per year pre/post | 590/5,000 | 5991/5150 | 620/5,250 | 620/5,250 |
| **Efficiency:** Annual Attorney caseload | 196/1,666 | 199/1717 | 206/1,750 | 206/1,750 |
| **Effect./Outcome:** % of Drug Court clients represented | 100% | 100% | 100% | 100% |
| **Objective:** Represent accused indigent felony clients in criminal proceedings in Hamilton County Common Pleas Court. | | | | |
| **Demand:** All Felony clients to be represented. | 11,360 | 11,112 | 11,360 | 11,360 |
| **Workload:** Felony clients represented by staff per year | - | 468 | 535 | 535 |
| **Efficiency:** Annual caseload per attorney | - | 94 | 107 | 107 |
| **Effect./Outcome:** % of all felony clients represented | - | 4% | 5% | 5% |

**Departmental Comments:**

During 2007, NLADA is conducting an analysis of the Public Defender, which the PD hopes will provide further evidence of the need for change. As with any change, there comes a cost. The PD realizes that the State of Ohio has continued to reduce its reimbursements to the county. The PD understands the additional burden this places on the county however, the department's mandate as set forth by the constitution is to provide effective legal representation for the indigent. In order to comply with this mandate adequate funding is necessary.

Over the years all areas within the Public Defender's jurisdiction have seen increased demands. There were 31,100 misdemeanor cases in 2000 and it is estimated that 2007 reached 33,000. Currently 6,500 or 20% of these are being handled by contract attorneys. With more and more juveniles entering the system, an increased burden is placed on the juvenile staff, which results in more cases being handed by assigned counsel. In 2006, 2,300 were handled by assigned counsel at a cost of $709,217. The current computer system in the PD office, Juvenile Court, and Guardian ad Litem is generally premised on the tracking of payments to assigned counsel and contract attorneys. It is the PD's hope that in 2008 funds will be available so that the department can change the focus of the computer system to make it more of a managerial tool. In all courts the PD needs to be able to accurately count the cases that are being handled by staff and to establish maximum caseload.

The juvenile court data base is in a state of flux. A number of years ago the PD began a project to change the database; however, prior to the completion the project the money ran out. Currently the PD is trying to run duplicate systems; however, the department is still unable to get accurate numbers. The GAL division continues to use a database that is very old by current standards and is scheduled for up dating once funding is available. Everyone is concerned about the welfare of the children especially considering some of the events that have taken place during the past year.

The department must also bring salary parity between the PD's office and the Prosecutor's Office. Currently, the Prosecutor's Office pays on an 80 hour bi-weekly schedule while this office pays on a 70 hour bi-weekly schedule. To accomplish this goal the PD requested additional funding for the following divisions: Common Pleas: $75,600, Municipal: $171,278 and Juvenile: $88,307. Further, as the demands on the PD's legal staff continue to mount additional support staff is necessary. The PD currently has 102 computers, yet it does not have an IT person. To accomplish these goals the PD requested additional personnel and funding for the following divisions: Common Pleas Court: one additional paralegal at $30,605, Municipal Court: five paralegals at $153,028, Juvenile Court: two paralegals $61,210 and General and Administrative: IT person $75,000.00. At this time it would also be appropriate to mention that in 2006 the county committed to spend $126,000.00 for office improvements on the department's third floor. The PD elected to delay this expenditure pending another evaluation of how current cubicles could be re-arranged to provide additional work space. At this time the PD would like to reiterate the need to provide additional work space for staff. The time is now to either reevaluate our current space needs or discuss what other options could be available.

# River City Community Based Correctional Facility (CBCF)

## DEPARTMENT OVERVIEW:

The River City Correctional Center is a state funded facility operated by a facility governing board appointed by the Court of Common Pleas and the Board of County Commissioners. The intent of the facility is to lessen the burden on the state correctional facilities operated by the Ohio Department of Rehabilitation and Corrections by reducing the number of lower level convicted felons entering the state system. The facility provides substance abuse treatment, vocational and life-skills training, and employment assistance to prepare inmates for their assimilation back into society. River City processes 600 residents through the program each year.

## BUDGET OVERVIEW:

River City is funded entirely by state grants appropriated according to the state grant year budget in June.

## BUDGET SUMMARIES:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 5,988,438 | $ 6,004,802 | $ 6,004,802 | $ 6,004,806 | $ 6,004,806 | 0.0% |
| Total | $ 5,988,438 | $ 6,004,802 | $ 6,004,802 | $ 6,004,806 | $ 6,004,806 | 0.0% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Other Governmental Revenues | $ 6,008,264 | $ 6,004,802 | $ 6,004,802 | $ 6,004,806 | $ 6,004,806 | 0.0% |
| Total | $ 6,008,264 | $ 6,004,802 | $ 6,004,802 | $ 6,004,806 | $ 6,004,806 | 0.0% |

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | 2008 Change |
|---|---|---|---|---|---|
| Administration | 103.50 | 104.00 | 102.00 | 102.00 | (2.00) |
| Total | 103.50 | 104.00 | 102.00 | 102.00 | (2.00) |

## PROGRAM SUMMARY:

**Program:** River City Community-Based Correctional Facility - 3901
**Mandated By:** 5149.061
**Funding Source:** Special Revenue Calendar Grants, Special Revenue State Grants

**Accomplishments:**
River City operates four pods with a capacity of 50 residents (inmates) per pod.

There is a cooperative program with Frisch's Restaurants that has been used successfully to train residents and help them become gainfully employed.

Aftercare treatment continues to aid the residents after they leave the facility and is handled with a cooperative agreement with the Probation Department.

The community service program that was established in cooperation with the Probation Department continues to be successful.

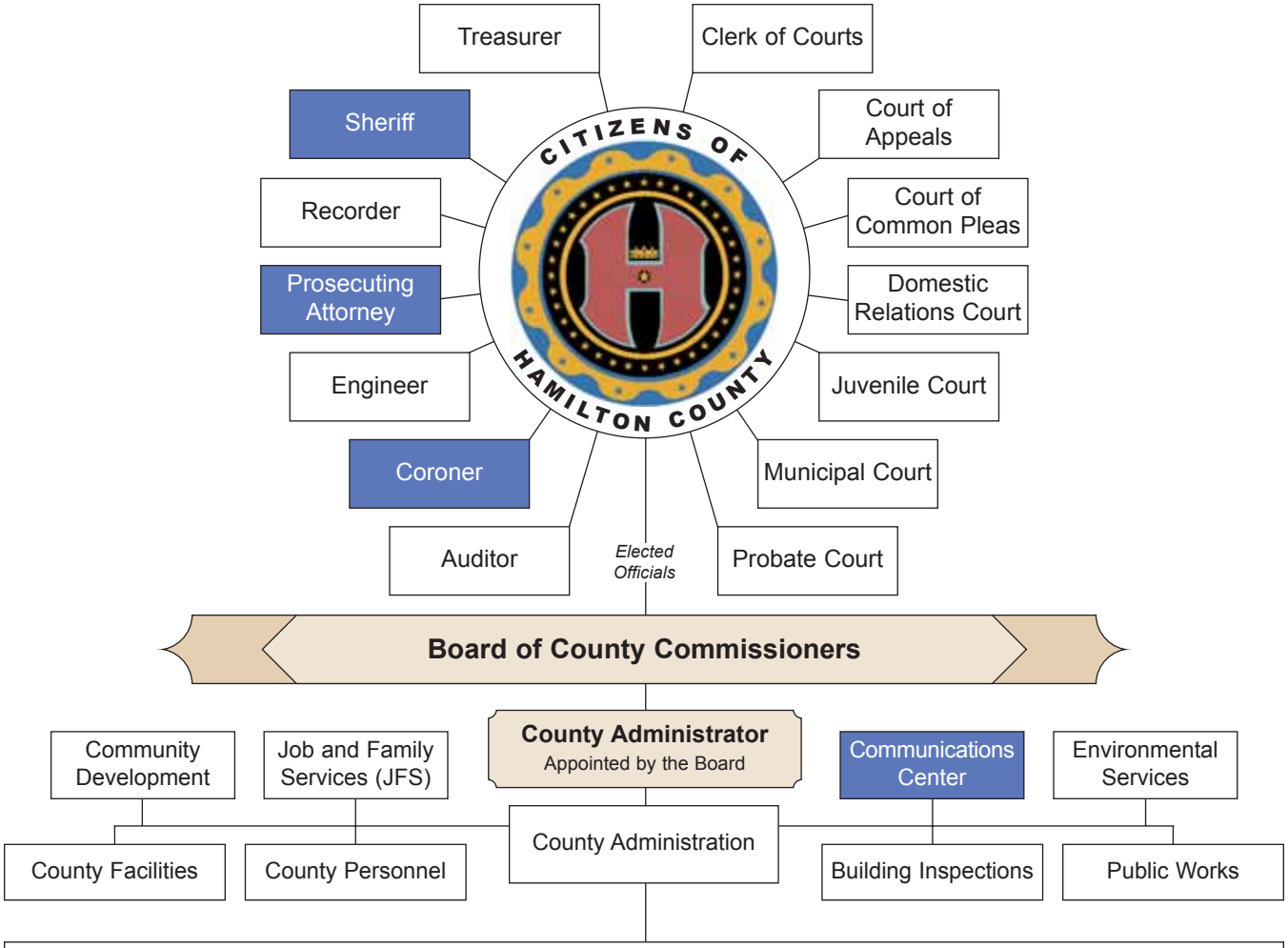
| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Evaluate all referrals | | | | |
| **Demand:** Referrals to program | 1,040 | 1,200 | 1,200 | 1,200 |
| **Workload:** Referrals evaluated | 1,040 | 1,200 | 1,200 | 1,200 |
| **Efficiency:** Hours to evaluate one resident | 3.5 | 3.5 | 3.5 | 3.5 |
| **Effect./Outcome:** Percent of referred residents evaluated | 100% | 100% | 100% | 100% |
| **Objective:** Provide adult basic and literacy education and GED training for all residents | | | | |
| **Demand:** Residents accepted into program | 600 | 600 | 600 | 600 |
| **Workload:** Residents receiving training | 600 | 600 | 600 | 600 |
| **Efficiency:** Time to train each resident | 175 days | 175 days | 175 days | 175 days |
| **Effect./Outcome:** Percent of residents that receive training | 100% | 100% | 100% | 100% |
| **Objective:** 85% of all residents accepted into program will complete the program successfully | | | | |
| **Demand:** River City annual residents | 600 | 600 | 600 | 600 |
| **Workload:** Residents that complete program | 529 | 530 | 530 | 530 |
| **Efficiency:** Time for each resident to complete program | 4 months | 4 months | 4 months | 4 months |
| **Effect./Outcome:** Percent that complete the program | 88% | 88% | 88% | 88% |
| **Objective:** All residents that are assessed as needing chemical dependency training will receive it | | | | |
| **Demand:** Approximately 90% of residents | 529 | 530 | 530 | 530 |
| **Workload:** Residents that receive training | 476 | 477 | 477 | 477 |
| **Efficiency:** Hours spent by each resident in training | 288 hours | 288 hours | 288 hours | 288 hours |
| **Effect./Outcome:** Percent of residents assessed as needing chemical dependency training that receive training | 90% | 90% | 90% | 90% |
| **Objective:** Recidivism rates will be under 30%. (Based upon re-admittance to state institutions within a two-year period) | | | | |
| **Demand:** Residents graduated within the past two years | 950 | 950 | 950 | 950 |
| **Workload:** Residents readmitted to state institutions | 285 | 285 | 285 | 285 |
| **Efficiency:** Years evaluated | 2 | 2 | 2 | 2 |
| **Effect./Outcome:** Percent of residents that recidivate | 30% | 30% | 30% | 30% |

**Departmental Comments:**
River City is operating at full capacity. It s staff is working with the University of Cincinnati criminal justice program and experts in therapeutic community treatment to compare the effectiveness of cognitive behavior treatment to high fidelity therapeutic community treatment.

## Hometown Heroes

The Isley Brothers, inducted into the Rock and Roll Hall of Fame in 1992, have had such hits as “Shout,” “This Old Heart of Mine,” and “It’s Your Thing.”

# Hamilton County, Ohio
# Public Safety




*County services for which the Board of County Commissioners is solely responsible*

Board of Building Appeals
Board of Building Standards
Board of Zoning Appeals
Cabinet of Economic Advisors
Competition and Efficiency Committee
Council of Elders
Criminal Justice Commission
**Dog Warden**
Earthworks Appeals Board
Economic Development Task Force
Great American Ball Park
Health Care Review Commission
Homeland Security Commission
Hospital Commission
Infant Mortality Reduction Commission
JFS Planning Committee
Local Corrections Planning Board
Metropolitan Sewer District
Paul Brown Stadium
Rural Zoning Commission
Tax Incentive Review Committee
Tax Levy Review Committee
Storm Drainage Appeals

*County services in which the Board of County Commissioners share responsibility*

Board of Elections
Board of Mental Retardation/Developmental Disabilities
Board of Park Commissioners
Board of Revision
Cincinnati Area Geographic Information System
Cincinnati Metropolitan Housing Authority
Cincinnati Museum Center
Cincinnati Zoo and Botanical Gardens
Children's Trust Fund
**County Law Enforcement Applied Regionally (CLEAR/RCIC)**
Community Action Agency
Community Improvement Corporation
Convention Facilities Authority
Drake Center
Elderly Services Program Advisory Council
**Emergency Management Agency**
Family and Children First Council
Hamilton County Board of Health
Hamilton County Development Company
Indigent Health Care
Information Processing Advisory Committee
Integrating Committee (District 2)
Kenton County Airport Board Advisory Committee
Mental Health and Recovery Services Board
OH-KY-IN Regional Council of Governments
Ohio State University Extension Service
Port of Greater Cincinnati Development Authority
Public Defender Commission
Public Library of Cincinnati and Hamilton County
Regional Computer Center Control Board
Regional Planning Commission
River City Correctional Facility
Senior Services
Soil and Water Conservation District
Solid Waste Management District
Southwest Ohio Regional Transit Authority
Stormwater District Oversight Board
Veterans Service Commission

# Public Safety

2008 Budget Summary by Department

**Revenues** *(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Sheriff | 16,421 | 17,584 | 17,425 | 17,104 |
| Communications Center | 7,376 | 5,964 | 8,411 | 9,191 |
| CLEAR | 5,120 | 5,137 | 4,789 | 4,789 |
| Prosecutor | 4,893 | 3,504 | 3,141 | 2,841 |
| Coroner | 1,277 | 1,186 | 1,315 | 1,315 |
| Dog Warden | 473 | 774 | 74 | 794 |
| Emergency Management | 687 | 608 | 686 | 352 |
| **Total** | **$36,247** | **$34,757** | **$35,841** | **$36,386** |

**Expenditures** *(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Sheriff | 87,727 | 95,329 | 105,551 | 91,734 |
| Prosecutor | 14,583 | 13,836 | 14,926 | 14,691 |
| Communications Center | 8,005 | 8,848 | 11,920 | 9,775 |
| CLEAR | 4,110 | 5,370 | 6,577 | 6,292 |
| Coroner | 4,123 | 4,199 | 4,526 | 4,018 |
| Dog Warden | 1,214 | 1,191 | 1,265 | 1,235 |
| Emergency Management | 1,245 | 1,227 | 1,369 | 1,044 |
| **Total** | **$121,007** | **$130,000** | **$146,134** | **$128,789** |

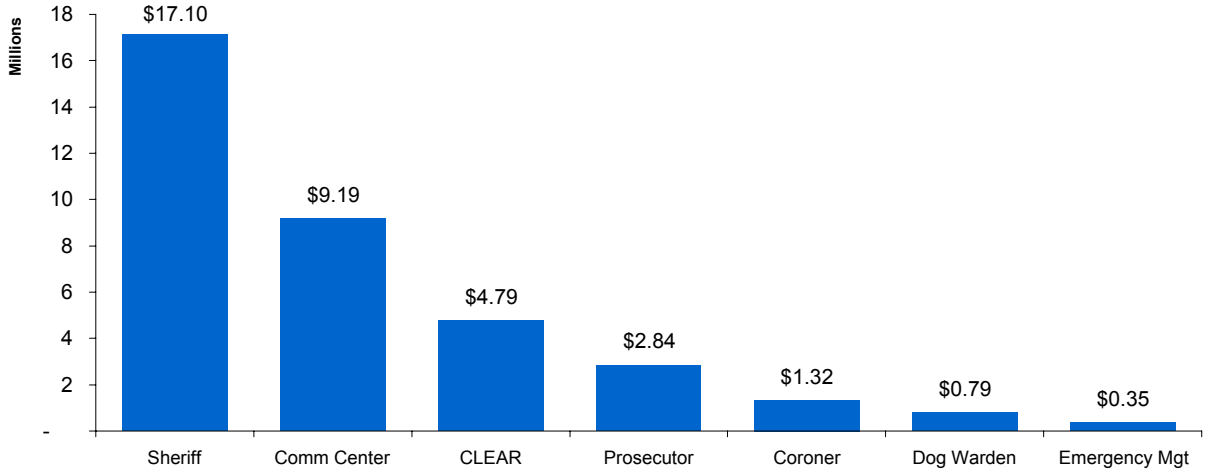
**Employee Positions**

| Department | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Sheriff | 1,035.00 | 1,066.00 | 1,083.00 | 1,041.00 |
| Prosecutor | 215.00 | 185.91 | 187.70 | 182.70 |
| Communications Center | 91.00 | 93.00 | 98.00 | 94.00 |
| Coroner | 44.65 | 46.95 | 46.95 | 45.95 |
| Emergency Management | 8.50 | 10.00 | 9.00 | 8.00 |
| Dog Warden | 0.50 | 0.50 | 0.50 | 0.50 |
| **Total** | **1,394.65** | **1,402.36** | **1,425.15** | **1,372.15** |

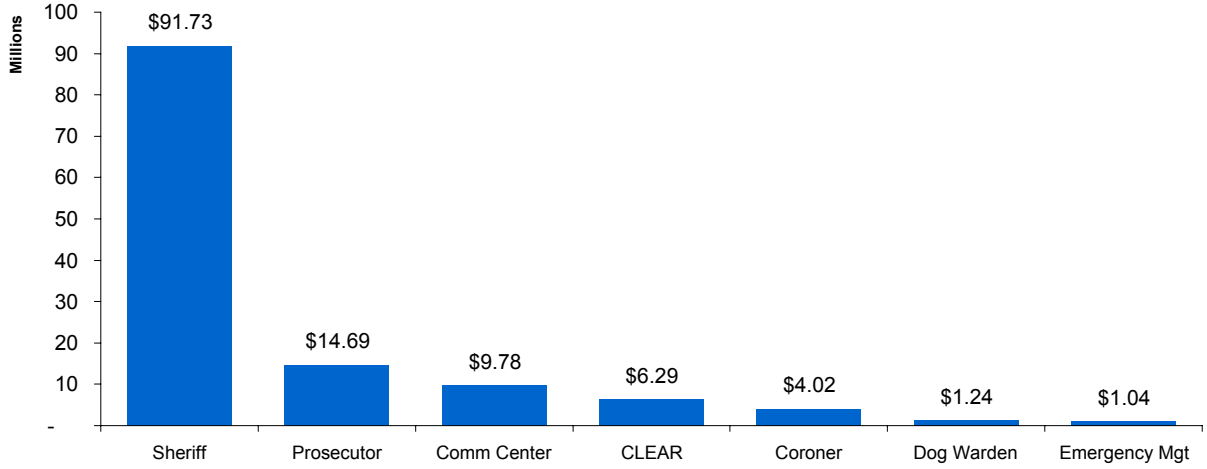
# Public Safety

2007 Budget Summary by Department

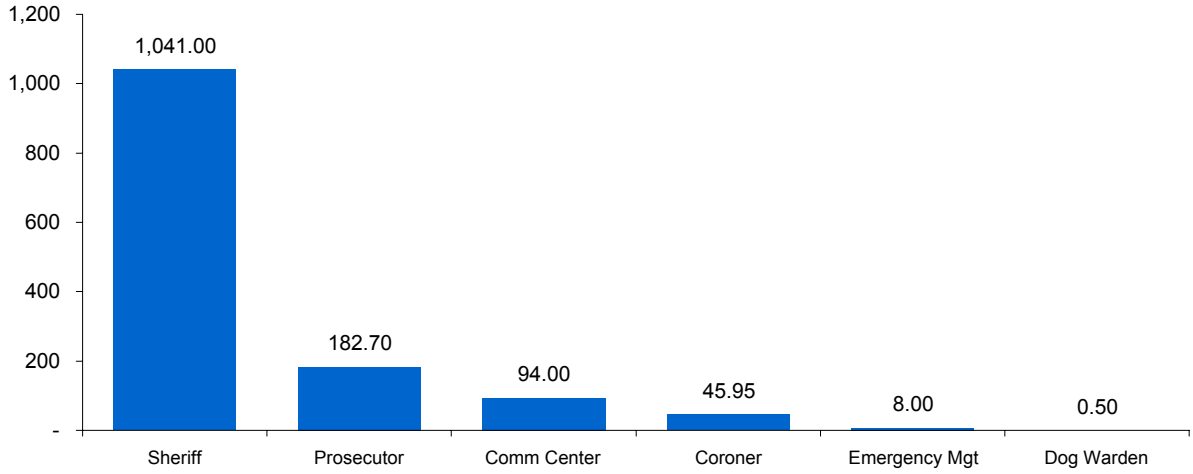
## Revenue




## Expenditures




## Employee Positions



# CLEAR

## DEPARTMENT OVERVIEW:

CLEAR (Countywide Law Enforcement Applied Regionally) is a project funded by the only continual Hamilton County tax levy outside the 10 mill limit. The levy is a 0.54 mills continuing levy approved in June 1982. An additional five-year 0.29 mills levy was approved by the voters in 1998, effective 1999-2003. The current effective millage is 0.15 mills.

CLEAR is operated by the staff of the Regional Crime Information Center (RCIC) which is a division of the City of Cincinnati's Regional Computer Center (RCC). With CLEAR levy funding, RCIC provides a computerized police information system that assists all law enforcement in Hamilton County in the safe and successful performance of their duties. It provides a link between the local agencies and the state and federal crime databases.

RCIC operations are guided by the CLEAR Board of Advisors, made up of the following voting members:

- Six County office representatives (County Administrator, Sheriff, Prosecutor, Coroner, Communications Center, Municipal Court Assignment Commissioner)
- Six City of Cincinnati office representatives (Chief of Police, Director of Finance, Law Department Chief Counsel, Cincinnati Police Communications Commander, Regional Computer Center Director, Cincinnati Police Information Technology Systems Unit Commander)
- Two Hamilton County Chief's Association (HCCA) representatives
- Two Hamilton County Police Association (HCPA) representatives
- Chief of Police of the City of Norwood
- Special Agent in Charge, FBI, Cincinnati

Neither the HCCA nor HCPA representatives may be city or county employees. Non-voting members of the board represent the Hamilton County Clerk of Courts, Hamilton County Common Pleas Court Administrator, Ohio State Highway Patrol, and the Ohio Bureau of Criminal Identification and Investigation.

## BUDGET OVERVIEW:

In late summer 2007, the Budget Commission had questions regarding the size of the CLEAR fund balance. It was noted that CLEAR has sizeable planned and unplanned capital infrastructure projects. One large project in the near future is the AFIS palm-printing system estimated to cost $1.5 million. Additionally, CLEAR's appropriated expenditures exceed their anticipated revenues.

The COPSMART grant will end in 2008 and with that end will come the first year of support payments to the vendor. There are multiple components (or levels) of support that can be chosen. CLEAR has chosen a higher level of support in its first year or two before determining what it can or cannot handle with internal staff going into the future. There may be efficiencies to maintaining the contractual support vs. hiring new staff to cover those responsibilities even if that were to become an option. That will be determined in future years with experience on the support contracts and their various modules.

## BUDGET SUMMARY:

| Budget by Program | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Total | $ 4,110,064 | $ 5,627,534 | $ 5,370,376 | $ 6,576,756 | $ 6,291,756 | 11.8% |

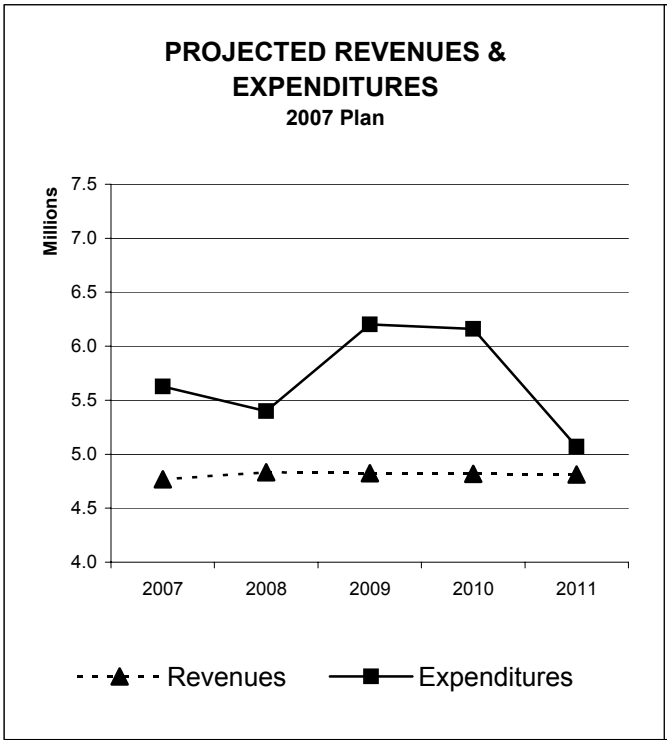
| Revenue by Source | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Property Taxes | $ 4,217,103 | $ 3,797,571 | $ 4,107,534 | $ 3,628,381 | $ 3,628,381 | -4.5% |
| Other Intergovernmental | 841,276 | 971,342 | 993,712 | 1,160,318 | 1,160,318 | 19.5% |
| Miscellaneous | 61,516 | - | 35,750 | - | - | n/a |
| Total | $ 5,119,894 | $ 4,768,913 | $ 5,136,996 | $ 4,788,699 | $ 4,788,699 | 0.4% |

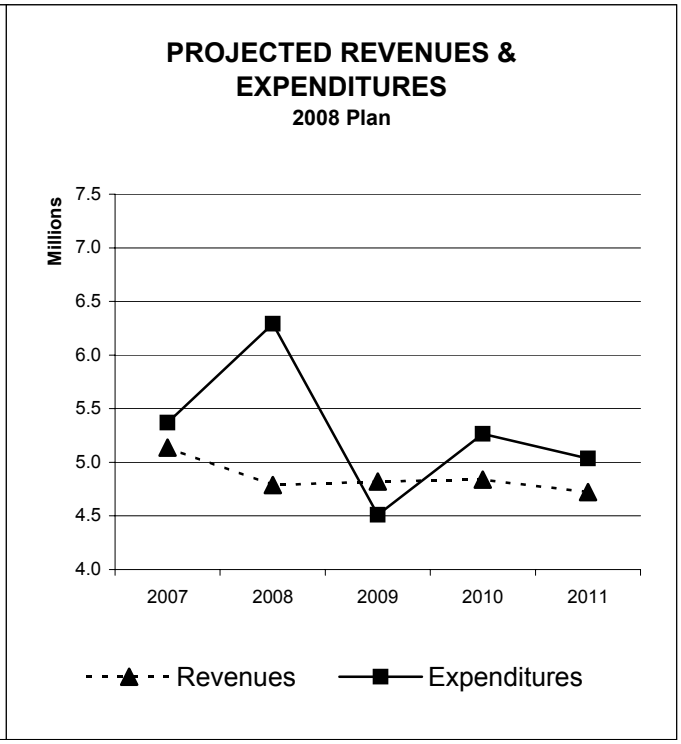
*There are no county staff associated with CLEAR. All CLEAR personnel are employed by the City of Cincinnati.*

# CLEAR (Countywide Law Enforcement Applied Regionally)

Tax Levy: 0.54 Mills (Continuing)

| Five-Year Plan (07 Budget) | Year 1<br>2007 Budget | Year 2<br>2008 Estimate | Year 3<br>2009 Estimate | Year 4<br>2010 Estimate | Year 5<br>2011 Estimate |
|---|---|---|---|---|---|
| **Beginning balance** | **12,354,467** | **11,495,846** | **10,928,862** | **9,551,896** | **8,208,712** |
| **REVENUES (Total)** | **4,768,913** | **4,832,166** | **4,824,007** | **4,817,051** | **4,811,253** |
| Tax Levy | 4,910,592 | 4,899,876 | 4,832,166 | 4,824,007 | 4,817,051 |
| Other | - | - | - | - | - |
| **EXPENDITURES (Total)** | **5,627,534** | **5,399,150** | **6,200,973** | **6,160,235** | **5,071,331** |
| Agency | 5,627,534 | 5,399,150 | 6,200,973 | 6,160,235 | 5,071,331 |
| **Ending balance** | **11,495,846** | **10,928,862** | **9,551,896** | **8,208,712** | **7,948,634** |




| Projected (08 Budget) | Year 1<br>2007 Estimate | Year 2<br>2008 Budget | Year 3<br>2009 Estimate | Year 4<br>2010 Estimate | Year 5<br>2011 Estimate |
|---|---|---|---|---|---|
| **Beginning balance** | **12,354,467** | **7,469,672** | **5,966,615** | **6,276,464** | **5,847,807** |
| **REVENUES (Total)** | **5,136,996** | **4,788,699** | **4,820,997** | **4,837,653** | **4,722,875** |
| Tax Levy | 5,101,246 | 4,788,699 | 4,820,997 | 4,837,653 | 4,722,875 |
| Other | 35,750 | - | - | - | - |
| **EXPENDITURES (Total)** | **5,370,376** | **6,291,756** | **4,511,148** | **5,266,310** | **5,036,125** |
| Agency | 3,652,442 | 6,291,756 | 4,511,148 | 5,266,310 | 5,036,125 |
| Prior Year Payments | 1,717,934 | - | - | - | - |
| *Reserved for Encumbrances* | *4,651,415* | - | - | - | - |
| **Ending balance** | **7,469,672** | **5,966,615** | **6,276,464** | **5,847,807** | **5,534,557** |

## PROGRAM SUMMARIES:

**Program:** Countywide Law Enforcement Applied Regionally - 6401
**Mandated By:** Not mandated
**Funding Source:** General Fund, Tax Levies Operating Fund, Special Revenue State Grants

| **Program Description:** | **Accomplishments:** |
|---|---|
| CLEAR (Countywide Law Enforcement Applied Regionally) is a service funded by a Hamilton County tax levy and operated by the staff of the Regional Crime Information Center (RCIC). With CLEAR levy funding, 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. | • Completed the installation and training for the COPSMART (Community-Oriented Policing Strengthened through Management and Report Technology) project. There are 720 vehicles equipped with mobile data computers (MDCs) in the field and 2,200 officers trained.<br>• Completed the FCC retuning process by changing the frequencies in 720 COPSMART equipped police vehicles and by changing the configuration at seven tower locations.<br>• Implemented the CLEAR Support Desk to provide additional technical assistance to the law enforcement community on their complex applications.<br>• Upgraded the CLEAR network at 60 locations and replaced 150 computers.<br>• Funded the replacement of the Sheriff's mugshot system. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Provide access for law enforcement to local, state and national crime databases, while maintaining interfaces to local criminal justice systems | | | | |
| **Demand:** Total number of systems to be maintained | 7 | 7 | 7 | 7 |
| **Workload:** Inquiries and reports entered into the systems | 39,394,533 | 40,500,000 | 41,000,000 | 41,000,000 |
| **Efficiency:** Cost of hardware & software support | 3,941,069 | 4,815,824 | 6,576,756 | 6,576,756 |
| **Effect./Outcome:** Average daily system availability | 99.7% | 99.5% | 99.5% | 99.5% |

**Departmental Comments:**
RCIC maintains automated interfaces to the Ohio and national criminal justice information systems and ensures compliance with the rules, policies and procedures of each. For the COPSMART project, RCIC is the implementing agency representing the 45 consortium agencies, with the Hamilton County Sheriff's Office as the grantee.

The increase in workload is related to the additional functionality available with the full implementation of the COPSMART application.

The 2008 budget request includes a capital request to obtain a palm print system and repository for the County law enforcement community. Thirty percent of all crime scenes contain only palm prints. Last year, Hamilton County law enforcement handled over 4,500 cases. One-third of these crimes had latent palm prints that could not be electronically stored or searched for suspect identification. Agencies with palm print capabilities report a 20% suspect identification for palm print searches.

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

# Communications Center

## DEPARTMENT OVERVIEW:

The Hamilton County Communications Center is comprised of two divisions: the 911 Call Center and Telecommunications. The Call Center processes thousands of 911 calls annually and provides emergency dispatching and other non-emergency calls for police, fire, and life squads for Hamilton County. The Call Center services approximately 105 police, fire and emergency medical response agencies. The Telecommunications division provides telecommunications services to county departments. Their services include managing the county WAN, fiber optic and copper cabling installation, and hardware/software, network trunking support.

## BUDGET OVERVIEW:

The Hamilton County Communications Center divisions are funded differently. The Telecommunications division is funded solely by the general fund. They provide revenue to the general fund by the telecommunication services they provide to non-general fund county agencies. Telecommunications also manages the inmate phone contract which is up for renewal this year. This contract should yield approximately $1.2 million to the general fund for 2008. The budget appropriation is $2.0M, which is a $294,000 (12.7%) decrease compared to the 2007 budget. This is largely due to a cost savings measure in telephone services that was brought about by an individual employee who was ultimately rewarded for his idea through the Employee Gainsharing program.

The 911 Call Center is an internal service fund which collect fees from county municipalities and townships that use the county's 911 call service and dispatch. As the demand for new technology and services increases, so do the costs. In order to balance the budget, the Call Center is dependent upon a subsidy from the general fund. This subsidy has grown significantly over the past years mostly due to the 800MHz radio system maintenance contract and the Computer Aided Dispatch (CAD) system. The 2008 budget will have a subsidy of $1.85 million. Some relief in reducing the subsidy has come from the Wireless 911 Special Revenue fund generating approximately $800,000 per year. The house bill that created this stream of revenue has the possibility of being discontinued after 2008 unless the sunset provision can be lifted. Efforts are ongoing at the State level in attempts to get this provision removed so that funding can continue in 2009 and beyond.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 634,362 | $ 714,810 | $ 645,786 | $ 731,693 | $ 711,559 | -0.5% |
| Operations | 5,533,945 | 6,327,458 | 6,342,408 | 8,830,634 | 7,046,984 | 11.4% |
| Telecommunications | 1,836,910 | 2,310,173 | 1,860,269 | 2,357,533 | 2,016,583 | -12.7% |
| Total | $ 8,005,217 | $ 9,352,441 | $ 8,848,463 | $ 11,919,860 | $ 9,775,126 | 4.5% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Charges for Service | $ 5,876,092 | $ 6,040,000 | $ 5,964,282 | $ 5,961,000 | $ 7,341,400 | 21.5% |
| Transfer-In | 1,500,000 | - | - | 2,450,000 | 1,850,000 | |
| Total | $ 7,376,092 | $ 6,040,000 | $ 5,964,282 | $ 8,411,000 | $ 9,191,400 | 52.2% |

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Administration | 5.92 | 5.92 | 5.92 | 5.92 | - |
| Operations | 74.00 | 76.00 | 80.00 | 76.00 | - |
| Telecommunications | 11.08 | 11.08 | 12.08 | 12.08 | 1.00 |
| Total | 91.00 | 93.00 | 98.00 | 94.00 | 1.00 |

## PROGRAM SUMMARIES:

**Program:** Administration - 7010
**Mandated By:** Not mandated.
**Funding Source:** Internal Service, General Fund, Capital Project

| **Program Description:** | **Accomplishments:** |
|---|---|
| Administration oversees the Communication Operations Supervisors, the Department of Communications Operations and the Telecommunications Division.<br><br>Administration prepares fiscal reports, collects revenue, prepares studies, writes specifications and reports for long and short-term projects, attends conferences and meetings to learn about up-to-date industry standards and provides modern training programs and management techniques. | The Department of Communications has provided and processed all reports, vouchers, and receipts within the time required. The new CAD (Computer Aided Dispatch) System is now installed and operational. The system enables dispatchers at the Communication Center to dispatch police, fire and EMS personnel and equipment quicker and more efficiently. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Submit budget papers, reports, studies, vouchers and receipts within time requirements | | | | |
| **Demand:** Budget papers, vouchers & pay-ins to be processed | 1,525 | 1,550 | 1,560 | 1,560 |
| **Workload:** Budget papers, vouchers & pay-ins processed | 1,525 | 1,550 | 1,560 | 1,560 |
| **Efficiency:** Processing time per 40 hours | 31.0 | 32.0 | 33.0 | 33.0 |
| **Effect./Outcome:** Budget papers, vouchers and pay-ins processed | 100% | 100% | 100% | 100% |

**Departmental Comments:**
All revenues are reported in the Operations Division of the department. The Communication Center along with other organizations are trying to pass legislation to prevent the wireless cost recovery legislation from ending due to the sunset provision.

**Program:** Operations - 7020
**Mandated By:** Not mandated.
**Funding Source:** Internal Service, Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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. | 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 calls should be answered within three rings. The department's objective is to answer calls within two rings. Dispatchers currently answer calls within an average of one ring. A new fire dispatch system, voice tone alerting, was deployed to replace the old, obsolete system. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Answer all 911 telephone calls within two rings. | | | | |
| **Demand:** Phone calls to be processed. | 899,202 | 900,000 | 902,000 | 902,000 |
| **Workload:** Phone calls processed. | 899,202 | 900,000 | 902,000 | 902,000 |
| **Efficiency:** Average telephone answer time (seconds). | 1.0 | 1.0 | 1.0 | 1.0 |
| **Effect./Outcome:** Percent of calls answered within two rings. | 100% | 100% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **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 | 578,628 | 585,000 | 587,000 | 587,000 |
| **Workload:** Police, fire, EMS, & misc. details processed. | 578,628 | 585,000 | 587,000 | 587,000 |
| **Efficiency:** Number of details per dispatcher. | 7,819 | 7,905 | 7,932 | 7,932 |
| **Effect./Outcome:** % of police, fire/rescue calls dispatched in 90 seconds. | 90% | 90% | 90% | 90% |

**Departmental Comments:**
The 2008 budget includes a $1.85M general fund subsidy.

**Program:** Telecommunications - 7030
**Mandated By:** Not mandated.
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| Management of County Wide Telecommunications Systems for the Hamilton County Government. | Wiring additions to Public Defenders, Adult Probation, MRDD, Engineer, Facilities, Budget, Regional Planning, Clerk of Courts, Treasurer, Juvenile Court, EMA, Health District, Soil and Water Conservation District, Sheriff and Communications Center.<br><br>Created substantial savings to Clerk of Courts by adding Glenway Avenue and Red Bank Road offices to the County telephone system.<br><br>Installed new 911 Positron system at Communications Center.<br><br>Installed new serviceable office at Over-the-Rhine probation substations. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Handle the telecommunications request for service within a 3-5 day time frame while giving quality customer service | | | | |
| **Demand:** Total County phone lines | 6,400 | 6,600 | 6,600 | 6,600 |
| **Workload:** Install, delete, move, change lines | 6,400 | 3,500 | 3,500 | 3,500 |
| **Efficiency:** Install, delete, move, change lines (per day) | 15 | 16 | 16 | 16 |
| **Effect./Outcome:** Telecommunication requests for service completed in three days | 99.9% | 99.9% | 99.9% | 99.9% |
| **Objective:** Manage Long Distance and Call Accounting System, collect fees on a monthly basis, 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 eight hours | 820 | 820 | 820 | 820 |
| **Effect./Outcome:** Long distance charges, collections, and pay phones collected monthly | 95% | 95% | 95% | 95% |
| **Objective:** Process 500,000 emails per week while delivering valid email and blocking viruses and spam | | | | |
| **Demand:** County email system | 320,000 | 50,000 | 50,000 | 50,000 |
| **Workload:** Email system | 320,000 | 50,000 | 50,000 | 50,000 |
| **Efficiency:** Clean spam and block viruses | 320,000 | 50,000 | 50,000 | 50,000 |
| **Effect./Outcome:** Clean spam and block viruses weekly | 95% | 95% | 95% | 95% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Provide one gig network connectivity between core county buildings with less than 1% down time. | | | | |
| **Demand:** County network | 1 gig | 1 gig | 1 gig | 1 gig |
| **Workload:** Monitor network for peak performance | 1 gig | 1 gig | 1 gig | 1 gig |
| **Efficiency:** Network available 24 hours per day | 24 | 24 | 24 | 24 |
| **Effect./Outcome:** Network working effectively 99% of the time. | 99% | 99% | 99% | 99% |

**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. Consolidation of phone trunking and channel changes produced substantial monthly savings.

Blocking spam and viruses is continually improving. The war on spam necessitated the creation of a countywide email security committee chaired by the department. Telecommunications is continually looking for new ways to meet the technological demands of the county.

## Hamilton County Firsts

1967: Cincinnati's WEBN-FM pioneers
the nation's first album-oriented rock radio format.

# Coroner

## DEPARTMENT OVERVIEW:

The primary function of the Coroner's Office is to determine the cause and manner of death for persons who die as a result of criminal or other violent means, by casualty, by suicide, or in any suspicious or unusual manner, or when any person dies suddenly when in apparent good health. An official autopsy may be ordered in cases where death is a result of homicide, suicide, fire, industrial accidents, any means while in jail or following incarceration, motor vehicle accidents and/or other selected accidents. In addition, the Coroner's crime laboratory provides forensic services to law enforcement agencies inside Hamilton County as well as other neighboring Ohio, Kentucky and Indiana counties. Forensic scientists examine physical evidence recovered in cases of homicide, rape, arson, assault, robbery and cases involving the sale or use of illicit drugs.

## BUDGET OVERVIEW:

The Coroner's Office 2008 budget includes a $212,627 (5.0%) decrease in general fund expenditures. Key budget issues include:

- **Personnel Costs.** 2008 personnel costs (including regular employee compensation, overtime, part-time employee compensation and fringe benefits) are $3,369,780, up approximately $37,730 (0.01%) from the 2007 approved budget. Personnel costs are remaining relatively unchanged from the 2007 budget as a result of a budget reduction of one FTE.
- **Drug and Medical Supplies.** 2008 budget is a $13,000 (5.9%) increase from 2007 adopted budget. The 2008 budget of $235,000 is allocated in the general fund compared to 2007 budget which allocated $140,000 in the general fund and $82,000 in the restricted fund. The 2007 allocation method was developed to shift expenses to the appropriate funds in order to approve other general fund expenditures. 2007 projections indicate that approximately $235,000 in medical supplies will be expended between the two funds. The 2008 budget is consistent with 2007 projections and uses the same methodology used in 2007.
- **Miscellaneous Contractual Services.** 2008 budget is $65,860, $1,800 (2.8%) above the 2007 approved budget. Contractual services include transcription, document shredding, chemical disposal, occasional outsourcing histology services and consulting services. The 2008 budget does not include $47,000 in toxicology consulting services. In 2006, when the former Chief of Toxicology retired, the Coroner's Office decided to reorganize that division and not fill the vacant position with a PhD. After reassessing the needs of the division the Coroner's Office discovered a need for PhD oversight. The approved budget does not include this increase due to lack of justification regarding the benefits of the PhD oversight or the risk that the office is exposed to due to a lack of oversight from a PhD. The 2008 budget is consistent with 2007 projected spending as well as historical spending.
- **Capital Outlay.** 2008 budget of $80,000 is a $203,500 (72.0%) decrease from 2007 budget. The budget includes funding for a Gas Chromatograph/Mass Spectrometer.

## BUDGET SUMMARY:

| Budget by Program | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Recommend | 2008 Change |
|---|---|---|---|---|---|---|
| Administration | $ 1,698,586 | $ 1,654,502 | $ 1,650,513 | $ 1,763,413 | $ 1,528,641 | -7.6% |
| Lab | 1,992,545 | 2,173,068 | 2,120,572 | 2,247,326 | 2,052,325 | -5.6% |
| Morgue | 246,855 | 218,338 | 222,736 | 307,926 | 232,555 | 6.5% |
| Building Maintenance | 185,412 | 184,749 | 204,891 | 207,340 | 204,509 | 10.7% |
| Total | $ 4,123,398 | $ 4,230,658 | $ 4,198,713 | $ 4,526,006 | $ 4,018,031 | -5.0% |

| Revenue by Source | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Recommend | 2008 Change |
|---|---|---|---|---|---|---|
| Service Fees | $ 1,275,401 | $ 1,307,500 | $ 1,185,302 | $ 1,315,250 | $ 1,315,250 | 0.6% |
| Miscellaneous | 1,595 | 200 | 244 | 200 | 200 | 0.0% |
| Total | $ 1,276,996 | $ 1,307,700 | $ 1,185,547 | $ 1,315,450 | $ 1,315,450 | 0.6% |

| Staffing by Program | 2006 Budget | 2007 Budget | 2008 Request | 2008 Recommend | 2008 Change |
|---|---|---|---|---|---|
| Administration | 17.05 | 17.05 | 17.05 | 16.05 | (1.00) |
| Lab | 22.60 | 24.90 | 24.90 | 24.90 | |
| Morgue | 4.00 | 4.00 | 4.00 | 4.00 | - |
| Building Maintenance | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Total | 44.65 | 46.95 | 46.95 | 45.95 | (1.00) |

## PROGRAM SUMMARIES:

**Program:** Administration - 3201
**Mandated By:** ORC 313.0, 313.22
**Funding Source:** General Fund

| Program Description: | Accomplishments: |
|---|---|
| The primary function of the Coroner's Office is to investigate all deaths which 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 which grant the authority to conduct investigations in those deaths which, in the Coroner's opinion, occur under any of the above conditions. | 2007 slightly outpaced 2006 in the total number of autopsies completed by this office (1,027 vs. 997). However, death scene response remained on a steady incline while our investigators continue to respond to all scenes of death with the exception of select inpatient hospital deaths. The remaining two investigators obtained their certification with the American Board of Medicolegal Death Investigators in late 2007 meaning all five investigators are now certified death investigators.<br><br>Grant funding was secured though the Department of Homeland Security to purchase digital body and dental x-ray units. These two pieces of equipment will have a significant impact on our ability to respond to a mass fatality incident by providing advanced technology for victim identification.<br><br>Staff members participated in an aviation disaster exercise hosted by Executed Jet Management. The exercise focused on the set-up and operation of a Family Assistance Center. It is our goal to participate in one disaster exercise per year in an effort to test our plans, policies and procedures. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Investigate all unexpected deaths and unnatural deaths to determine cause and manner and to issue a death certificate timely. | | | | |
| **Demand:** Death investigation required. | 3,517 | 3,550 | 3,500 | 3,500 |
| **Workload:** Number of deaths accepted and death certificates completed. | 964 | 1,000 | 1,000 | 1,000 |
| **Efficiency:** Number of death certificates completed timely. | 964 | 1,000 | 1,000 | 1,000 |
| **Effect./Outcome:** Percentage of death certificates completed within established time frame. | 100% | 100% | 100% | 100% |
| **Objective:** Investigate all unexpected deaths and unnatural deaths to determine cause and manner and to issue an autopsy report timely. | | | | |
| **Demand:** Autopsies to be performed. | 997 | 1,050 | 1,000 | 1,000 |
| **Workload:** Number of autopsies performed. | 997 | 1,050 | 1,000 | 1,000 |
| **Efficiency:** Number of autopsy reports completed timely. | 967 | 1,018 | 970 | 970 |
| **Effect./Outcome:** Percentage of autopsy reports completed within established time frame. | 97% | 97% | 97% | 97% |

**Departmental Comments:**
We will continue to improve the investigatory process, and are considering equipping every investigator with the necessary equipment to respond to a death scene at a moment's notice. Currently a scene kit is shared among all investigators and pathologists. Recent incidents of multiple scenes, including a significant plane crash, occurring at the same time have demonstrated the need to consider expanding our on-call investigator process/equipment.

The recent plane crash has heightened our level of sensitivity to preparation for a large scale disaster and fatality event. To date, training, supplies and equipment purchases have been made using Homeland Security funding. However, with strong local competition for the funding, combined with a shrinking pool, the Coroner's office will need to explore reasonable expenses using county funding.

**Program:** Lab - 3202
**Mandated By:** Not mandated
**Funding Source:** General Fund, Special Revenue Operating Fund, Special Revenue State Grants, Special Revenue Federal Grants, Special Revenue Calendar Grants

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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, and illicit drug analysis. | The Crime Laboratory maintains its accreditation by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). ASCLD is a nonprofit professional society of crime laboratory directors and forensic science managers dedicated to promoting excellence in forensic science through leadership and innovation. The crime laboratory will seek reaccreditation in 2009 under the new international system with more stringent requirements. The laboratory director has already begun the preparatory work for this process by updating policy, procedure and quality assurance manuals.<br><br>Michael Trimpe, Senior Arson/Trace Evidence Examiner, was given the Distinguished Service Award by the Midwestern Association of Forensic Sciences (MAFS) in October 2007. Mike has committed 27+ years of service to Hamilton County, and has become known worldwide as an expert in gunshot residue analysis.<br><br>Significant personnel changes occurred in 2007. We were granted three positions during the budget process, and were successful in filling all three with a Forensic Technician, DNA Analyst and Firearms Examiner. All three have made significant contributions to laboratory workflow as submissions increased in each of their respective disciplines. There was a slight decline in illicit drug submissions, but the work remains steady and the decrease provided staff an opportunity to participate in cross training exercises within other sections of the laboratory.<br><br>More than $170,000 in grant funding was secured through the Paul Coverdell and Forensic DNA Capacity Enhancement programs. Funds are being used for equipment and supplies purchases and professional development for our forensic analysts. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Provide analytical services to Law Enforcement agencies to facilitate criminal investigation/prosecution. | | | | |
| **Demand:** Cases submitted by law enforcement | 16,365 | 17,500 | 18,000 | 18,000 |
| **Workload:** Number of cases serviced | 16,365 | 17,500 | 18,000 | 18,000 |
| **Efficiency:** Number of cases completed | 16,365 | 17,500 | 18,000 | 18,000 |
| **Effect./Outcome:** Court dates met | 100% | 100% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Provide toxicology and histology services to the Coroner. | | | | |
| **Demand:** Toxicology and histology cases submitted by Hamilton County Coroner's Office. | 997 | 1,050 | 1,000 | 1,000 |
| **Workload:** Number of cases serviced. | 997 | 1,050 | 1,000 | 1,000 |
| **Efficiency:** Number of cases completed. | 997 | 1,050 | 1,000 | 1,000 |
| **Effect./Outcome:** Percentage of cases completed. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
Our Drug Section continues to be the workhorse of the laboratory. Investigative efforts by the City of Cincinnati (Vortex Unit) have increased drug submissions. We continue to meet the rigorous demands of the Rapid Indictment Program, but a recent significant equipment maintenance issue has reinforced our need to replace two Gas Chromatograph/Mass Spectrometer units in that section. Fortunately, it is now possible to purchase two units for the price paid 10+ years ago for one unit.

We continue to apply for and receive grant awards that are used exclusively for the betterment of the laboratory. Specifically, we delegate a large portion to analysts' professional development and proficiency testing requirements. Our 2008 training requirements will be significant as we develop the three analysts hired in 2007.

**Program:** Morgue - 3203
**Mandated By:** ORC 313.01, 313.22
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| To provide storage of bodies pending disposition and to facilitate the performance of autopsies and collection of evidence. | Using Homeland Security grant funds, we purchased a digital dental x-ray unit and a digital body x-ray unit. Additionally, significant digital imaging purchases were made with restricted fund dollars. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To accomplish views within 24 hours of arrival of the body. | | | | |
| **Demand:** Number of bodies to be viewed. | 75 | 100 | 100 | 100 |
| **Workload:** Number of bodies viewed. | 75 | 100 | 100 | 100 |
| **Efficiency:** Number of views accomplished within 24 hours. | 75 | 100 | 100 | 100 |
| **Effect./Outcome:** Percentage of views completed within 24 hours of arrival. | 100% | 100% | 100% | 100% |

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To accomplish autopsies within 24 hours of arrival of the body. | | | | |
| **Demand:** Number of bodies to be autopsied. | 997 | 1,050 | 1,000 | 1,000 |
| **Workload:** Number of bodies autopsied. | 997 | 1,050 | 1,000 | 1,000 |
| **Efficiency:** Autopsies completed within 24 hours. | 997 | 1,050 | 1,000 | 1,000 |
| **Effect./Outcome:** Percentage of autopsies completed within 24 hours of arrival. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
The acquisition of the digital x-ray equipment greatly enhances our ability to efficiently perform our duties during a mass fatality event, specifically victim and evidence identification. This is not only an asset to the residents of Hamilton County, but our neighboring counties in the region, as we are the only forensic facility in Southwest Ohio. We will use both systems in our daily operations, and in doing so, we will abandon our current "wet chemistry" system which will result in both a supplies and personnel time cost savings.

The digital imaging purchases (cameras and flat screen monitor) have had a tremendous impact on our autopsy photography. The quantity and quality have greatly improved, and we have been able to shift our focus to effective digital imaging management issues (archival and security of images). Grant application was made for an image management software package, however, the request was denied. The security and integrity of our images (both morgue and crime lab) is critical as the requests from the legal community continue to rise. Our current system has limited capacity, and we must consider more sophisticated alternatives.

## Hamilton County Firsts

1952: Children's Hospital develops the first heart-lung machine, making open heart surgery possible.

# Dog Warden

## DEPARTMENT OVERVIEW:

The Dog Warden makes a record of all dogs owned, kept, and harbored within the county. The warden patrols Hamilton County for stray dogs, and 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. The warden provides shelter and veterinary care for those impounded. The deputy wardens also investigate claims that livestock have been killed by stray dogs, and seized dogs are impounded or destroyed. The Dog Warden has the same police powers as are conferred upon the Sheriff and police officers in the performance of their duties.

## BUDGET OVERVIEW:

There are two major components to the dog warden function funded by the Dog and Kennel fund: the actual dog warden operations contracted to the Society for the Prevention of Cruelty to Animals, and the dog and kennel license collection operations administered by the County Auditor.

The Dog and Kennel fund continues to require a larger general fund subsidy each year, with the 2008 subsidy projected to be $700,000 just to keep the fund whole. Personnel reductions and contract cost freezes have done little to improve this position. Boarding fees charged for impounded dogs were increased effective January 2008, increasing anticipated revenue by $35,000. Due to the large subsidy required, the only effective means of repairing the situation is to increase revenue significantly by passing on the costs to dog owners through dog and kennel license fees, and fines for dog-related infractions.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Auditor Dog and Kennel | $ 84,864 | $ 137,467 | $ 90,267 | $ 136,971 | $ 103,303 | -24.9% |
| Dog Warden Admin | 1,213,927 | 1,146,396 | 1,191,388 | 1,265,269 | 1,235,387 | 7.8% |
| Total | $ 1,298,791 | $ 1,283,863 | $ 1,281,655 | $ 1,402,240 | $ 1,338,690 | 4.3% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Licenses | $ 681,989 | $ 778,700 | $ 842,628 | $ 689,200 | $ 689,200 | -11.5% |
| Chg for Service Fees | 12,837 | 15,000 | 10,877 | 14,000 | 49,000 | 226.7% |
| Fines & Forfeitures | 45,241 | 70,000 | 37,921 | 60,000 | 45,000 | -35.7% |
| Transfers In | 415,000 | 425,000 | 725,000 | - | 700,000 | 64.7% |
| Total | $ 1,155,067 | $ 1,288,700 | $ 1,616,426 | $ 763,200 | $ 1,483,200 | 15.1% |

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Auditor Dog and Kennel | 0.85 | 1.10 | 1.10 | 0.75 | (0.35) |
| Dog Warden Admin | 0.50 | 0.50 | 0.50 | 0.50 | - |
| Total | 1.35 | 1.60 | 1.60 | 1.25 | (0.35) |

## PROGRAM SUMMARY:

**Program:** Administration - 2501
**Mandated By:** ORC 955.15
**Funding Source:** Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| Patrols Hamilton County for stray dogs and provide shelter and veterinary care for those impounded.<br><br>Monitors the dog population in Hamilton County for licenses and keep records of all dogs impounded.<br><br>Investigates claims that livestock have been killed by stray dogs. | Since 1992, the percentage of stray dogs redeemed by their owners has increased from 19% to 29%.<br><br>Through the cooperative effort of the College Hill Pet Clinic and the Grady Veterinary Hospital, 415 injured stray dogs received emergency treatment in 2007. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To respond to citizen complaints within 45 minute average. | | | | |
| **Demand:** Citizen complaints received | 13,500 | 15,000 | 15,000 | 15,000 |
| **Workload:** Citizen complaints responded to | 13,500 | 15,000 | 15,000 | 15,000 |
| **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 | 4 | 4 | 4 | 4 |
| **Workload:** Livestock claims investigated | 4 | 4 | 4 | 4 |
| **Efficiency:** Hours per livestock claim | 3/4 hr | 3/4 hr | 3/4 hr | 3/4 hr |
| **Effect./Outcome:** % of livestock complaints responded to within 24 hours | 100% | 100% | 100% | 100% |

**Departmental Comments:**
Hamilton County's contract with the SPCA is based upon 1999 actual costs of stray dog control.

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

# Emergency Management

## DEPARTMENT OVERVIEW:

The Emergency Management Agency (EMA) consists of integrated all-hazards, countywide emergency management including mitigation, preparedness, response and recovery activities. In addition, EMA is responsible for homeland security preparedness and coordinated planning for the county.

EMA has its own governance board made up of 11 members, three of whom are the Hamilton County Commissioners. The EMA Director reports to them and to Assistant County Administrator for Public Services Jeff Aluotto.

EMA provides coordination of all disaster planning elements with all 49 political jurisdictions. EMA assists with the development, response and exercising of jurisdictional Emergency Operations Plans (EOPs).

EMA coordinates countywide terrorism preparedness planning through the Terrorism Preparedness Advisory Team (TPAT), and regional planning activities through the Southwestern Ohio, Southeastern Indiana, and Northern Kentucky Regional steering committee.

EMA is the Urban Area Security Initiative (UASI) grant coordinator and point of contact for the Department of Homeland Security for this grant.

## BUDGET OVERVIEW:

*General Fund Subsidy*

The department receives a general fund subsidy each year to maintain its fund balance. The department requested a 13.0% increase over 2007 budget. The recommended subsidy is $349,000, a $255,445 (42.3%) decrease from 2007. This uses a significant portion of fund balance to pay administrative costs.

| **Subsidy Budget** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| EMA Subsidy | $ 669,099 | $ 604,445 | $ 604,445 | $ 683,039 | $ 349,000 | -42.3% |
| Total | $ 669,099 | $ 604,445 | $ 604,445 | $ 683,039 | $ 349,000 | -42.3% |

*Grant Funding*

The department has successfully secured grants in previous years to pay the bulk of its expenditures. Most reduced line items are a result of those costs being covered by currently existing grants. Estimated homeland security grant funding for 2008 is substantially lower than 2007 budget. While more grants may yet be secured, the department will need to determine if grant funding should be expected to decrease in future years. This is yet another reason to consider alternative revenue sources.

Note: State and Federal grants are not appropriated in the annual budget process. Current year grants are noted in the following table.

| **Grant Name** | **Amount** |
|---|---|
| FY 2005 Urban Area Security Initiative (UASI) | $ 5,866,214 |
| FY 2006 Urban Area Security Initiative | 4,660,000 |
| FY 2007 Urban Area Security Initiative | 5,240,000 |
| FY 2006 State Homeland Security Program | 634,108 |
| FY 2008 State Homeland Security Program | 634,108 |
| FY 2006 Citizen Corp, County | 6,250 |
| FY 2007 Emergency Management Preparedness | 114,922 |
| SFY 2008 State Emergency Response | 92,851 |
| | $ 17,248,453 |

## BUDGET SUMMARY:

| Budget by Program | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 1,090,620 | $ 1,199,436 | $ 1,076,505 | $ 1,218,954 | $ 893,720 | -25.5% |
| HazMat/LEPC | 154,029 | 150,000 | 150,019 | 150,000 | 150,000 | 0.0% |
| Total | $ 1,244,650 | $ 1,349,436 | $ 1,226,525 | $ 1,368,954 | $ 1,043,720 | -22.7% |

| Revenue by Source | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Other Intergvnmtl | $ 1,753 | $ - | $ 165 | $ - | $ - | n/a |
| Miscellaneous | 16,616 | 10,000 | 3,230 | 3,000 | 3,000 | -70.0% |
| Transfers - In | 669,099 | 604,445 | 604,445 | 683,039 | 349,000 | -42.3% |
| Total | $ 687,469 | $ 614,445 | $ 607,840 | $ 686,039 | $ 352,000 | -42.7% |

| Staffing by Program | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Administration | 8.45 | 10.00 | 9.00 | 8.00 | (2.00) |
| HazMat/LEPC | 0.05 | - | - | - | - |
| Total | 8.50 | 10.00 | 9.00 | 8.00 | (2.00) |

## PROGRAM SUMMARIES:

**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

| Program Description: | Accomplishments: |
|---|---|
| The Emergency Management Agency (EMA) consists of integrated all-hazards, emergency management including mitigation, preparedness, response and recovery activities. In addition, EMA is responsible for homeland security preparedness and coordinated planning for the county. EMA provides coordination of all disaster planning elements with all 49 political jurisdictions.<br>EMA tests and troubleshoots 195 sirens in Hamilton County and oversees their maintenance, testing and repairs.<br>EMA coordinates countywide terrorism preparedness planning through the Terrorism Preparedness Advisory Team, and regional planning activities through the Southwestern Ohio, Southeastern Indiana, Northern Kentucky Regional steering committee.<br>EMA is the Urban Area Security Initiative grant coordinator and point of contact for the Department of Homeland Security for these grant funds. | *Training:* During 2007, Hamilton County afforded numerous training opportunities for citizens in CERT (Citizens Emergency Response Team) and weather spotting. EMA offered training to emergency responders in NIMS (National Incident Management System) and EOC management. In Sept. 06, EMA had a 12-county full-scale drill.<br>*Planning:* EMA is in the process of finalizing the county Emergency Operations Plan, to include specific planning for communications, warning, evacuation, hazardous materials, terrorism response and other specific issues. EMA has completed the Natural Hazards Mitigation Plan and it has been adopted by all County jurisdictions.<br>*Warning:* EMA updated the siren activation system, and has quadrupled redundancy for activation of the sirens. EMA continues to monitor the sirens for effective operation, and schedules maintenance as needed. EMA continues to maintain the Emergency Alert System activation points and works with the National Weather Service radio system, having both telephone and radio communications with Wilmington during severe weather events.<br>*Grants:* EMA continues to administer grants through the Natural Hazards Mitigation Grant Program, the Local Emergency Planning Committee grant program, the Hazardous Materials Exercise grant program and the Emergency Management Program Grants. EMA continues to assist the Homeland Security Department in administering the Homeland Security Grants and the Urban Area Security Initiatives. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Coordinate EOP and Weapons of Mass Destruction (WMD) Annexes through development/exercise of county and jurisdictional emergency operations plans | | | | |
| **Demand:** Coordinate, exercise and test juris EOPs | 50 | 50 | 50 | 50 |
| **Workload:** # WMD and Response Annexes | 50 | 50 | 50 | 50 |
| **Efficiency:** Time to develop, exercise jurisdictional EOP and WMD plans | 2,500 | 2,500 | 2,500 | 2,500 |
| **Effect./Outcome:** % of county-wide WMD Annexes developed and exercised | 100% | 100% | 100% | 100% |
| **Objective:** Secure, administer and coordinate state/federal preparedness and equipment grant programs to augment county-wide preparedness/response capabilities | | | | |
| **Demand:** Administer preparedness and equipment grant programs | 11 | 20 | 20 | 20 |
| **Workload:** # of preparedness and equipment grant programs | 11 | 20 | 20 | 20 |
| **Efficiency:** Time spent securing preparedness and equipment grant programs | 4,160 | 4,160 | 4,160 | 4,160 |
| **Effect./Outcome:** % of preparedness and equipment grant programs | 100% | 100% | 100% | 100% |
| **Objective:** Identify, develop and provide training programs and opportunities to ensure adequate WMD capabilities and public/first responder safety | | | | |
| **Demand:** Assist 49 political jurisdictions obtain WMD training | 50 | 50 | 50 | 50 |
| **Workload:** # of jurisdictional WMD trainings | 50 | 50 | 50 | 50 |
| **Efficiency:** Time to identify, develop, provide and coordinate WMD training for jurisdictions | 2,080 | 2,080 | 2,080 | 2,080 |
| **Effect./Outcome:** % of jurisdictional WMD training | 100% | 100% | 100% | 100% |

**Departmental Comments:**
The Homeland Security Department officially merged with EMA in August 2005 and all responsibilities of that department were assigned to EMA. Currently EMA is administering six grants. Several of these grants span several years. EMA is responsible for assisting jurisdictions with EOPs and Weapons of Mass Destruction Annexes, as well as training for local jurisdiction staff. EMA is responsible for coordinating a 12-county regional planning effort for homeland security needs and planning on a regional basis. EMA has implemented a NIMS Compliance Program and volunteer coordination program.

**Program:** HAZMAT / LEPC - 3302
**Mandated By:** ORC 3750
**Funding Source:** Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| This division of EMA is responsible for integrated, countywide hazardous material emergency management including mitigation, preparedness, response and recovery activities.<br><br>The Greater Cincinnati HazMat Unit (GCHMU) is contracted by the Hamilton County Board of County Commissioners to provide response for any county incidents involving hazardous materials. | There has been a greater focus on facility planning, site security and susceptibility to weapons of mass destruction. The Local Emergency Planning Committee (LEPC) distributed chemical awareness and site security information. This division of EMA is responsible for public education related to the usage of sirens for chemical emergencies, etc. They ensure county jurisdictions have and exercise a coordinated HMERP (hazardous materials emergency response plan). |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **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. and exercised | 1 | 1 | 1 | 1 |
| **Efficiency:** Time to revise, coord. and exer. LEPC county-wide HMERP (hours) | 1,200 | 1,200 | 1,200 | 1,200 |
| **Effect./Outcome:** % of LEPC county-wide HMERP revised, coordinated and exercised | 100% | 100% | 100% | 100% |
| **Objective:** To ensure county-wide hazardous materials response by the Greater Cincinnati HazMat Unit (GCHMU) | | | | |
| **Demand:** GCHMU hazmat incident responses, train, monitored | 35 | 35 | 35 | 35 |
| **Workload:** #of incident responses and training sessions monitored | 35 | 35 | 35 | 35 |
| **Efficiency:** Time to monitor hazmat incident response and training (hours) | 175 | 175 | 175 | 175 |
| **Effect./Outcome:** % of incident response and training sessions monitored | 100% | 100% | 100% | 100% |
| **Objective:** Public education for usage of sirens for chemical emergencies | | | | |
| **Demand:** Educate the public of usage of sirens for chemical emerg. | 1 | 1 | 1 | 1 |
| **Workload:** Public education campaigns to be conducted | 1 | 1 | 1 | 1 |
| **Efficiency:** Time to prepare & disburse public education info (hrs) | 200 | 200 | 200 | 200 |
| **Effect./Outcome:** % of public education information prepared and disbursed | 100% | 100% | 100% | 100% |

**Departmental Comments:**
Contractual services are being used to revise LEPC countywide Hazardous Materials Emergency Response Plan (HMERP).

## Hometown Heroes

Dr. Henry Heimlich (1920- ) developed the “Heimlich Maneuver” for saving choking victims.

# Prosecutor

## DEPARTMENT OVERVIEW:

Statutory authority provides the Prosecutor's Office jurisdiction of inquiring into the commission of crimes within Hamilton County. This office represents the State of Ohio in criminal matters in Probate Court, Court of Common Pleas, Municipal Court and the Court of Appeals. In addition, this office prepares cases for Grand Jury hearings and reviews court proceedings for appeals cases.

## BUDGET OVERVIEW:

The Prosecutor's 2008 general fund budget is approximately $13.1 million, which consists of $12.7 million (96.7%) in personnel costs, and $434,208 (3.3%) in other expenditures. The 2008 Delinquent Real Estate fund recommendation is $1.5 million, which consists of approximately $1,062,000 (68.4%) in personnel costs, $457,752 (29.5%) in other expenditures, and $32,000 (2.1%) in capital outlay.

- **Personnel Costs**. The 2008 general fund personnel costs (including regular employee compensation, part-time employee compensation, and temporary employee compensation, elected official compensation, and benefits) are up $655,887 (5.4%), which includes a 5% vacancy rate reduction. Funding for the 3.0 FTEs handling the Job and Family Services audit is not included in the 2008 budget.
- **Other Expenditures.** The 2008 general fund other expenditures are $434,208, a $33,310 (7.1%) decrease from the 2007 budget. Miscellaneous contractual services decrease by $33,180 (16.0%) from 2007.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Criminal | $ 8,727,367 | $ 9,157,860 | $ 9,072,042 | $ 9,910,638 | $ 9,612,231 | 5.0% |
| Civil | 5,855,258 | 4,681,682 | 4,763,814 | 5,014,881 | 5,078,864 | 8.5% |
| Total | $ 14,582,624 | $ 13,839,542 | $ 13,835,856 | $ 14,925,519 | $ 14,691,096 | 6.2% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Charges for Service Fees | $ 2,507,547 | $ 2,804,186 | $ 3,116,867 | $ 2,802,000 | $ 2,502,000 | -10.8% |
| Investment Interest | 277 | - | 190 | - | - | n/a |
| Other Intergovernmental | 2,354,072 | 286,000 | 346,972 | 310,000 | 310,000 | 8.4% |
| Miscellaneous | 30,950 | 23,000 | 39,888 | 29,000 | 29,000 | 26.1% |
| Total | $ 4,892,846 | $ 3,113,186 | $ 3,503,917 | $ 3,141,000 | $ 2,841,000 | -18.9% |

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Criminal | 130.63 | 132.14 | 132.00 | 130.00 | (2.14) |
| Civil | 84.37 | 53.77 | 55.70 | 52.70 | (1.07) |
| Total | 215.00 | 185.91 | 187.70 | 182.70 | (3.21) |

## PROGRAM SUMMARIES:

**Program:** Civil - 3102
**Mandated By:** Ohio Revised Code (various sections)
**Funding Source:** General Fund, Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The duties of the Civil Division of the Prosecutor's Office consist of, but are not limited to, the following:<br>1. Provide legal advice and representation to the Board of County Commissioners (BOCC), Board of Elections and all other County Offices and Boards, public libraries, local school districts and township offices.<br>2. The Children's Services Unit provides legal services to all areas of the Hamilton County Department of Job and Family Services (JFS).<br>3. The Delinquent Real Estate Unit assists in the collection of delinquent taxes, handles property forfeitures, and assists with property acquisitions. | The Case Docket Management System continues to provide efficient notification of scheduling and response deadlines. The Federal Electronic Filing System for the U.S. District Court proceedings is used extensively by the Civil and Appellate divisions. 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.<br><br>The Civil Division continues the use of two new document management system programs called Summation and Sanctions. These programs provide state of the art organizational and retrieval techniques which have assisted the staff tremendously.<br><br>The Office continued to assign an Assistant Prosecuting Attorney to attend all regular meetings of the BOCC 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. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To provide formal opinions and letters of advice to county agencies. | | | | |
| **Demand:** Opinions and letters requested. | 102 | 100 | 105 | 105 |
| **Workload:** Opinions and letters rendered. | 102 | 100 | 105 | 105 |
| **Efficiency:** Average time to complete each request. | Varies | Varies | Varies | Varies |
| **Effect./Outcome:** Percentage 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. | 3,700 | 3,750 | 3,750 | 3,750 |
| **Workload:** Referrals of foreclosure handled. | 3,700 | 3,750 | 3,750 | 3,750 |
| **Efficiency:** Average time to complete each case. | Varies | Varies | Varies | Varies |
| **Effect./Outcome:** Percentage of properties foreclosed under statute. | 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. | 710 | 710 | 720 | 720 |
| **Workload:** Litigation items processed. | 710 | 710 | 720 | 720 |
| **Efficiency:** Average time to process litigation item. | Varies | Varies | Varies | Varies |
| **Effect./Outcome:** Percentage of litigation items processed. | 100% | 100% | 100% | 100% |
| **Objective:** To process 100% of transactional items, including but not limited to contracts, leases, deeds, bankruptcies, bond forfeitures, etc | | | | |
| **Demand:** Transactional items to be processed. | 1,180 | 1,150 | 1,150 | 1,150 |
| **Workload:** Transactional items processed. | 1,180 | 1,150 | 1,150 | 1,150 |
| **Efficiency:** Average time per transactional item. | Varies | Varies | Varies | Varies |
| **Effect./Outcome:** Percentage of transactional items processed. | 100% | 100% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **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. | 305 | 315 | 320 | 320 |
| **Workload:** Property acquisitions serviced. | 305 | 315 | 320 | 320 |
| **Efficiency:** Cases per attorney. | 305 | 315 | 320 | 320 |
| **Effect./Outcome:** Percentage of property acquisition cases receiving legal services. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
Matters related to riverfront development and the stadiums in particular continue to generate a significant amount of legal work.

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. The division has retained an expert environmental consultant to provide advice in County remediation projects.

The division assigned two attorneys on a full-time basis, and at times up to four additional attorneys, to represent the BOCC and the Department of Job and Family Services (JFS) in the various audits, investigations and public record requests arising in relation to use of certain federal and state funds by JFS. The work performed by the attorneys involved a comprehensive review of the JFS financial system as well as countless hours assisting JFS officials with responses to various inquiries. Attorneys were available to quickly respond to issues and circumstances at JFS, often with no prior notice. It is evident that as a result of this work, officials at JFS were well represented in a manner that allowed access to no less than two attorneys any time an issue arose.

The division has employed an attorney with 25 years of private business and real estate practice to supplement the efforts of the existing experienced attorneys who represent the County in stadium and Banks development, and jail construction matters.

## Hometown Heroes

Roy Rogers (1911-1998), born Leonard Slye in Cincinnati, became a star of television and movies.

**Program:** Criminal - 3101
**Mandated By:** Ohio Revised Code (various sections)
**Funding Source:** General Fund, Special Revenue Operating Fund, Special Revenue Calendar Grants, Special Revenue State Grants, Special Revenue Federal Grants

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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.<br><br>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.<br><br>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 seventeen magistrates in Domestic Relations Court; two judges and sixteen magistrates in Juvenile Court. Seven assistant prosecutors and one supervisor draft felony briefs for appeal.<br><br>The Criminal Non-Support unit of the Children Services Division has a contract with the Department of Job and Family Services for reimbursement of CSEA activities. | 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. For the past two years, 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 approximately $190,000. Since 1999, that average net yearly figure has increased to approximately $400,000. 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.<br><br>The Prosecutor's Office continued its 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.<br><br>Continued Project Safe Neighborhood Grant (PSN), the goal of which is to deter crimes involving the use of firearms through prosecution using federal statutes. This has been expanded to cover cases countywide with additional prosecutors to be added to the Project.<br><br>Continued program to track the residences of registered sex offenders to prevent them from living within restricted areas.<br><br>Continued Project Disarm, the goal of which is to pursue county and city gun crimes through organizational efforts with local law enforcement officers and the Cincinnati Police Department that leads to prosecution of gun crimes in state and federal court.<br><br>The Appellate Division is successful in over 90% of all appeals. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To administer prosecution of all misdemeanors in Hamilton County outside the City of Cincinnati, and arraignment of all felonies in Hamilton County. | | | | |
| **Demand:** Criminal misdemeanor and felony arraignments handled per year | 43,000 | 43,200 | 43,300 | 43,300 |
| **Workload:** Criminal misdemeanor and felony arraignments to handled per year | 43,000 | 43,200 | 43,300 | 43,300 |
| **Efficiency:** Person hours to handle each case | 2 | 2 | 2 | 2 |
| **Effect./Outcome:** Misdemeanor and felony prosecutions administered per year | 100% | 100% | 100% | 100% |

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To handle criminal appeals, expungements, insanity and competency cases, special writs, search warrants, computer crime cases, and parole letters. | | | | |
| **Demand:** Number of appeals, expungements, etc. to handle. | 1,225 | 1,250 | 1,280 | 1,280 |
| **Workload:** Number of appeals, expungements, etc. completed. | 1,225 | 1,250 | 1,280 | 1,280 |
| **Efficiency:** Amount of time working on each appeal, expungements, etc. | Varies | Varies | Varies | Varies |
| **Effect./Outcome:** Percentage of appeals, expungements, 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:** Number felony cases to prepare for trial and represent State. | 12,930 | 13,000 | 13,050 | 13,050 |
| **Workload:** Number felony cases prepared for trial and represent State. | 12,930 | 13,000 | 13,050 | 13,050 |
| **Efficiency:** Amount of time preparing each felony case for trial. | Varies | Varies | Varies | Varies |
| **Effect./Outcome:** Percentage felony cases prepared for trial and State of Ohio represented in courtroom proceedings. | 100% | 100% | 100% | 100% |
| **Objective:** To provide prosecutor representation in Juvenile Court for two judges, five trial dockets and 2020 Juvenile Detention Center on a daily basis - including trials for violent felonies. | | | | |
| **Demand:** Approximate number of cases on five trial dockets to handle. | 12,900 | 12,980 | 13,020 | 13,020 |
| **Workload:** Approximate number of cases handled. | 12,900 | 12,980 | 13,020 | 13,020 |
| **Efficiency:** Approximate number of cases per attorney per day. | 8-12 | 8-12 | 8-12 | 8-12 |
| **Effect./Outcome:** Percentage prosecutorial representation provided. | 100% | 100% | 100% | 100% |

**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, judges, and defendants. There has been an influx of Spanish speaking defendants, causing additional trial preparation and complications. Many defendants go through a number of attorneys before a case is concluded, and more are trying to represent themselves. Sentencing laws are changing frequently, adding to the complexity.

The number of violent offenses - homicides, armed robberies, felonious assaults - is on a record pace. Many of these crimes involve both defendants and victims with lengthy criminal histories, thereby making it difficult to resolve through a plea and sending a larger percentage of cases to trial. Felony caseloads are at historical highs.

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. This involves researching new legal methods to force witnesses into court, court filings and appearances to secure court authorization to force witnesses into court, and time outside of the office working with police to locate and convince witnesses to appear.

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. Prosecutors are in court longer because motions, pleas and sentencings take longer than ever before.

Sexual Predator hearings occur more frequently and require additional preparation. Felony DUI cases and Aggravated Vehicular Assault and Homicide cases have become more numerous and more difficult. 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. Jury service has been reduced from three weeks to two weeks, resulting in more training and preparation time for staff.

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 five trial dockets and an arraignment docket at the Detention Center, as well as representation on two Judges' dockets for bind over 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 include: Responding to all crime scenes involving police shootings or death in custody. Advise police in all municipalities on charging decisions, search warrants, and defendants' rights issues. Participate in ongoing complex investigations. Handle cases for surrounding Prosecutor's Offices when a conflict arises in that office.

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

# Sheriff

## DEPARTMENT OVERVIEW:

The Hamilton County Sheriff is the chief law enforcement officer of the county. The Sheriff's office operates the county corrections system and oversees its 2,272 inmate beds. It also maintains a staff of deputies to assist local law enforcement officers upon request and to enforce the law in unincorporated areas of the county. As an officer of the Court of Common Pleas, the Sheriff is in charge of the preparation and service of court documents. The Sheriff's divisions also oversee the sexual offender registration and notification program, the concealed weapons licensure program, the offender electronic monitoring program, drug abuse resistance education (DARE), court security, public auction of foreclosed and tax default properties, and extradition of fugitives.

## BUDGET OVERVIEW:

The Sheriff's office total 2008 budget is $91.7 million, a $4.4 million (4.7%) increase from 2007. 82% of the budget is in the county general fund; the remaining 18% in spread across various restricted funds.

The general fund budget is $74.8 million, a $3.6 million (5.1%) increase from 2007. General fund revenue is budgeted at a decrease of $400,000 (4.2%). Key issues in general fund expenditures and revenues follow:

- **Personnel**: All general fund personnel costs increase $3.0 million from the 2007 budget. Major components include: employee compensation ($2.05 million, not including related benefits); workers compensation ($839,000); and holiday pay ($523,000, driven by a change in the corrections officers' contract). The budget assumes a reduction of 27 employee positions: 19 related to the Over-the-Rhine patrol; six enforcement officers in criminal investigations and organized crime; two court security officers; two administrative positions; and an addition of two fully-reimbursed positions for JFS security and township patrol. Two positions added to the general fund during 2007 for a pilot re-entry program are budgeted in restricted funds for 2008. These personnel reductions amount to a decrease of $2.3 million including separation costs.
- **Capital Expenditures**: All general fund capital decreases $276,000 (44.1%). The Sheriff's 2008 budget amounts to one-third of what the department spent for capital in 2006. It is a reduction of $1.65 million from the Sheriff's office request.
- **Other Expenditures**: Other expenditures increase $884,000 (8.8%) over the 2007 budget. Factors driving the increase include: the Queensgate facility lease ($200,000) and building liability insurance ($150,000); support of the Auditor's computer center ($75,000); increased usage of electronic monitoring ($64,000, partially offset by revenue); Bureau of Records electronic background checks ($55,000, offset by revenue); and postage related to sexual offender registration and notification ($25,000). Housing of inmates at Butler County also increases by $360,000. The original 2007 budget assumed Butler boarding would be advanced from fund balance and reimbursed from a dedicated revenue. For 2008 the contract has been terminated and the budget completes payments in arrears through the end of 2007.
- **Revenue**: The $400,000 general fund revenue decrease is related to the lack of a transfer from the township rotary fund ($600,000 in 2007 as a one-time transfer). Other revenue decreases include Court of Domestic Relations security reimbursements ($310,000) and foreclosure sale fees ($110,000). Increases include reimbursement for jail beds by local jurisdictions ($250,000), a jail reception fee ($150,000) and Bureau of Records fees ($70,000).

Restricted fund expenditures are budgeted at $16.95 million, an $886,000 (5.5%) increase from the 2007 budget due to inmate medical expenses ($525,000), revised employee vacancy estimates ($245,000), reimbursed patrols in Anderson Township ($180,000), and increased activity in concealed-carry licensing ($35,000). 2008 is the first year that the concealed-carry unit will handle both new and renewal licensing.

## BUDGET SUMMARIES:

| Budget by Program | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 3,367,684 | $ 3,190,400 | $ 3,307,290 | $ 4,110,153 | $ 3,580,809 | 12.2% |
| Corrections | 44,411,975 | 43,927,180 | 49,317,480 | 54,945,106 | 47,239,783 | 7.5% |
| Court Services | 6,359,789 | 6,217,270 | 6,820,418 | 7,639,492 | 6,833,976 | 9.9% |
| Education | - | 1,037,177 | 975,532 | 1,381,092 | 1,196,670 | 15.4% |
| Enforcement | 23,621,697 | 22,703,817 | 24,668,886 | 25,948,666 | 22,050,158 | -2.9% |
| Investigations | 2,734,952 | 2,882,208 | 2,706,133 | 3,374,369 | 2,991,502 | 3.8% |
| Organized Crime | 2,422,602 | 2,330,395 | 2,385,338 | 2,656,783 | 2,481,380 | 6.5% |
| Warrant Executions | 503,995 | 522,435 | 529,956 | 572,419 | 553,358 | 5.9% |
| Warrant Processing | 4,303,966 | 4,439,661 | 4,617,873 | 4,923,242 | 4,806,496 | 8.3% |
| Total | $ 87,726,660 | $ 87,250,543 | $ 95,328,907 | $ 105,551,322 | $ 91,734,130 | 4.7% |

| Revenue by Source | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Charges for Service Fees | $ 12,855,628 | $ 12,910,900 | $ 13,974,525 | $ 13,781,500 | $ 13,309,500 | 3.1% |
| Fines & Forfeitures | 129,956 | 124,000 | 131,649 | 122,000 | 122,000 | -1.6% |
| Investments Interest | 293,887 | 200,000 | 165,417 | 160,000 | 150,000 | -25.0% |
| Licenses | 52,994.00 | 40,100.00 | 58,640.00 | 90,050.00 | 90,050.00 | 124.6% |
| Miscellaneous | 3,052,792 | 3,167,592 | 2,619,378 | 3,237,750 | 3,397,390 | 7.3% |
| Other Intergovernmental | 35,258 | 33,000 | 34,704 | 33,900 | 35,000 | 6.1% |
| Transfers - In | - | 615,000 | 600,000 | - | - | -100.0% |
| Total | $ 16,420,515 | $ 17,090,592 | $ 17,584,313 | $ 17,425,200 | $ 17,103,940 | 0.1% |

| Staffing by Program | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 |
|---|---|---|---|---|---|
| Administration | 37.00 | 37.00 | 40.00 | 36.00 | (1.00) |
| Corrections | 600.00 | 614.00 | 617.00 | 614.00 | - |
| Court Services | 78.00 | 80.00 | 87.00 | 83.00 | 3.00 |
| Education | - | 13.00 | 15.00 | 13.00 | - |
| Enforcement | 191.00 | 193.00 | 194.00 | 167.00 | (26.00) |
| Investigations | 31.00 | 31.00 | 31.00 | 31.00 | - |
| Organized Crime | 23.00 | 23.00 | 23.00 | 23.00 | - |
| Warrant Executions | 7.00 | 7.00 | 7.00 | 7.00 | - |
| Warrant Processing | 68.00 | 68.00 | 69.00 | 67.00 | (1.00) |
| Total | 1,035.00 | 1,066.00 | 1,083.00 | 1,041.00 | (25.00) |

*Personnel decrease by 27 positions in the county general fund as described on the previous page, and increase by two in restricted funds with the transfer of two positions associated with a re-entry pilot program.*

## PROGRAM SUMMARIES:

**Program:** Administration - 3001
**Mandated By:** 311.07 ORC
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Sheriff's administrative division is responsible for management of budget and personnel functions, including union negotiations and arbitrations, federal regulation compliance (EEOC, ADA, FMLA), fiscal functions, and community relations.<br><br>Professional standards and integrity issues are addressed on a department-wide basis by the internal affairs section.<br><br>The technology section provides information technology direction, control and support for more than 1,000 employees.<br><br>Cybercrime offenses are addressed by the investigative and forensic analysis units of the Regional Electronic and Computers Investigations Task Force (RECI). This section provides investigative and forensic electronic and computer analysis to law enforcement across the region. | Due to current economic times and lending practices, the number of deeds prepared by the fiscal section has increased over 7% in 2005, 14% in 2006, and 4% in 2007.<br><br>In addition to internal investigations, the Internal Affairs Section conducts pre-employment truth verification testing on prospective employees. In 2007, 96 tests were conducted.<br><br>The volume of computer data submitted for forensic analysis is skyrocketing. Over five terabytes of data were analyzed in 2005; over 11 terabytes in 2006; and 16.7 terabytes in 2007. An additional forensic analyst position was requested for 2008.<br><br>While maintaining the operational continuity of the Sheriff's Office computers and network, the Information Systems Section continues to focus on the two primary goals of more comprehensive security enhancements and improved operational reliability. Significant security enhancement efforts have been accomplished through the development of a series of virus and unauthorized user detection and neutralization applications, as well as daily reviews of system alerts and security logs, as recommended by the County Auditor's security audit review. Operational reliability enhancements include the RAM and processor upgrading of all system workstations and laptops and current efforts to standardize all computers' operating systems and Microsoft Office applications. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To investigate all internal affair matters accurately and completely. | | | | |
| **Demand:** Total number of employees. | 1,035 | 1,066 | 1,083 | 1,041 |
| **Workload:** Internal investigations conducted. | 84 | 110 | 100 | 100 |
| **Efficiency:** Avg. case investigation in hours. | 24 | 24 | 24 | 24 |
| **Effect./Outcome:** % of internal investigations closed on first submission. | 100% | 100% | 100% | 100% |
| **Objective:** To prepare foreclosure deeds and distribute sale proceeds within six weeks from receipt of court entry. | | | | |
| **Demand:** Number of foreclosure deeds to process | 2,983 | 2,970 | 3,000 | 3,000 |
| **Workload:** Number of foreclosure deeds processed | 2,983 | 2,970 | 3,000 | 3,000 |
| **Efficiency:** Hours spent preparing foreclosure deeds per year | 2,983 | 2,970 | 3,000 | 3,000 |
| **Effect./Outcome:** Percentage of foreclosure deed preparation and sale preparation within six weeks of receipt of court entry. | 90% | 90% | 90% | 90% |

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To conduct computer forensic analysis and investigations. (An additional forensic analyst was requested in 2008.) | | | | |
| **Demand:** Computers and electronic devices to be analyzed | 238 | 300 | 400 | 400 |
| **Workload:** Number of analyses, investigations assigned | 100 | 130 | 170 | 170 |
| **Efficiency:** Gigabytes of data analyzed | 11,298 | 19,000 | 28,000 | 28,000 |
| **Effect./Outcome:** Percentage of analysis completed within eight weeks | 84% | 70% | 50% | 50% |
| **Objective:** To provide investigative support for computer and IT related crime investigations | | | | |
| **Demand:** Requests for investigative case support | - | 2,600 | 2,700 | 2,700 |
| **Workload:** Number of cases assigned for follow-up | - | 260 | 270 | 270 |
| **Efficiency:** Average number of requests per week | - | 50 | 53 | 53 |
| **Effect./Outcome:** Percent of requests handled same day | - | 90% | 90% | 90% |

**Departmental Comments:**
The Sheriff's office is optimistic that employee turnover will decrease with the decreased waiting period for health care benefits and wage increases negotiated in the bargaining unit contracts.

The staff is continually challenged to meet the ever-increasing needs of computerization, property foreclosures, the Auditor's requirements for bill processing (HB 694) and payroll, and the handling of employee relations. The office has requested three new positions for this program: a computer programmer analyst, an applications analyst and a law enforcement investigator (forensic analyst). Projections for 2008 are based on the approval of these positions. Two of the three positions were requested in 2005, 2006 and 2007, but were not approved. The office continues to struggle to meet the computer needs of all of its employees, ensuring the network is secure and safe from viruses and hackers.

**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

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Sheriff's corrections division provides security for inmates housed in four jail facilities with a total capacity of 2,270 beds. The section also provides and assists in the provision of alternatives to incarceration. | The Corrections Division is continually improving operations to meet the increasing demand for jail space. The inmate population continues to grow, and the section continues to meet the demands placed upon it by this increasing growth in the population and workload.<br><br>In 2007, the corrections academy trained and graduated 90 new corrections officers. Also, 127 inmates received GED diplomas and 964 inmates participated in the education program.<br><br>In 2007, the Corrections Division processed 49,921 inmates and sent 2,090 males and 214 females to state prison. |

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **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). | 50,727 | 52,000 | 53,000 | 53,000 |
| **Efficiency:** Number of escapes. | 0 | 0 | 0 | 0 |
| **Effect./Outcome:** Percent of escapes per inmates housed. | 0% | 0% | 0% | 0% |
| **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. | 50,727 | 52,000 | 53,000 | 53,000 |
| **Efficiency:** Number of suicides. | 1 | 0 | 0 | 0 |
| **Effect./Outcome:** Percent of suicides per inmates housed. | .00002% | 0% | 0 | 0 |
| **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. | 50,727 | 52,000 | 53,000 | 53,000 |
| **Efficiency:** Number of violent crimes. | 34 | 18 | 0 | 0 |
| **Effect./Outcome:** Percent of violent crimes per inmates. | .0006% | .0003% | 0% | 0% |
| **Objective:** Provide cost effective alternative to incarceration through electronic monitoring of offender. | | | | |
| **Demand:** # of offenders eligible to be enrolled in program | 2,468 | 2,700 | 2,900 | 2,900 |
| **Workload:** # of offenders enrolled in the program | 2,439 | 2,650 | 2,830 | 2,830 |
| **Efficiency:** # of offenders who successfully complete the program | 1,610 | 1,900 | 1,980 | 1,980 |
| **Effect./Outcome:** Dollars saved with offender in EM versus being incarcerated | $8,135,776 | $7,571,088 | $7,853,432 | $7,853,432 |
| **Objective:** Safeguard victims of assault charges through GPS tracking and electronic monitoring of offenders. | | | | |
| **Demand:** # of offenders eligible to be enrolled in Juris Monitoring | 1,552 | 1,340 | 1,464 | 1,464 |
| **Workload:** # of actual offenders enrolled in the program | 246 | 380 | 410 | 410 |
| **Efficiency:** # of offenders who successfully completed the program | 107 | 174 | 187 | 187 |
| **Effect./Outcome:** Dollars saved with offender on electronic monitoring versus incarceration | 601,228 | 873,248 | 1,180,010 | 1,180,010 |

**Departmental Comments:**

The Corrections Division is continually improving operations to provide a safe and secure environment. The Corrections Division continues to reallocate its resources to adapt to changing trends, including rising female populations, and the implementation of a re-entry program.

**Program:** Court Services - 3002
**Mandated By:** 307.11
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Sheriff's Court Services Division provides building security for the County Courthouse, 800 Broadway, 222 Central Parkway, 237 William Howard Taft, 230 E. Ninth Street and 630 Main St. It provides courtroom security, prisoner transportation and service of court process for the Court of Common Pleas, and operates the Sheriff's weekly auctions of foreclosed and tax-defaulted property. | In 2007, the execution section handled over 4,757 sales of foreclosed and tax default property, a 15% increase over 2006 and 192% over the last six years.<br><br>The process section served 71,755 common pleas writs, subpoenas, summons on indictment, stalking and protection orders, and sex offender notices in 2007. Court process is stable and handled adequately under the current workload. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Provide safe and secure physical plant environment. | | | | |
| **Demand:** Eight fixed posts requiring 13 deputies at eight hours each. | 26 | 8/832 | 8/832 | 8/832 |
| **Workload:** Deputy time needed. | 54,080 | 27,040 | 27,040 | 27,040 |
| **Efficiency:** Deputy time available. | 45,427 | 22,620 | 22,620 | 22,620 |
| **Effect./Outcome:** Fixed post covered. | 84% | 84% | 84% | 84% |
| **Objective:** Timely and accurate service of court process. | | | | |
| **Demand:** Common Pleas court processes to be served. | 71,514 | 73,520 | 75,726 | 75,726 |
| **Workload:** Data entry by clerks/service time by deputy in hrs | 8,343/17,879 | 8,577/20,696 | 8,835/21,477 | 8,835/21,477 |
| **Efficiency:** Clerical/deputy time available | 5,220/15,018 | 5,220/7,830 | 5,220/7,830 | 5,220/7,830 |
| **Effect./Outcome:** Common Pleas court process data entry/service. | 63/84% | 61/38% | 59/36% | 59/36% |
| **Objective:** Timely and accurate service of court ordered property sales. | | | | |
| **Demand:** Court ordered sheriff's sales. | 3,095 | 3,112 | 3,143 | 3,143 |
| **Workload:** Average four hours per sale. | 12,380 | 12,448 | 12,572 | 12,572 |
| **Efficiency:** Execution officer time available in hours. | 3,480 | 3,480 | 3,480 | 3,480 |
| **Effect./Outcome:** Sheriff's sales conducted timely. | 28% | 28% | 28% | 28% |
| **Objective:** Provide secure Common Pleas Court environment for inmates, public and staff. | | | | |
| **Demand:** Court rooms requiring security/prisoners | 24/27,435 | 34/28,956 | 34/30,404 | 34/30,404 |
| **Workload:** Two deputies needed (avg. one hr. each prisoner). | 54,870 | 57,912 | 60,808 | 60,808 |
| **Efficiency:** Deputy time available. | 46,091 | 39,150 | 39,150 | 39,150 |
| **Effect./Outcome:** Court rooms covered. | 84% | 68% | 64% | 64% |

**Departmental Comments:**
Work productivity is a variable dependent upon the rest of the criminal justice system. Every section of the Court Services Division has experienced a significant increase in workload over the last six years with very little increase in staffing levels. Escorting prisoners to Common Pleas Courts has risen 50% over this time. In-state prisoner transportation trips are also affected by the increase in court hearings. In-state prisoner transportation trips have increased 56.5% over this time period. Out-of-state trips rose 12% last year also reflecting the busier courts. Both in-state and out-of-state trips require two deputies each, five days per week at eight hours each.

Property sales continue to spiral upward and staff has great difficulty keeping pace. There was an 18% increase last year and sales are up 185% over the last six years.

Service of court process has had a dramatic change with statutory mandates of sexual predator verifications. There were over 3,000 verifications in 2007 that required annual review. Congress passed new legislation starting July 2007 that will mandate many of these verifications to be made four times per year. At least half of the verifications require multiple attempts. Confirmation requires witnessing the offender's presence and proof of residence with date and signature or confirmation by another party with proof of residence and date and signature. This process takes at least 30 minutes per attempt. This comes on the heels of a significant rise in stalking orders and protection orders that demand an ever increasing amount of time.

**Program:** Education - 3004
**Mandated By:** 311.07
**Funding Source:** General Fund, Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The support services section of the Sheriff's road patrol division consists of 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. Training is conducted by officers assigned to various patrol districts, in addition to their regular duties. | The crime prevention and D.A.R.E. units participated in over 300 events and programs touching on various topics including: rape and robbery prevention, drug abuse, gun safety, neighborhood watch, workplace violence, child safety and youth violence. The public's positive response to the programs offered by this section continues to keep them in great demand. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To update law enforcement personnel on current procedures. | | | | |
| **Demand:** Annual academy classes | 2 | 2 | 2 | 2 |
| **Workload:** Academy recruits graduated. | 43 | 44 | 44 | 44 |
| **Efficiency:** The number of officers re-qualified on firearms. | 897 | 906 | 915 | 915 |
| **Effect./Outcome:** Change in crime. | 6.0% | 3.0% | 3.0% | 3.0% |
| **Objective:** To inform the general public of the importance of safety and security. | | | | |
| **Demand:** Citizens attending Crime Prevention programs/events. | 96,249 | 97,211 | 98,183 | 98,183 |
| **Workload:** D.A.R.E. program participating schools and graduates. | 23/2,500 | 24/2,500 | 24/2,500 | 24/2,500 |
| **Efficiency:** Number of programs presented. | 376 | 380 | 384 | 384 |
| **Effect./Outcome:** Change in crime. | 6.0% | 3.0% | 3.0% | 3.0% |

**Departmental Comments:**
The Sheriff's patrol division personnel completed over 7,000 hours of supplementary training in 2007. 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 35-hour in-service training program.

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

**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

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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. Patrol officers also have responsibilities with the hazardous devices unit, armored personnel carrier unit, marine patrol, underwater search and recovery unit, as well as various areas outlined in the support services program.<br><br>The aviation section operates the Sheriff's two helicopters, assisting in arrests, surveillance and contracted details for outside agencies. | Throughout 2007, criminal activity decreased at a rate of 8%. The Over-the Rhine patrol project had a significant effect of controlling crime in that area.<br><br>In 2007, the aviation section reached 13,700 accident-free flight hours including 649 arrest assists.<br><br>The hazardous devices unit responded to 41 calls for assistance; and the underwater search and recovery unit participated in three victim recoveries, five evidence recoveries, four vehicle recoveries, and two sonar operations. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To preserve the public peace in Hamilton County's political subdivisions. | | | | |
| **Demand:** Annual patrol radio details dispatched. | 123,074 | 124,305 | 125,548 | 125,548 |
| **Workload:** Patrol Division personnel. | 214 | 216 | 218 | 218 |
| **Efficiency:** Number of reports taken. | 22,834 | 23,062 | 23,293 | 23,293 |
| **Effect./Outcome:** Change in crime. | 6.0% | 3.0% | 3.0% | 3.0% |

**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.

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

**Program:** Investigations - 3005
**Mandated By:** 311.07
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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. | The investigations section did not provide accomplishment information for 2007. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To investigate major crimes. | | | | |
| **Demand:** Number of cases assigned. | 4,120 | 4,125 | 4,130 | 4,130 |
| **Workload:** CIS/Detective personnel. | 32 | 32 | 32 | 32 |
| **Efficiency:** Cases closed. | 2,182 | 2,185 | 2,190 | 2,190 |
| **Effect./Outcome:** Change in crime. | 6.0% | 3.0% | 3.0% | 3.0% |

**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.

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

## Hometown Heroes

Tyrone Power (1914-1958) was a popular stage and screen actor from the 1930s to the 1950s.

**Program:** Organized Crime - 3009
**Mandated By:** 311.07
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Organized Crime Division (OCD) conducts investigations into drug trafficking, prostitution, gambling and pornography.<br><br>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.<br><br>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. | In 2007, OCD drug investigations continued to focus on disrupting Cincinnati trafficking organizations and their sources of drug supply, arresting 215 drug traffickers and seizing 748 pounds of marijuana, 250 pounds of cocaine and nearly 11 pounds of heroin, a 1,300% increase in seizure of that drug. Cocaine seizures included an individual recovery of 135 pounds, the largest drug seizure of its type in Hamilton County history. 61% of non-local drug trafficking defendants were from the U.S. southwest border states, an area known for illicit drug importation. 23% of defendants were Major Drug Offenders as defined in Ohio statute. 23% of arrested defendants had access to firearms. Despite the seizure of over 100 firearms, all investigations were completed without having to resort to the use of lethal force. 99% of drug trafficker prosecutions resulted in convictions.<br><br>The Special Response Team executed nine high-risk search warrants, and completed all assignments without injury to officers, suspects or others. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **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. | 3,821,950 | 2,500,000 | 2,500,000 | 2,500,000 |
| **Effect./Outcome:** Disruption of drug trafficking activity, reducing illicit drug supply and suppressing criminal activity. | - | - | - | - |
| **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. | 178 | 200 | 200 | 200 |
| **Efficiency:** Percent of violator convictions/incarcerations | 97%/79% | 98%/80% | 98%/80% | 98%/80% |
| **Effect./Outcome:** Suppression of drug trafficking and related criminal activity. | - | - | - | - |
| **Objective:** Disruption of criminal organizations involved in prostitution, gambling and pornography. (Lack of jail space disproportionately affects incarceration.) | | | | |
| **Demand:** Arrests of violators. | - | - | - | - |
| **Workload:** Number of arrests for prostitution, gambling, pornography | 9 | 10 | 10 | 10 |
| **Efficiency:** Percent of convictions | 90%/36% | 95%/35% | 95%/35% | 95%/35% |
| **Effect./Outcome:** Suppression of prostitution, gambling, pornography, and related criminal activity. | - | - | - | - |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **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.) | 263 | 300 | 300 | 300 |
| **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: heroin (grams) | - | - | - | - |
| **Workload:** Controlled substances seized: heroin (grams) | 362 | 2,000 | 2,000 | 2,000 |
| **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.) | 2,015 | 1,500 | 1,500 | 1,500 |
| **Effect./Outcome:** Disrupt drug trafficking, reduce illicit drug supply, suppress criminal activity | - | - | - | - |

**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 therefrom, it is not possible to determine with certainty the percentage of these affected through law enforcement operations.

The effectiveness of this division 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.

**Program:** Warrant Executions - 3008
**Mandated By:** 307.11 ORC
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Warrant Execution Division processes and executes warrants generated from Common Pleas, Domestic Relations, and Juvenile Court.<br><br>The division also contracts with Job and Family Services to provided expedited service of warrants for delinquent child support. | A new computer database for warrants makes retrieval of information and analysis more efficient. The number of warrants executed continues to increase. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Execute warrants on file. | | | | |
| **Demand:** Warrants received. | 14,338 | 15,120 | 15,876 | 15,876 |
| **Workload:** Data processing (25 min per warrant, two clerks). | 5,974 | 6,300 | 6,615 | 6,615 |
| **Efficiency:** Clerical time available. | 3,480 | 3,480 | 3,480 | 3,480 |
| **Effect./Outcome:** Warrants processed. | 58% | 55% | 53% | 53% |
| **Objective:** Arrest wanted fugitives on outstanding warrants. | | | | |
| **Demand:** Number of warrants assigned to detectives. | 8,515 | 4,972 | 5,519 | 5,519 |
| **Workload:** Service time by detectives (in hours). | 25,545 | 14,916 | 16,557 | 16,557 |
| **Efficiency:** Detective time available | 15,660 | 12,180 | 12,180 | 12,180 |
| **Effect./Outcome:** Attempts at service. | 61% | 82% | 74% | 74% |

**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 the search for wanted subjects.

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

**Program:** Warrant Processing - 3007
**Mandated By:** 311.07 ORC
**Funding Source:** General Fund, Special Revenue Operating Fund, Internal Service

| **Program Description:** | **Accomplishments:** |
|---|---|
| The records division creates and maintains computerized files of both public and confidential records generated by the contributors of information to this division. It provides a secure and sensitive area as a clearinghouse for all information released to criminal justice users and its systems generate and provide accurate, updated information to the FBI for crime statistics.<br><br>Records also provides for collection of fingerprints, mug shot data, criminal history files, and confirmation and cancellation of traffic and criminal warrants or capiases and protection orders issued by the court. The division fingerprints and photographs every individual brought into the Justice Center.<br><br>The division oversees programs related to sex offender registration, the issuance and denial of applications processed for concealed carry licenses, and the issuance of identity theft passports. | The sex offender program by itself has increased in volume by 30% in 2007 and will continue to increase yearly as new offenders are sentenced. Additional staff added has helped and the results have been that 268 warrants were signed against sex offenders who violated registration requirements. The Adam Walsh Act passed on the federal level in 2006 must be implemented by each state within three years. The State of Ohio has implemented changes effective January of 2008. The state has enacted HB 20 to cover changes mandated by the federal system. This will continue to put a strain on resources of this Division. This Division completed the implementation of the new mug shot system that thus far has been receiving good reviews. There have been at least 5-10 cases where an individual brought to jail attempting to use a bogus name or no name were identified by using facial recognition.<br><br>The number of warrants and capiases increased by 4% while the number of recites increased by 9%. The major crime index total decreased by 10% and number of criminal jackets processed decreased by 4%, while the total number of background checks increased by 6%.<br><br>The number of concealed carry licenses while initially declining, has regained momentum and the number issued in 2007 increased by 3%.<br><br>The number of web checks requested by the public continues to increase. This is a popular process and since we are open 24 hours a day for this service it is popular with the general public. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To enter offense reports received from patrol into on-line computer system within 24 hours. | | | | |
| **Demand:** Average number of reports to be entered into system daily. | 92 | 76 | 81 | 81 |
| **Workload:** Average number of reports entered daily. | 77 | 63 | 68 | 68 |
| **Efficiency:** Reports entered by each employee per hour | 12 | 12 | 12 | 12 |
| **Effect./Outcome:** Percentage of reports entered within 24 hours | 84% | 83% | 84% | 84% |
| **Objective:** To enter traffic citations into computer same day they are received. | | | | |
| **Demand:** Average number of tickets to be entered weekly. | 769 | 1,153 | 1,115 | 1,115 |
| **Workload:** Average number of tickets entered weekly. | 769 | 1,153 | 1,115 | 1,115 |
| **Efficiency:** Tickets per employee per hour. | 9 | 9 | 9 | 9 |
| **Effect./Outcome:** Percentage of tickets entered same day received. | 100% | 100% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To process all auto accident reports within four hours of receipt. | | | | |
| **Demand:** Average number of reports to be copied and entered daily. | 32 | 32 | 32 | 32 |
| **Workload:** Average number of reports entered daily. | 32 | 32 | 32 | 32 |
| **Efficiency:** Reports per employee per hour. | 12 | 12 | 12 | 12 |
| **Effect./Outcome:** Percentage of reports completed same day as received from patrol. | 100% | 100% | 100% | 100% |
| **Objective:** To enter into on-line computer system all warrants/capiases received within 24 hours. Also maintain manual filing system to keep hard copy of documents | | | | |
| **Demand:** Warrants/capiases to be processed/entered. | 138,090 | 135,516 | 136,750 | 136,750 |
| **Workload:** Processing time (30 min per warrant, 13 staff -- turnover prevents all staff from warrant entry) | 69,045 | 67,758 | 68,375 | 68,375 |
| **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 | 39% | 40% | 40% | 40% |

**Departmental Comments:**

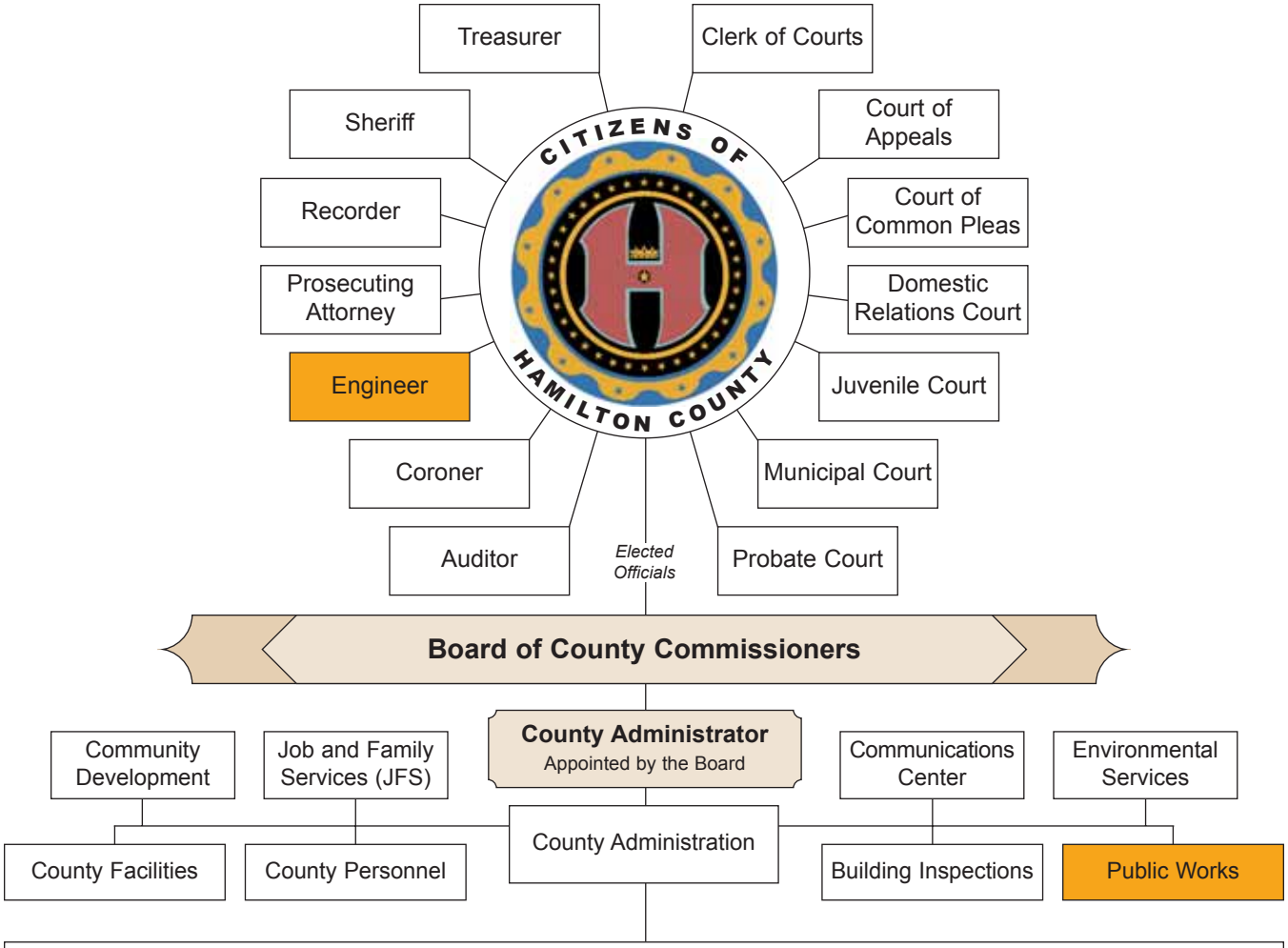
The responsibilities of this division have greatly increased in complexity over the years, as well as the dependency on this division for complete, accurate and timely response to general public, media, and other law enforcement agencies. While the workload of every unit within this division has increased, staff additions have not kept pace. For that reason we have asked for one additional Data Entry Operator II to work in the taking of fingerprints and photographs. We currently have four persons assigned to second and third shift, and only have three persons on first shift. Unfortunately one of those three has been out the majority of 2006 and all of 2007 due to back surgery. For that reason we are asking for one additional person to help cover when short handed and for sick and vacation time. In order to keep up with the demand for service this position is critical.

The physical count of the work processed with the Records Division in 2006 increased in offense reports, record checks, expungements, entry of arrest, conceal carry licenses, sex offender registration, warrants received, fingerprints processed, as well as fingerprints taken for the public. The complexity and scope of responsibility has also significantly increased. The amount of time spent performing intangible functions related to request and dissemination of information is impossible to calculate. Requests for more detailed information, additional processing requirements, and access requirements for public records are constantly changed by state and federal laws.

## Hometown Heroes

Harriet Beecher Stowe (1811-1896), abolitionist and author,
is best known for *Uncle Tom's Cabin*.

# Hamilton County, Ohio
# Public Works




*County services for which the Board of County Commissioners is solely responsible*

Board of Building Appeals
Board of Building Standards
Board of Zoning Appeals
Cabinet of Economic Advisors
Competition and Efficiency Committee
Council of Elders
Criminal Justice Commission
Dog Warden
Earthworks Appeals Board
Economic Development Task Force
Great American Ball Park
Health Care Review Commission
Homeland Security Commission
Hospital Commission
Infant Mortality Reduction Commission
JFS Planning Committee
Local Corrections Planning Board
**Metropolitan Sewer District**
Paul Brown Stadium
Rural Zoning Commission
Tax Incentive Review Committee
Tax Levy Review Committee
Storm Drainage Appeals

*County services in which the Board of County Commissioners share responsibility*

Board of Elections
Board of Mental Retardation/Developmental Disabilities
Board of Park Commissioners
Board of Revision
Cincinnati Area Geographic Information System
Cincinnati Metropolitan Housing Authority
Cincinnati Museum Center
Cincinnati Zoo and Botanical Gardens
Children's Trust Fund
County Law Enforcement Applied Regionally
Community Action Agency
Community Improvement Corporation
Convention Facilities Authority
Drake Center
Elderly Services Program Advisory Council
Emergency Management Agency
Family and Children First Council
Hamilton County Board of Health
Hamilton County Development Company
Indigent Health Care
Information Processing Advisory Committee
Integrating Committee (District 2)
Kenton County Airport Board Advisory Committee
Mental Health and Recovery Services Board
OH-KY-IN Regional Council of Governments
Ohio State University Extension Service
Port of Greater Cincinnati Development Authority
Public Defender Commission
Public Library of Cincinnati and Hamilton County
Regional Computer Center Control Board
Regional Planning Commission
River City Correctional Facility
Senior Services
Soil and Water Conservation District
Solid Waste Management District
Southwest Ohio Regional Transit Authority
Stormwater District Oversight Board
Veterans Service Commission

# Public Works

2008 Budget Summary by Department

**Revenues** *(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Metropolitan Sewer District | 169,948 | 182,793 | 176,850 | 194,240 |
| County Engineer | 28,265 | 29,062 | 27,347 | 26,047 |
| Public Works | 1,127 | 1,605 | 964 | 1,831 |
| **Total** | **$199,340** | **$213,459** | **$205,161** | **$222,118** |

**Expenditures** *(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Metropolitan Sewer District | 154,441 | 164,398 | 181,051 | 178,655 |
| County Engineer | 36,622 | 29,572 | 28,741 | 27,505 |
| Public Works | 2,869 | 2,765 | 2,974 | 2,603 |
| **Total** | **$193,932** | **$196,735** | **$212,767** | **$208,762** |

**Employee Positions**

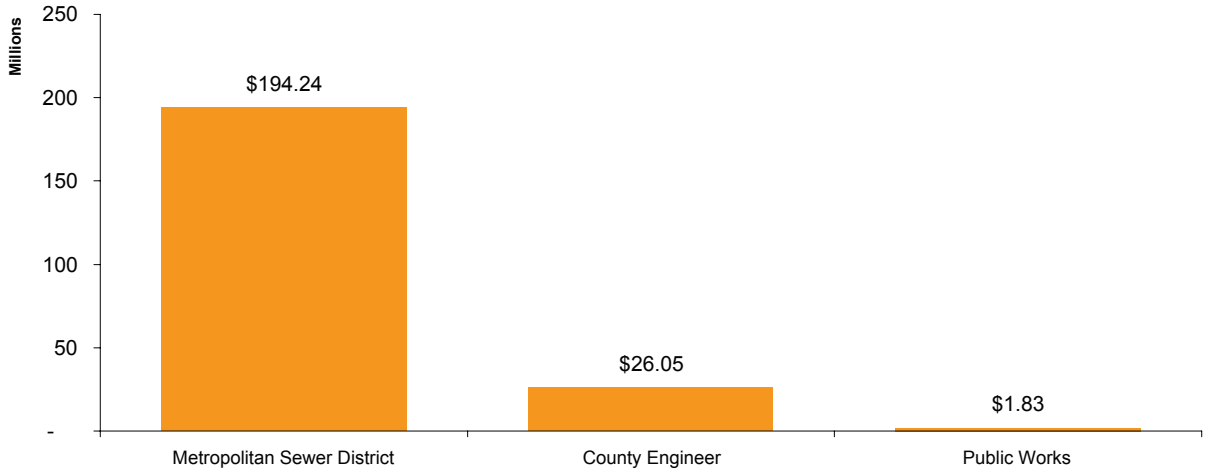
| Department | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| County Engineer | 197.99 | 197.99 | 197.99 | 197.99 |
| Public Works | 33.66 | 33.66 | 24.66 | 22.66 |
| Metropolitan Sewer District * | - | - | - | - |
| **Total** | **231.65** | **231.65** | **222.65** | **220.65** |

** The Metropolitan Sewer District is operated by the City of Cincinnati. Its FTEs are city employees.*

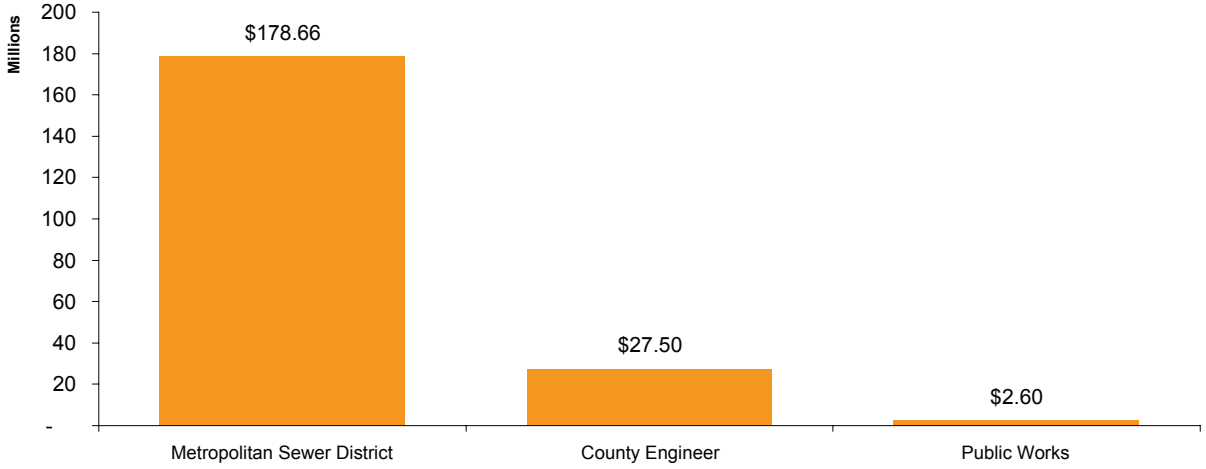
# Public Works

2008 Budget Summary by Department

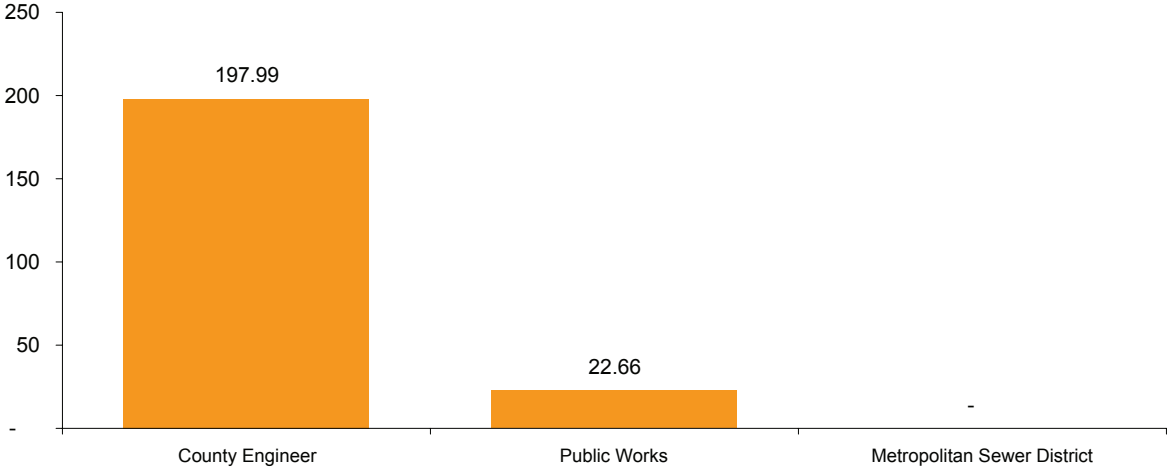
## Revenue




## Expenditures




## Employee Positions



# County Engineer

## DEPARTMENT OVERVIEW:

The Office of the County Engineer provides a variety of important services to the traveling public. These are largely funded by the purchase of license plates and by gasoline taxes. There are 522 bridges and over 500 miles of public right of way—all the responsibility of the County Engineer. These responsibilities include design, construction, inspection, maintenance and study which result in safety improvements or regulations in compliance with State law.

The Engineer's Office is required to provide survey-related services which include surveying, record keeping, providing tax maps, reviewing deeds and maintaining necessary data for the Cincinnati Area Geographic Information System (CAGIS). Engineers, Surveyors, Drafting Technicians, CAD Technicians, Traffic Analysts, Computer Specialists, Construction Inspectors, Clerk Specialists, Traffic Signal Electricians, Construction Equipment Operators and Mechanics are all necessary for the Engineer's Office to complete its tasks in a professional and timely manner.

## BUDGET OVERVIEW:

Across all funds, the total budget is $27,504,549. This is a $7,502,273 (21.4%) decrease from 2007 budget. Major decreases are in capital outlay in the Roads & Bridges Fund. The Engineer will begin to process non-county projects through separate accounts to allow for more detailed accounting for each project. Issues related to the rapidly declining fund balance in the Roads & Bridges Fund have been communicated to the Engineer who will take steps to cut back on expenses to increase fund balance in the near term.

## BUDGET SUMMARY:

| Budget by Program | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 31,528,307 | $ 30,728,522 | $ 26,562,928 | $ 24,993,954 | $ 23,631,931 | -23.1% |
| Permissive Auto | 1,385,300 | 2,300,000 | 2,058,000 | 2,100,000 | 2,100,000 | -8.7% |
| Major Highway | 2,500,000 | 10,000 | - | - | - | -100.0% |
| Storm Water | 1,208,548 | 1,968,300 | 951,207 | 1,647,333 | 1,772,619 | -9.9% |
| Total | $ 36,622,155 | $ 35,006,822 | $ 29,572,135 | $ 28,741,287 | $ 27,504,549 | -21.4% |

| Revenue by Source | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Property Taxes | $ 10,372 | $ 10,500 | $ 6,066 | $ 10,500 | $ 10,500 | 0.0% |
| Other Taxes | $ 21,984,110 | $ 21,810,000 | $ 21,690,823 | $ 21,633,100 | $ 21,633,100 | -0.8% |
| Charges for Services | $ 2,168,851 | $ 2,476,838 | $ 1,973,798 | $ 2,126,333 | $ 1,826,333 | -26.3% |
| Fines & Forfeitures | $ 431,155 | $ 407,000 | $ 464,184 | $ 441,100 | $ 441,100 | 8.4% |
| Investments Income | $ 780,131 | $ 353,000 | $ 429,846 | $ 350,000 | $ 350,000 | -0.8% |
| Other Intergvnmtl | $ 1,727,222 | $ 1,220,000 | $ 3,176,926 | $ 1,300,000 | $ 300,000 | -75.4% |
| Miscellaneous | $ 1,140,786 | $ 1,468,940 | $ 1,319,796 | $ 1,462,940 | $ 1,462,940 | -0.4% |
| Other Financing | $ 22,461 | $ 40,000 | $ 142 | $ 23,000 | $ 23,000 | -42.5% |
| Transfers In | $ 5 | $ - | $ - | $ - | $ - | 0.0% |
| Total | $ 28,265,093 | $ 27,786,278 | $ 29,061,581 | $ 27,346,973 | $ 26,046,973 | -6.3% |

| Staffing by Program | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Administration | 197.99 | 197.99 | 197.99 | 197.88 | (0.11) |
| Storm Water | - | - | - | 0.11 | 0.11 |
| Total | 197.99 | 197.99 | 197.99 | 197.99 | - |

## PROGRAM SUMMARIES:

**Program:** Administration - 5001
**Mandated By:** ORC 4504.02, 4504.15, 4504.16, 5735.23, 5735.27
**Funding Source:** Special Revenue Operating Fund, General Fund, Special Revenue Federal Grants

| **Program Description:** | **Accomplishments:** |
|---|---|
| The goal of the Engineer is to serve the citizens of this county and provide the best roadway infrastructure system possible. This department is always proud to participate with other governmental agencies in the service of the traveling public.<br><br>Cooperation is the key component in providing a stellar capital improvement program. Leveraging the county Roads and Bridges fund with other state, federal, township, municipal and private funding makes expanded capital improvement programs possible. | 2007 projects include: Resurfacing, Guardrail replacement, Sidewalk/Driveway Apron replacement, as well as the following bridges: Rehabilitation of Miles Road Bridge (B-0241), Dog Trot Road Bridge (B-0103), and Camargo Road Bridge (B-0034). Roadway Improvements on Winton Road, Rybolt Road (in cooperation with the Hamilton County Transportation District), East Kemper Road, Oxford Road (in cooperation with the Park District) and Hubble Road @ Cheviot Road. Funds were dispersed to the listed townships for various Street Rehabilitations: Anderson, Colerain, Delhi, Green, Harrison, Miami, and Springfield. Funding was disbursed to the following municipalities for the named projects: City of Cincinnati, Bridge Rehabilitation Program; City of Blue Ash, Blue Ash Road & Hunt Road; City of Deer Park, Galbraith Road Improvement; Village of Golf Manor, Graceland Avenue Rehabilitation; City of Harrison, New Haven Road Improvement; City of Montgomery, Remington Road Rehabilitation; Village of North Bend, Cliff Road Engineering; City of Springdale, East Kemper Road; City of Silverton, Montgomery Road & Plainfield Road; and City of St. Bernard, Spring Grove Avenue. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Widening, rehabilitation, drainage improvement, intersection improvements of roadways (actuals include emergency repairs) | | | | |
| **Demand:** Roads designed/ready for construction/repair | 12 | 6 | 8 | 8 |
| **Workload:** Roads to be constructed/repaired | 9 | 3 | 5 | 5 |
| **Efficiency:** Roads constructed | 7 | 2 | 3 | 3 |
| **Effect./Outcome:** Percentage of roads completed in current year | 58% | 33% | 100% | 100% |
| **Objective:** Replacement, rehabilitation of bridges (actual numbers include prior year completed in current year, estimated numbers include prior year and anticipated work | | | | |
| **Demand:** Bridges designed/ready for construction or repair | 8 | 3 | 5 | 5 |
| **Workload:** Bridges under construction or repaired | 7 | 3 | 2 | 2 |
| **Efficiency:** Bridges designed, constructed, repaired-complete | 6 | 2 | 2 | 2 |
| **Effect./Outcome:** Percentage of bridges completed in current yr | 75% | 67% | 100% | 100% |

**Departmental Comments:**
The Engineer's office is proud to participate with other governmental agencies in the service of the traveling public by leveraging the County Funds with other Federal, State, Township, Municipal and private funding to afford an expanded capital improvement program. Projected 2008 Roadway projects include: Resurfacing Program and Sidewalk Program. Improvements continue on Harrison Avenue, Winton Road, Hamilton Avenue, and Montgomery Road in cooperation with the State of Ohio, as well as North Bend Road, Bridgetown Road at Powner Road, and Taylor Road at Rybolt Road dependent upon available financial leveraging to secure the needed funding.

**Program:** Major Highway - County - 5006
**Mandated By:** 1964 Bond Issue-Cross County Highway
**Funding Source:** Special Revenue Operating Fund, Capital Project

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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, pays a portion of construction costs. | - The Major Highway County Fund may only be used on the Ronald Reagan Highway and its surrounding corridor. A portion of this roadway is under the jurisdiction of the county.<br>- Engineer maintenance crews regularly assess for any needs for improvements, maintenance, slide repairs needed or updates needed. A portion of the Blue Rock Road Extension, within the corridor of Ronald Reagan Highway was completed in 2006. There is currently no activity in this fund. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Engineer designs projects for Ronald Reagan Cross County Highway for Construction by State | | | | |
| **Demand:** Contracts to administer | 1 | 0 | 0 | 0 |
| **Workload:** Contracts completed | 0 | 0 | 0 | 0 |
| **Efficiency:** Transactions for contracts processed | 4 | 0 | 0 | 0 |
| **Effect./Outcome:** Percentage of project completed in given year | 80% | n/a | n/a | n/a |

**Departmental Comments:**
The continued improvement of Ronald Reagan Highway, and the corridor roadways connected, has provided a more efficient flow of traffic traveling between the eastern and western areas of Hamilton County.

**Program:** Permissive Auto Tax - Municipal - 5003
**Mandated By:** ORC 4504.15, 4504.05
**Funding Source:** Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Engineer's department coordinates an estimated demand of 50 municipal projects, prioritized them for award of funding and prepares legislation to advise the Board of County Commissioners, and performs financial activities. Construction work is performed by the municipalities for the orderly and efficient flow of traffic within the municipalities of Hamilton County. 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. | 2007 Program: Bridge Rehabilitation Program (Cincinnati); River Road Improvement (Cincinnati); Rapid Run Road Improvement (Cincinnati); Galbraith Road Improvement (Deer Park); Red Bank Road Widening (Fairfax); Galbraith Road Rehabilitation (Reading); State Route 747 Rehabilitation (Springdale); Plainfield Road Improvements (Silverton). |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Municipalities requesting funding for projects, actual projects paid out, estimated projects to be awarded | | | | |
| **Demand:** Projects (road and/or bridge) requested | 50 | 32 | 50 | 50 |
| **Workload:** Projects (road and/or bridge) recommended | 8 | 8 | 8 | 8 |
| **Efficiency:** Municipalities receiving monies current year | 8 | 4 | 8 | 8 |
| **Effect./Outcome:** Completed projects (payment requested by Municipality within current year) | 100% | 50% | 100% | 100% |

**Departmental Comments:**
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.

**Program:** Stormwater District - 5012
**Mandated By:** ORC 315.14 and 6117.01(C)
**Funding Source:** Special Revenue Operating Fund, Non Entity

| **Program Description:** | **Accomplishments:** |
|---|---|
| - The U.S. Environmental Protection Agency established rules and 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 (HCSWD) in response to the NPDES Permit Program.<br>- The BOCC appointed the Engineer to administer the day-to-day operations of the District.<br>- Other portions are overseen by County Public Works' storm water management division and the Soil & Water Conservation District. They review storm drainage plans for new development; inspect construction of storm drainage systems; review building permits for compliance with federal emergency flood plain regulations; hear appeals on denied development plans; and maintain storm system and flood plain layers within the county geographic information system. | - Established storm water service fee based on hard surface area for all properties in member jurisdictions. Through District partnerships with existing county and municipal departments, the storm water service fee has been kept as minimal as possible.<br>- Began collections of storm water service fees via tax bills, through cooperation with the County Auditor.<br>- The District has maintained a partnership with the Health District, which in 2007 completed the outfall location and mapping of approximately 7,550 outfalls in streams, rivers and creeks.<br>- The District has maintained a partnership with the Soil and Water Conservation District to conduct public outreach and education initiatives. In 2007, it performed approximately 180 stormwater classroom presentation for almost 5,000 students.<br>- Collaborated with the Metropolitan Sewer District to coordinate the rules and regulations to be developed for the Storm Water District to include Green Infrastructure initiatives. Due to the coordination, the District solicited a one year permit extension to be used for the coordination needed to complete the implementation of permit requirements of the Ohio EPA. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Acquire participants to the District | | | | |
| **Demand:** Number of agencies within HCSWD | 42 | 42 | 42 | 42 |
| **Workload:** Hours needed to accomplish educating agencies | 5,000 | 5,000 | 5,000 | 5,000 |
| **Efficiency:** Number of agencies fully participating | 42 | 42 | 42 | 42 |
| **Effect./Outcome:** Percentage of agencies participating | 95% | 100% | 100% | 100% |

**Departmental Comments:**
The District offers three levels of service to participating co-permittee jurisdictions. Jurisdictions have the option to pay the District bill via their property owners' tax bills or by paying the District directly using alternate fund source.

# Metropolitan Sewer District

## DEPARTMENT OVERVIEW:

The Metropolitan Sewer District (MSD) serves the wastewater removal and treatment needs of over 800,000 customers in Hamilton County, Ohio. Every day 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. Owned by Hamilton County and operated by the City of Cincinnati, MSD is committed to continually maintaining and improving its wastewater collection and treatment systems for the betterment of both public and environmental health.

## BUDGET OVERVIEW:

The 2008 budget is $178.7 million, a $6.4 million (3.7%) increase from 2007. The county and the City of Cincinnati continue to work with Federal courts, EPA, and the Sierra Club to finalize the elements of the Global Consent Decree concerning combined sewer overflows and sanitary sewer overflows. The global consent decree calls for a significant capital investment over the next two decades. These investments will increase sewer charges annually. The 2008 rate increase is 12% and will increase the average quarterly sewer bill $13.24, from $110.35 to $123.59.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 69,879,831 | $ 82,466,090 | $ 77,030,559 | $ 91,618,300 | $ 91,512,000 | 11.0% |
| Engineering | 9,753,308 | 11,071,280 | 10,675,829 | 7,632,130 | 7,392,210 | -33.2% |
| Collection | 22,086,325 | 24,772,520 | 22,575,391 | 25,291,935 | 24,946,090 | 0.7% |
| Office of the Director | 2,454,445 | 2,234,500 | 3,844,474 | 2,740,960 | 2,677,710 | 19.8% |
| Industrial Waste | 3,775,931 | 4,259,300 | 4,087,578 | 4,529,370 | 4,415,440 | 3.7% |
| Treatment | 46,490,799 | 47,424,490 | 46,184,296 | 49,238,540 | 47,711,690 | 0.6% |
| Total | $ 154,440,639 | $ 172,228,180 | $ 164,398,127 | $ 181,051,235 | $ 178,655,140 | 3.7% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Charges for Service | $ 165,825,000 | $ 174,757,000 | $ 177,912,000 | $ 174,650,000 | $ 192,040,000 | 9.9% |
| Investment Interest | 2,020,000 | 1,700,000 | 3,228,000 | 2,000,000 | 2,000,000 | 17.6% |
| Other Intergovernmental | 1,301,000 | - | - | - | - | n/a |
| Miscellaneous | 802,000 | 150,000 | 1,653,000 | 200,000 | 200,000 | 33.3% |
| Total | $ 169,948,000 | $ 176,607,000 | $ 182,793,000 | $ 176,850,000 | $ 194,240,000 | 10.0% |

*The Metropolitan Sewer District is operated by the City of Cincinnati. The staff are employees of the city.*

## PROGRAM SUMMARIES:

**Program:** Administration - 5701
**Mandated By:** Various ORC, OSHA, Fed Clean Air and Water Act
**Funding Source:** Enterprise

| **Program Description:** | **Accomplishments:** |
|---|---|
| The responsibility of this division is to manage and administer the personnel, financial, safety, inventories, and reproduction functions of the Metropolitan Sewer District. All MSD debt service payments are reflected in this division. | In 2007, the human resource section facilitated the development of new polices that were approved and implemented. The succession planning initiative resulted in the formulation of a cross-functional team that has identified critical positions in the department and has commenced a process for knowledge capture from existing incumbents. An outcome of the Diversity/Inclusion initiative is the formulation of a Diversity/Inclusion Leadership Council that will be responsible for taking a strategic look at the workforce for the purpose of ensuring a fair and equitable environment for everyone. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **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. | 0.5 hrs | 0.5 hrs | 0.5 hrs | 0.5 hrs |
| **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 | 2,700 | 2,800 | 2,800 | 2,800 |
| **Workload:** Training hours provided | 3,100 | 2,800 | 2,800 | 2,800 |
| **Efficiency:** Total time spent to complete training | 200 | 190 | 190 | 190 |
| **Effect./Outcome:** Number of formal training hours per MSD employee | 5.4 | 4.9 | 4.9 | 4.9 |
| **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. | 25 hrs | 25 hrs | 25 hrs | 25 hrs |
| **Effect./Outcome:** Reports available to internal and external agencies with sufficient timeliness to provide meaningful input for decision-making. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
The Division initiated several process improvement initiatives in 2007. In 2008 the focus will continue to be in the areas of improving invoice processing, time and labor capture for utilization in the capital improvement planning and development process, identification of key metrics in the human resources area. The succession planning committee has identified critical positions, and will continue its efforts to develop methods and processes so that key knowledge will be captured and retained.

**Program:** Collection - 5704
**Mandated By:** ORC 6117, Fed Clean Air and Water Act
**Funding Source:** Enterprise

| **Program Description:** | **Accomplishments:** |
|---|---|
| The core objectives of the Wastewater Collection Division are to inspect, maintain, repair and rehabilitate the District's network of approximately 3,050 miles of combined and sanitary sewers and 200,000 building connections spread over 400 square miles to maximize the collection and conveyance of wastewater to the District's treatment facilities. | The Wastewater Collection Division has continued to meet all applicable terms of MSD's approved Federal Consent Decree in regard to customer service requests and the implementation of its preventive maintenance work plans. Specific measurements of progress towards the division's individual core objectives are outlined below. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Respond to Water-In-Basement (WIB) service request within four hours. | | | | |
| **Demand:** Total WIB Service Requests Received. | 2,903 | 3,250 | 3,000 | 3,000 |
| **Workload:** Actual WIB Service Requests meeting 4 hour response. | 2,893 | 3,226 | 2,970 | 2,970 |
| **Efficiency:** On site investigation time per WIB Service Request (minutes). | 71 | 52 | 60 | 60 |
| **Effect/Outcome:** Requests meeting four-hour target response time. | 99.7% | 99.3% | 99% | 99% |
| **Objective:** Through Closed-Circuit Television Inspections, assign standardized condition ratings and identify defects to prioritize maintenance within the on–road sewer collection system assets. | | | | |
| **Demand:** Miles of sewer to be inspected (annual). | 229 | 229 | 229 | 229 |
| **Workload:** Miles of sewer inspected (annual). | 274.8 | 229 | 229 | 229 |
| **Efficiency:** Hours spent per mile televising main sewers. | 70 | 80 | 80 | 80 |
| **Effect/Outcome:** Planned miles of sewer inspected | 120% | 100% | 100% | 100% |
| **Objective:** Through preventive maintenance operations, clean on-road sewer collection system assets. | | | | |
| **Demand:** Miles of sewer to be cleaned, flushed or rodded (annual). | 229 | 229 | 229 | 229 |
| **Workload:** Miles of sewer cleaned, flushed or rodded (annual). | 262 | 229 | 229 | 229 |
| **Efficiency:** Hours spent per mile cleaning main sewers. | 82 | 85 | 85 | 85 |
| **Effect/Outcome:** Sewers cleaned, flushed, rodded | 115% | 100% | 100% | 100% |
| **Objective:** To clean and service Combined Sewer Overflows (CSOs) structures. | | | | |
| **Demand:** CSOs to be inspected and maintained (annual). | 210 | 210 | 210 | 210 |
| **Workload:** CSOs inspected and maintained (annual). | 210 | 210 | 210 | 210 |
| **Efficiency:** Hours spent per CSO on inspection and maintenance. | 70 | 60 | 60 | 60 |
| **Effect/Outcome:** CSOs inspected and maintained. | 100% | 100% | 100% | 100% |
| **Objective:** Through Closed-Circuit Television Inspections, assign standardized condition ratings and identify defects to prioritize maintenance within the off–road sewer collection system assets. | | | | |
| **Demand:** Miles of sewer to be inspected (annual). | 61 | 61 | 61 | 61 |
| **Workload:** Miles of sewer inspected (annual). | 64.5 | 61 | 61 | 61 |
| **Efficiency:** Hours spent per mile televising main sewers off-road. | 100 | 100 | 100 | 100 |
| **Effect/Outcome:** Planned miles of sewer inspected. | 107% | 100% | 100% | 100% |
| **Objective:** Through preventive maintenance operations, clean off-road sewer collection system assets. | | | | |
| **Demand:** Miles of sewer to be cleaned, flushed, or rodded (annual). | 52 | 52 | 52 | 52 |
| **Workload:** Miles of sewer cleaned, flushed, or rodded (annual). | 53.9 | 52 | 52 | 52 |
| **Efficiency:** Hours spent per mile cleaning main sewers off-road. | 250 | 300 | 300 | 300 |
| **Effect/Outcome:** Sewers cleaned, flushed, rodded. | 104% | 100% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Internally rehabilitate sewer collection system assets using "trenchless technology." | | | | |
| **Demand:** Miles of sewer to be rehabilitated | 12 | 12 | 12 | 12 |
| **Workload:** Miles of sewer rehabilitated | 12.5 | 12 | 12 | 12 |
| **Efficiency:** Hours spent per mile of rehabilitated sewer. | 1,000 | 1,000 | 1,000 | 1,000 |
| **Effect/Outcome:** Annual planned sewer rehabilitation completed. | 104% | 100% | 100% | 100% |

**Departmental Comments:**
In 2008 Wastewater Collection plans to continue to meet all applicable terms of MSD's approved Federal Consent Decree with respect to Customer Service Requests and the implementation of its Preventive Maintenance work plans.

Objective #1: The historic parameter of "Requests for service to be received" has been removed from this year's objectives as this metric is not indicative of division performance. Historically, the number of service requests received is based largely upon external factors (chiefly precipitation patterns) that can cause extreme fluctuations in totals. To provide a more meaningful measure of the division's performance, the new metric indicates how well the division is performing in meeting its defined customer service goal of responding to all reports of potential sewer backup within four hours.

Objectives #2 - #6: While these metrics have been populated to indicate progress against defined annual goals, Waste Water Collection recommends modification of these performance measures for future years. In particular, the "Efficiency" measures are "best estimates" of expenditures versus functional work units using legacy work management data systems. The Wastewater Collection Division is in the process of implementing a comprehensive work order management system to better track actual resources associated with each completed work unit. As better data is available, these metrics will be changed to provide true measures of cost and efficiency per unit.

**Definitions:**
"On-road" sewer assets - maintenance access points (manholes) are accessible to standard "over-the road" equipment – trucks, vans, CCTV trucks, flush/vac trucks, etc. Thus, sewer segments (pipes) may be considered "on-road" assets, even though they're <u>not</u> physically located beneath a road. For instance, a pipe that runs from a manhole in the middle of a street to a manhole on another street but runs between houses in privately owned yards would still be considered an "on-road" sewer – even though the majority of the sewer segment is not under a road. The manholes are still physically accessible to standard "over-the-road" vehicles for maintenance purposes.

"Off-road" sewers – while they can actually be located beneath roads – have manholes that are only accessible to "off-road" vehicles: tractors, Gators, etc.

**Program:** Engineering - 5703
**Mandated By:** ORC 6117, Fed Clean Air and Water Act
**Funding Source:** Enterprise

| **Program Description:** | **Accomplishments:** |
|---|---|
| This Division's responsibility is to provide planning, program and project management, contract administration, and construction management for implementation of the District's Capital Improvement Program, as well as storm water management design and plan review services, plan review and permitting for private development and public improvements, GIS mapping and underground records management, and 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 minority business enterprise compliance. | The Division encumbered $123.1 million and expended $64.95 million for its Capital Improvement Plan (CIP) in 2006, which are the highest totals in the last seven years. The 2007 CIP budget is $191.9 million, so the encumbered and expended dollars are expected to increase once again. The final CIP project consisting of the 17 Highly Active Sanitary Sewer Overflow (HASSO) projects was completed in 2006, and completion of the 36 Combined Sewer Overflow (CSO) and Treatment Plant improvement projects are currently on schedule to be completed by December 31, 2010. Other accomplishments include inclusion of the Wet Weather Improvement Plan (WWIP) in the 2006 and 2007 CIPs, completion of 50% of the Supplemental Environmental Projects, legislation for 92 (94%) of the total CIP projects scheduled for design, easement, or construction legislation in 2006, decreasing the average cost and time growth for construction projects in 2006 to 7.7% and 4.8% respectively, and meeting the requirements of ORC 4115 and 4101 (prevailing wage) and small business enterprise (SBE) participation under the voluntary participation program for federal and state funded contracts. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To timely and accurately complete surveys and field engineering support | | | | |
| **Demand:** Requests received | n/a | 155 | 155 | 155 |
| **Workload:** Requests completed | n/a | 155 | 155 | 155 |
| **Efficiency:** Time (hours) spent per request processing tasks | n/a | 14.0 | 14.0 | 14.0 |
| **Effect./Outcome:** Projects completed in a timely manner | n/a | 100% | 100% | 100% |
| **Objective:** Comply with federal, state and local regulations and mandates; provide timely inspections and verifications. (i.e. Utility protection, contract admin.) | | | | |
| **Demand:** Project services requested (inspections/compliance) | 7,654 | 6,300 | 6,500 | 6,500 |
| **Workload:** Project services rendered | 7,654 | 6,300 | 6,500 | 6,500 |
| **Efficiency:** Time(hrs) spent per request | 7.5 | 7.0 | 7.0 | 7.0 |
| **Effect./Outcome:** Project services Completed | 100% | 100% | 100% | 100% |
| **Objective:** Acquire easements for Capital Improvement Program and Assessment Program projects | | | | |
| **Demand:** Ownership parcels submitted for easement acquisitions | 311 | 350 | 380 | 380 |
| **Workload:** Acquired easements for funded ownership parcels | 167 | 210 | 266 | 266 |
| **Efficiency:** Time(hrs per parcel) meeting demand | 53 | 50 | 50 | 50 |
| **Effect./Outcome:** Projects completed in a timely manner | 48.6% | 60% | 70% | 70% |
| **Objective:** Provide timely and accurate customer service (Service contacts/requests and sewer segments edited) | | | | |
| **Demand:** Requests for service | 53,633 | 55,000 | 57,000 | 57,000 |
| **Workload:** Requests completed/serviced | 53,633 | 55,000 | 57,000 | 57,000 |
| **Efficiency:** Time (hrs) per request/service | 0.35 | 0.35 | 0.35 | 0.35 |
| **Effect./Outcome:** Requests/services completed in a timely manner | 100% | 100% | 100% | 100% |
| **Objective:** Provide water in basement prevention (customer properties protected). | | | | |
| **Demand:** Number of properties to be protected. | 200 | 50 | 30 | 30 |
| **Workload:** Number of properties protected. | 169 | 50 | 30 | 30 |
| **Efficiency:** Cost per property protected. | $28,560 | $29,000 | $30,000 | $30,000 |
| **Effect./Outcome:** Properties protected. | 84.5% | 100% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Provide full time construction inspection services | | | | |
| **Demand:** Number of CIP and private development construction projects (yearly average) requiring construction management | 30 | 35 | 40 | 40 |
| **Workload:** Active CIP and private development construction projects (yearly average) | 30 | 35 | 40 | 40 |
| **Efficiency:** Active construction projects/inspector | 1.58 | 1.5 | 1.25 | 1.25 |
| **Effect./Outcome:** Percentage of CIP construction projects completed by the contract completion date. | 94.6% | 97% | 98% | 98% |

**Departmental Comments:**
In 2008 it is expected that the department will have an approved Wet Weather Improvement Plan (WWIP) with stipulated penalties for non-compliance of project milestones for permitting, construction start, and construction completion. The performance of the Division will be impacted by the loss of key personnel due to the early retirement incentive plan offered by the city of Cincinnati and the timely filling of the additional staff positions required for execution of the WWIP and CIP. As a result, the Division will be relying on the project and program management services provided by the Program Management Consultant (PMC) and temporary staff supplementation from the consulting community to meet the project and program requirements. The Division is currently in the developmental stage of the WWIP and staffing levels must increase in relationship to the demands of the program. The Division will need to add 36 additional staff during 2008 to meet the requirements of the program, as recommended in the "Gap Analysis" report performed by the PMC. The number of construction and planning & design projects is expected to double by 2009 and 2014 respectively. Key to the success of the Division will be the timely acquisition of the necessary permanent and temporary construction easements and detailed planning of the WWIP and Asset Management CIP projects.

**Program:** Industrial Waste - 5707
**Mandated By:** ORC 6117, Fed Clean Air and Water Act.
**Funding Source:** Enterprise

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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. | 1. Implementation of recreation water management activity into division's program (includes both sampling and analysis).<br>2. Initiated and implemented procedures to upgrade grease management program to a proactive approach, resulting in reduction in water in basement complaints caused by grease-related issues and addition of food establishment sector to the division's customer base. Process included coordination of efforts with county health departments, Master Plumber's Association and other divisions of MSD.<br>3. Implemented a new billing process for Pretreatment Program invoicing, resulting in the reduction of the backlog by 90%.<br>4. Participated in and developed performance measures to be included in MSD's performance management system, using the Balanced Scorecard concept.<br>5. Laboratory was selected to participate in the USEPA Water Security Monitoring Pilot Program.<br>6. Completed interface between division's Laboratory Information Management System (LIMS) and wastewater treatment division's automated plant operations systems (eOPS) to allow transfer of analytical data for monthly reporting to OEPA.<br>7. Annual OEPA audit of Pretreatment Program resulted in "No required actions." |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **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. | 70 | 70 | 70 | 70 |
| **Workload:** Permits issued. | 76 | 70 | 70 | 70 |
| **Efficiency:** Hours per inspection. | 15 | 15 | 15 | 15 |
| **Effect./Outcome:** Percent of permits issued. | 108% | 100% | 100% | 100% |
| **Objective:** To administer the department's surcharge program. | | | | |
| **Demand:** Locations to be sampled per year. | 222 | 235 | 235 | 235 |
| **Workload:** Locations sampled per year. | 218 | 235 | 235 | 235 |
| **Efficiency:** Days per event. | 5 | 5 | 5 | 5 |
| **Effect./Outcome:** Percent of locations sampled. | 98% | 100% | 100% | 100% |
| **Objective:** To assist with the implementation and monitoring of the department's Auxiliary Meter program (Application Review). | | | | |
| **Demand:** Applications to be reviewed per year. | 60 | 60 | 30 | 30 |
| **Workload:** Applications reviewed per year. | 31 | 15 | 30 | 30 |
| **Efficiency:** Hours/review. | 4 | 4 | 4 | 4 |
| **Effect./Outcome:** Percent of applications reviewed. | 52% | 25% | 100% | 100% |
| **Objective:** To assist with the implementation and monitoring of the department's Auxiliary Meter program (Inspection/Monitoring Process). | | | | |
| **Demand:** Locations to be inspected. | 66 | 100 | 110 | 110 |
| **Workload:** Locations inspected. | 66 | 100 | 110 | 110 |
| **Efficiency:** Hours per inspection. | 4 | 4 | 4 | 4 |
| **Effect./Outcome:** Percent 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. | 300 | 400 | 300 | 300 |
| **Workload:** Enforcement actions taken. | 583 | 400 | 300 | 300 |
| **Efficiency:** Hours per action. | 8 | 8 | 8 | 8 |
| **Effect./Outcome:** Percent of enforcement actions taken. | 194% | 100% | 100% | 100% |
| **Objective:** To supply precise and accurate lab analyses for all programs as required. | | | | |
| **Demand:** Analyses requested. | 103,679 | 115,000 | 115,000 | 115,000 |
| **Workload:** Lab analyses performed. | 103,667 | 115,000 | 115,000 | 115,000 |
| **Efficiency:** Hours of processing per lab analysis. | 25 | 25 | 25 | 25 |
| **Effect./Outcome:** Percent of analyses completed. | 99.98% | 100% | 100% | 100% |
| **Objective:** To perform all Industrial Waste monitoring in accordance with the pretreatment program. | | | | |
| **Demand:** Sites to be sampled. | 556 | 550 | 550 | 550 |
| **Workload:** Sites sampled. | 556 | 550 | 550 | 550 |
| **Efficiency:** Hours per sample event | 15 | 15 | 15 | 15 |
| **Effect./Outcome:** Percent of sites sampled. | 100% | 100% | 100% | 100% |
| **Objective:** Insure compliance with the Federal Clean Water Act through enforcement of MSD's Rules and Regulations. | | | | |
| **Demand:** Inspections to be conducted. | 250 | 250 | 250 | 250 |
| **Workload:** Inspections conducted. | 212 | 230 | 250 | 250 |
| **Efficiency:** Hours per inspection | 15 | 15 | 15 | 15 |
| **Effect./Outcome:** Percent of investigations completed. | 85 | 92 | 100 | 100 |
| **Objective:** To provide sampling, technical, and investigative expertise to MSD and other city and county agencies. | | | | |
| **Demand:** Sampling field investigations to be conducted. | 2,135 | 1,700 | 2,000 | 2,000 |
| **Workload:** Sampling/field investigations conducted. | 2,135 | 1,700 | 2,000 | 2,000 |
| **Efficiency:** Hours per investigation. | 15 | 15 | 15 | 15 |
| **Effect./Outcome:** Percent of investigations completed. | 100% | 100% | 100% | 100% |

**Program:** Office of Director - 5705
**Mandated By:** ORC 6117, Fed. Clean Air and Water Act
**Funding Source:** Enterprise

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Office of the Director oversees and directs all programs and operations of the Metropolitan Sewer District. This division is responsible for providing strategic direction for the divisions in order to carry out the department's mission under the policy direction of the Hamilton County Commissioners, in compliance with local, state and federal regulations and orders. Legislation related to MSD work is prepared and submitted by the office of the Director. | The division's accomplishments in 2007 include ongoing negotiation with the USEPA and OEPA of the Wet Weather Improvement Plan (WWIP) which was submitted in June 2006, in accordance with the Global Consent Degree. Planning for its implementation continued, and a contract for long-term Program Management consulting entered. A significant project required by consent decree was completed and placed in operation: SSO 700. Required reporting activities continue, and early consent decree projects such as supplemental environmental projects (SEP) are underway. Improvements in operational and procedural efficiencies continue to be a focus of this office. A customer service/communications program targeted to citizens affected by construction projects was successfully piloted and will be expanded in 2008. Legislation procedures were refined for consistent regular submittals via the county Compliance Coordinator. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Prepare reports for BOCC and City Council upon request. | | | | |
| **Demand:** Request for reports. | 7 | 15 | 20 | 20 |
| **Workload:** Number of reports prepared. | 7 | 20 | 20 | 20 |
| **Efficiency:** Time (hours) per report prepared. | 3 | 8 | 8 | 8 |
| **Effect./Outcome:** Reports completed. | 100% | 100% | 100% | 100% |
| **Objective:** Improve operational and procedural efficiencies: Right-of-way acquisition, procurement and accounts receivables processes | | | | |
| **Demand:** Consent decree requirement for increased capital improvement plan (CIP) output | 1 | 1 | 1 | 1 |
| **Workload:** Process improvement project undertaken. | 2 | 2 | 2 | 2 |
| **Efficiency:** Time spent (hours) on process improvement team work. | 200 | 200 | 200 | 200 |
| **Effect./Outcome:** Procurement procedure redefined and simplified. | 100% | 100% | 100% | 100% |
| **Objective:** To comply with Federal consent decree requirement for reporting. | | | | |
| **Demand:** Quarterly reports as required by consent decree. | 4 | 4 | 4 | 4 |
| **Workload:** Quarterly reports submitted. | 4 | 4 | 4 | 4 |
| **Efficiency:** Hours spent per report. | 150 | 150 | 150 | 150 |
| **Effect./Outcome:** Reports submitted | 100% | 100% | 100% | 100% |
| **Objective:** Prepare and present BOCC legislation in order to provide approval and funding for WWIP and Asset Management capital projects. | | | | |
| **Demand:** Requests for legislation. | 128 | 150 | 200 | 200 |
| **Workload:** Requests completed/serviced. | 128 | 150 | 200 | 200 |
| **Efficiency:** Time (hours) per request/service. | 8 | 8 | 8 | 8 |
| **Effect./Outcome:** Services/Requests completed in a timely manner. | 100% | 100% | 100% | 100% |

**Departmental Comments:**
MSD is required under two consent decrees to reduce or eliminate sewer overflows into the environment. The first, the Interim Partial Consent Decree, requires MSD to eventually eliminate sanitary sewer overflows (SSOs) within MSD's service area. The second, the Global Consent Decree, requires MSD to plan and implement controls of combined sewer overflows (CSOs), to complete the SSO correction plan, to address and resolve Water-In-Basement (WIB) problems, and to invest at least $5.3 million in local environmental enhancement projects (Supplemental Environmental Projects or SEPs). The integration of these components of the Global Consent

Decree is completed and can be found in the Wet Weather Improvement Plan (WWIP), submitted to the Ohio and U.S. Environmental Protection Agencies in June 2006.

During 2007 MSD continued its work on several early action projects and SEPs. Negotiations on components of the WWIP took place between MSD and the USEPA, Ohio EPA and other parties to the Global Consent Decree. MSD expects resolution of all issues, and in 2008 the District will continue to implement early projects and to plan for carrying out the WWIP.

The Office of the Director will oversee working with the regulatory agencies to obtain final approval of the WWIP, and will undertake the necessary work for long term implementation. The Director will continue to facilitate improvements to processes in order to achieve efficiencies to enable MSD to rise to the challenges of the WWIP.

**Program:** Treatment - 5708
**Mandated By:** ORC 6117, Fed Clean Air and Water Act
**Funding Source:** Enterprise

| **Program Description:** | **Accomplishments:** |
|---|---|
| The function of this division is to operate and maintain all wastewater treatment plants and pump or lift stations to comply with environmental and public health requirements. The division also operates and maintains the city flood protection facilities including the barrier dam. | Substantial progress was made to reorganize to a best practices reliability maintenance program throughout Treatment. Improved equipment reliability and operating procedures has resulted in a 40% reduction in natural gas usage at Mill Creek and Little Miami Wastewater Treatment Plants (WWTP). Strategically focused performance measures and goal system were implemented division-wide. MSD successfully piloted a program to incinerate bio-solids in Butler County with a potential revenue source of $300,000 and minimal additional cost to MSD. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Reduce total National Pollutant Discharge Elimination System (NPDES) dry weather related permit violations. | | | | |
| **Demand:** Reduce NPDES dry weather related permit excursions | 20 | 15 | 12 | 12 |
| **Workload:** Permit violations investigated. | 20 | 15 | 12 | 12 |
| **Efficiency:** Hours spent investigating permit violations (each). | 1 | 1 | 1 | 1 |
| **Effect./Outcome:** % annual reduction in violations. | 35% | 25% | 20% | 20% |
| **Objective:** Complete documented preventive maintenance work orders. | | | | |
| **Demand:** Documented preventive maintenance work orders | 1,780 | 1,900 | 1,900 | 1,900 |
| **Workload:** Completed preventive maintenance work orders | 1,300 | 1,900 | 1,900 | 1,900 |
| **Efficiency:** Hours available for preventive maintenance | 140,000 | 140,000 | 140,000 | 140,000 |
| **Effect./Outcome:** Percent completed maintenance work orders | 73% | 90% | 90% | 90% |

**Departmental Comments:**
Objective #1: Treatment has improved operating procedures and equipment reliability. Improved procedures and practices resulted in reduced permit excursions.

Objective #2: Treatment continues to implement a greater amount of preventative maintenance activities. In addition, it is reorganizing and training staff to implement best practices condition-based maintenance to increase equipment reliability and extend the life of assets.

The Treatment division is reorganizing staff at Mill Creek and Central Services to help the staff to better focus on equipment reliability issues. It is reorganizing maintenance and continuing to implement Reliability Center Maintenance (RCM) practices. It will continue to implement Key Performance Indicators based on Balanced Scorecard method throughout and begin to implement Lean Six Sigma practices to reduce operating costs.

# Public Works

## DEPARTMENT OVERVIEW:

The Hamilton County Department of Public Works consists of three divisions:

- Maintenance Division – provides repairs to county-owned storm sewers in the unincorporated areas of Hamilton County, routine maintenance on Public Works cars, trucks and equipment, snow removal and grass cutting at county-owned facilities and special projects as directed.
- Stormwater Division – provides review of storm drainage plans for new development and commercial building permits; inspects construction of storm drainage systems; review of building permits for compliance with federal emergency flood plain regulations; hears appeals on denied development plans; and maintains storm system and flood plain layers within CAGIS (the County's geographic information system).
- Water Rotary Division – processes waterline petitions for validity; oversees preliminary waterline applications, constructs waterlines approved by the BOCC, and maintains fire hydrants in the unincorporated areas of Hamilton County, plus contracts with the City of Forest Park and the Village of Lockland for fire hydrant maintenance.

## BUDGET OVERVIEW:

The department underwent a complete organizational review in 2007. This review sought ways of improving current organizational alignment as it relates to the accomplishment of work under the current control of Public Works. The following organizational decisions were made in 2007:

- Capital projects staff were transferred to County Facilities.
- Public Works Table of Organization was downsized through the elimination of several budgeted, but unfilled positions.
- Recommendation that upon retirement of the current executive leadership within the department, functional consolidation with another development-related organization should be considered.
- That Public Works be maintained as a separately functioning division, until the magnitude and scope of Phase II stormwater responsibilities becomes more apparent.

As part of this review, the County Administrator's 2007 budget reflected a $300,000 reduction in expenditures. The department was told to manage within their budget allocation. This was done through a reduction in 7 vacant positions. In addition to these savings, the department is projected to return an additional $60,000 to the general fund at the end of 2007.

The Water Rotary fund balance continues to be an issue for the 2008 budget. The water rotary is funded through Greater Cincinnati Water Works charges for service to Hamilton County's unincorporated service area (known as the UAI). The rate for these services has not changed since January 1998. The fund balance, used in previous years to keep the water rotary in balance, was depleted in 2007. In response to this, the BOCC has increased the UAI rate differential from 1.33 to 1.35 to provide funding for continued service to customers in the unincorporated service area. This increased differential will steadily decline in future years until it again reaches 1.33 in 2017. This increase results in a less than 2% increase to the average residential customer's water bill in 2008.

## BUDGET SUMMARIES:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Capital Improvement | $ 477,197 | $ 154,771 | $ 212,793 | $ - | $ - | -100.0% |
| Maintenance Operations | 410,800 | 456,097 | 432,154 | 559,323 | 434,035 | -4.8% |
| Stormwater Management | 514,095 | 629,484 | 525,247 | 652,723 | 556,916 | -11.5% |
| Water Rotary | 1,467,284 | 1,719,352 | 1,594,503 | 1,762,069 | 1,611,814 | -6.3% |
| Total | $ 2,869,377 | $ 2,959,703 | $ 2,764,696 | $ 2,974,115 | $ 2,602,766 | -12.1% |

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

| Revenue by Source | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Charges for Service Fees | $ 93,920 | $ 130,500 | $ 94,013 | $ 110,500 | $ 110,500 | -15.3% |
| Miscellaneous | 709,638 | 1,686,000 | 808,361 | 820,727 | 1,687,737 | 0.1% |
| Other Financing Sources | 323,715 | 328,000 | 702,493 | 33,000 | 33,000 | -89.9% |
| Total | $ 1,127,273 | $ 2,144,500 | $ 1,604,867 | $ 964,227 | $ 1,831,237 | -14.6% |

| Staffing by Program | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Capital Improvement | 6.85 | 6.45 | 0.00 | 0.00 | (6.45) |
| Maintenance Operations | 7.06 | 7.36 | 7.55 | 7.02 | (0.34) |
| Stormwater Management | 8.80 | 8.80 | 8.17 | 7.33 | (1.47) |
| Water Rotary | 10.95 | 11.05 | 8.94 | 8.31 | (2.74) |
| Total | 33.66 | 33.66 | 24.66 | 22.66 | (11.00) |

## PROGRAM SUMMARIES:

**Program:** Maintenance - 1002
**Mandated By:** ORC Title 61
**Funding Source:** General Fund

| Program Description: | Accomplishments: |
|---|---|
| The Public Works maintenance division repairs county-owned storm sewers in the unincorporated areas of Hamilton County, performs routine maintenance on Public Works cars, trucks and equipment, removes snow and cuts grass at county-owned facilities and performs numerous special projects as directed by the Board of County Commissioners.<br><br>The division also resolves storm sewer issues for other jurisdictions within the county on a reimbursement basis. | Public Works responds to citizen complaints, especially after heavy storms, within 24 hours. During that time, the division determines whether or not a stormwater problem is a public or private responsibility. Many public stormwater problems are resolved upon inspection; and, in most cases, within one week. In 2006, the division provided an annual savings of 75% from contracted snow removal services at county-owned facilities as part of Project Gain.<br><br>In 2007 positions were cut in this division. The duties were absorbed by other employees. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Respond to all storm sewer complaints received by maintenance division within 24 hours of notification | | | | |
| **Demand:** Storm sewer complaints | 177 | 192 | 200 | 200 |
| **Workload:** Storm sewer complaints investigated | 177 | 192 | 200 | 200 |
| **Efficiency:** Hours to resolve storm sewer complaints | 541 hrs | 645 hrs | 650 hrs | 650 hrs |
| **Effect./Outcome:** % of storm sewer complaints responded to within 24 hours | 99.4% | 98.4% | 100% | 100% |
| **Objective:** Maintain departmental vehicles/equipment on a fleet maintenance schedule | | | | |
| **Demand:** Public Works vehicles/equipment | 30 | 30 | 30 | 30 |
| **Workload:** Maintenance/repairs to vehicles/equipment | 316 | 395 | 350 | 350 |
| **Efficiency:** Hours maintaining vehicles/equipment | 1,544 hrs | 1,354 hrs | 1,475 hrs | 1,475 hrs |
| **Effect./Outcome:** Percent of vehicles/equipment maintained within maintenance schedule | 99.7% | 100% | 100% | 100% |

**Departmental Comments:**
Environmental Protection Agency (EPA) regulations regarding quality control of stormwater are likely to increase the complexity of the solutions to stormwater complaints. Should EPA requirements increase expenditures to the department, the division will seek to recoup increases through increased fees.

**Program:** Stormwater Management - 1003
**Mandated By:** ORC Title 61
**Funding Source:** General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Public Works stormwater management division reviews storm drainage plans for new development; inspects construction of storm drainage systems; reviews' building permits for compliance with federal emergency flood plain regulations; hears appeals on denied development plans; and maintains storm system and flood plain layers within the county geographic information system.<br><br>The US Environmental Protection Agency established the rules and regulations to require implementation of the National Pollutant Discharge Elimination System (NPDES) Phase II Storm Water Permit program in 2003. The BOCC established the Hamilton County Storm Water District (HCSWD) to implement this additional level of stormwater management. The HCSWD is administered by the County Engineer. HCSWD's implementation of the Phase II program is done in partnership with the Health District, Soil and Water Conservation District, Metropolitan Sewer District and the Public Works department. | With the implementation of CAGIS and the PermitPlus computerized permitting system, more accurate data is available to ensure compliance with rules and regulations. Field inspectors use laptops to enter data when they are in the field, then download it into the permitting system. The record keeping is more accurate and more readily available.<br><br>In 2007 positions were cut in the division. The duties were absorbed by other employees. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Begin review of stormwater regulations for development plans within three days of completed submittal | | | | |
| **Demand:** # of development plans submitted | 173 | 155 | 150 | 150 |
| **Workload:** # of plans processed | 173 | 155 | 150 | 150 |
| **Efficiency:** Hrs. for plan review | 1,154 | 1,171 | 1,200 | 1,200 |
| **Effect./Outcome:** % reviewed within three days or less | 94.8% | 88.4% | 100% | 100% |
| **Objective:** Review of stormwater regulations for commercial building permits within three days. | | | | |
| **Demand:** Bldg permits submitted for stormwater review | 139 | 211 | 150 | 150 |
| **Workload:** # processed for review | 139 | 211 | 150 | 150 |
| **Efficiency:** Hrs. for review | 1,501 | 1455 | 1,600 | 1,600 |
| **Effect./Outcome:** Permits reviewed within three days | 89.9% | 92.4% | 100% | 100% |
| **Objective:** Hear variance appeals filed and render decision within 30 days. | | | | |
| **Demand:** # of variance appeals filed | 4 | 1 | 10 | 10 |
| **Workload:** # of appeals processed | 4 | 1 | 10 | 10 |
| **Efficiency:** Hrs. to prepare, hear and render decision | 35 | 5 | 250 | 250 |
| **Effect./Outcome:** % of appeals decided in 30 days | 100% | 100% | 100% | 100% |
| **Objective:** Inspect construction within 24 hrs. of notice to begin. | | | | |
| **Demand:** # of development & bldg permit inspections requested | 1,304 | 932 | 1,200 | 1,200 |
| **Workload:** # of inspections processed (includes spot checks) | 2,729 | 2,204 | 2,500 | 2,500 |
| **Efficiency:** hrs. for inspections | 3,637 | 2,804 | 3,500 | 3,500 |
| **Effect./Outcome:** % inspected within 24 hrs. or less | 99.6% | 99.7% | 100% | 100% |
| **Objective:** Review commercial building permits for storm review and FEMA flood plain compliance within two days. | | | | |
| **Demand:** Building permits for storm review and FEMA compliance | 2,048 | 1,879 | 2,000 | 2,000 |
| **Workload:** Permits processed for storm review and FEMA compliance | 2,048 | 1,879 | 2,000 | 2,000 |
| **Efficiency:** Hours to determine for storm review and FEMA compliance | 1,466 | 1,499 | 1,500 | 1,500 |
| **Effect./Outcome:** % permits reviewed for storm sewer requirements and FEMA regulations within two days | 95.7% | 94.7% | 100% | 100% |

**Departmental Comments:**
Environmental Protection Agency (EPA) regulations regarding quality control of stormwater are likely to increase the demands on stormwater inspection and plan review. The EPA requirements may increase expenditures to the department, the division will seek to recoup increases through increased fees.

**Program:** Water Rotary - 1004
**Mandated By:** ORC Chapter 6103
**Funding Source:** Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The water rotary division processes waterline petitions for validity; oversees preliminary waterline applications; constructs waterlines approved by the Board of Commissioners; and maintains fire hydrants in the unincorporated areas of Hamilton County. | The Water West project to extend waterlines into the western portion of Hamilton County was completed. Future waterline development will be primarily driven by homeowner petition.<br><br>In 2007 positions were cut within this division. The duties were absorbed by other employees.<br><br>The hydrant maintenance section of Water Rotary underwent a review by the County's Competition and Efficiency Committee in 2006; the results of which found that Hamilton County provides hydrant maintenance at an annual savings of $500,000 over the private sector. The review has also led to Hamilton County contracting fire hydrant maintenance work for other local jurisdictions on a reimbursement basis. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Determine percentage in favor of waterline within one month after petition received. | | | | |
| **Demand:** # of waterline petitions received | 3 | 0 | 2 | 2 |
| **Workload:** # of petitions processed within one month | 3 | 0 | 2 | 2 |
| **Efficiency:** Hrs. to process petitions (all phases) | 243 | 0 | 1,200 | 1,200 |
| **Effect./Outcome:** % of petitions processed within one month | 100% | 0% | 100% | 100% |
| **Objective:** Present waterline petition to Board of County Commissioners for approval to proceed within two weeks after determination of petition complete. | | | | |
| **Demand:** # of petitions completed for BOCC approval | 0 | 0 | 2 | 2 |
| **Workload:** # of petitions for BOCC approval | 0 | 0 | 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 two weeks after determination of percentage in favor | 0% | 0% | 100% | 100% |
| **Objective:** Complete design of waterline within four 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 months after notice to proceed | 0% | 0% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Conduct public hearings; answer letters of objection; receive BOCC approval for waterline construction within three 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 three months after design completed | 100% | 0% | 100% | 100% |
| **Objective:** Advertise and award construction contract for waterline within three months 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 three months after BOCC approval to proceed | 0% | 0% | 100% | 100% |
| **Objective:** Manage capital improvement waterline projects daily, maintain budget and completion schedule | | | | |
| **Demand:** # of waterline projects and $ value to be managed | 1 | 0 | 2 | 2 |
| **Workload:** # of projects managed and $ value | 1 | 0 | 2 | 2 |
| **Efficiency:** Hrs. to manage capital improvement waterline projects | 142 | 0 | 1,200 | 1,200 |
| **Effect./Outcome:** % of projects managed daily; budget & schedule maintained | 100% | 0 | 100% | 100% |
| **Objective:** Review preliminary waterline applications for private development and forward to Cincinnati Water Works within two days. | | | | |
| **Demand:** # of preliminary applications received | 23 | 17 | 50 | 50 |
| **Workload:** # of applications processed | 23 | 17 | 50 | 50 |
| **Efficiency:** Hrs. to review preliminary applications | 59 | 65 | 110 | 110 |
| **Effect./Outcome:** % of preliminary waterline applications processed within two days | 100% | 94.1% | 100% | 100% |
| **Objective:** Repair fire hydrants out of service within 24 hours after notification | | | | |
| **Demand:** # of fire hydrants reported out of service | 574 | 611 | 600 | 600 |
| **Workload:** # of fire hydrants repaired or replaced | 574 | 611 | 600 | 600 |
| **Efficiency:** Hrs. to repair/replace fire hydrants | 2,405 | 2,330 | 3,000 | 3,000 |
| **Effect./Outcome:** % of fire hydrants repaired or replaced within 24 hours after notification | 100% | 99.2% | 100% | 100% |
| **Objective:** Repair/maintain fire hydrants still in service within 72 hours after notification | | | | |
| **Demand:** # of fire hydrants reported | 819 | 1,178 | 1,100 | 1,100 |
| **Workload:** # of fire hydrants repaired | 819 | 1,178 | 1,100 | 1,100 |
| **Efficiency:** Hrs to repair, maintain, replace fire hydrants | 3,347 | 3,320 | 3,900 | 3,900 |
| **Effect./Outcome:** % of fire hydrants still in service repaired, maintained or replaced within 72 hours | 99.8% | 96.3% | 100% | 100% |
| **Objective:** Hire consultant/engineer within three months after Board of County Commissioners approval to proceed on waterline petition | | | | |
| **Demand:** # of petitions approved by BOCC to proceed | 0 | 0 | 2 | 2 |
| **Workload:** # of petitions approved by BOCC to proceed | 0 | 0 | 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 three months after BOCC approval to proceed with petition | 0% | 0% | 100% | 100% |

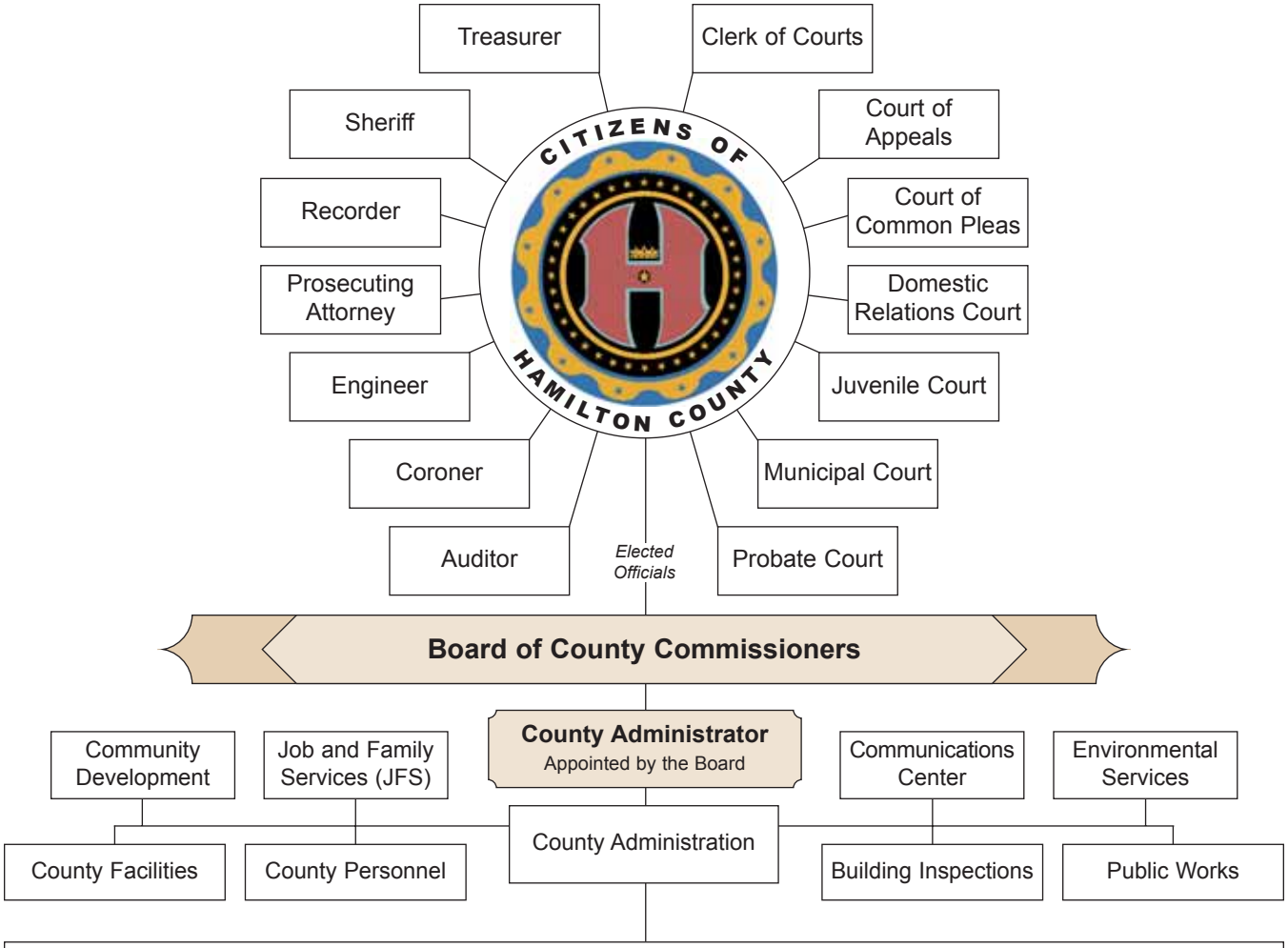
**Departmental Comments:**

The revenue source for this program is composed primarily of a water rate surcharge. It is expected in 2008 that insufficient funds will be available from the rate surcharge to cover all expenditures. The budget office and the department are working with the Greater Cincinnati Water Works to adjust water rates to effectively cover the costs of the division.

## Hamilton County Firsts

1950: WKRC-TV's "Soupy's Soda Shop," with Soupy Sales is television's first teen dance program.

# Hamilton County, Ohio
# Recreational Activities




*County services for which the Board of County Commissioners is solely responsible*

Board of Building Appeals
Board of Building Standards
Board of Zoning Appeals
Cabinet of Economic Advisors
Competition and Efficiency Committee
Council of Elders
Criminal Justice Commission
Dog Warden
Earthworks Appeals Board
Economic Development Task Force
**Great American Ball Park**
Health Care Review Commission
Homeland Security Commission
Hospital Commission
Infant Mortality Reduction Commission
JFS Planning Committee
Local Corrections Planning Board
Metropolitan Sewer District
**Paul Brown Stadium**
Rural Zoning Commission
Tax Incentive Review Committee
Tax Levy Review Committee
Storm Drainage Appeals

*County services in which the Board of County Commissioners share responsibility*

Board of Elections
Board of Mental Retardation/Developmental Disabilities
Board of Park Commissioners
Board of Revision
Cincinnati Area Geographic Information System
Cincinnati Metropolitan Housing Authority
**Cincinnati Museum Center**
**Cincinnati Zoo and Botanical Gardens**
Children's Trust Fund
County Law Enforcement Applied Regionally
Community Action Agency
Community Improvement Corporation
Convention Facilities Authority
Drake Center
Elderly Services Program Advisory Council
Emergency Management Agency
Family and Children First Council
Hamilton County Board of Health
Hamilton County Development Company
Indigent Health Care
Information Processing Advisory Committee
Integrating Committee (District 2)
Kenton County Airport Board Advisory Committee
Mental Health and Recovery Services Board
OH-KY-IN Regional Council of Governments
Ohio State University Extension Service
Port of Greater Cincinnati Development Authority
Public Defender Commission
Public Library of Cincinnati and Hamilton County
Regional Computer Center Control Board
Regional Planning Commission
River City Correctional Facility
Senior Services
Soil and Water Conservation District
Solid Waste Management District
Southwest Ohio Regional Transit Authority
Stormwater District Oversight Board
Veterans Service Commission

# Recreational Activities

2008 Budget Summary by Department

**Revenues** *(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Stadiums* | 532,050 | 50,510 | 9,665 | 58,807 |
| Zoological Gardens | 6,496 | 6,494 | 6,247 | 6,247 |
| Cincinnati Museum Center | 3,820 | 3,832 | 3,703 | 3,703 |
| **Total** | **$542,366** | **$60,836** | **$19,615** | **$68,758** |

**Expenditures** *(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Stadiums* | 539,117 | 54,119 | 13,913 | 58,236 |
| Zoological Gardens | 6,640 | 6,891 | 6,292 | 6,292 |
| Cincinnati Museum Center | 2,587 | 1,424 | 2,317 | 2,359 |
| **Total** | **$548,344** | **$62,434** | **$22,521** | **$66,887** |

**Employee Positions**

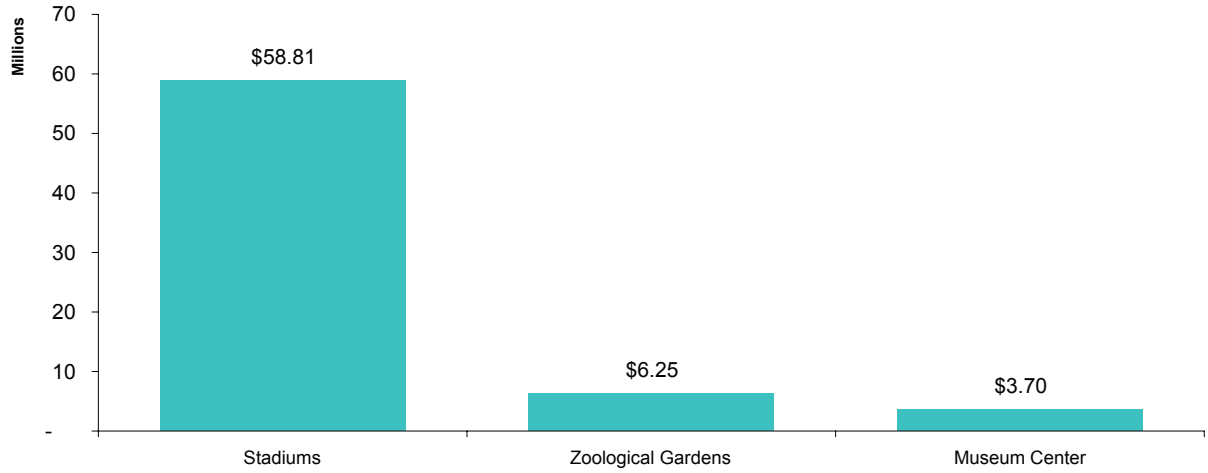
| Department | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Stadiums | 31.40 | 31.25 | 30.01 | 29.01 |
| **Total** | **31.40** | **31.25** | **30.01** | **29.01** |

* *The variance in 2006 is due to the refunding of sales tax bonds.*

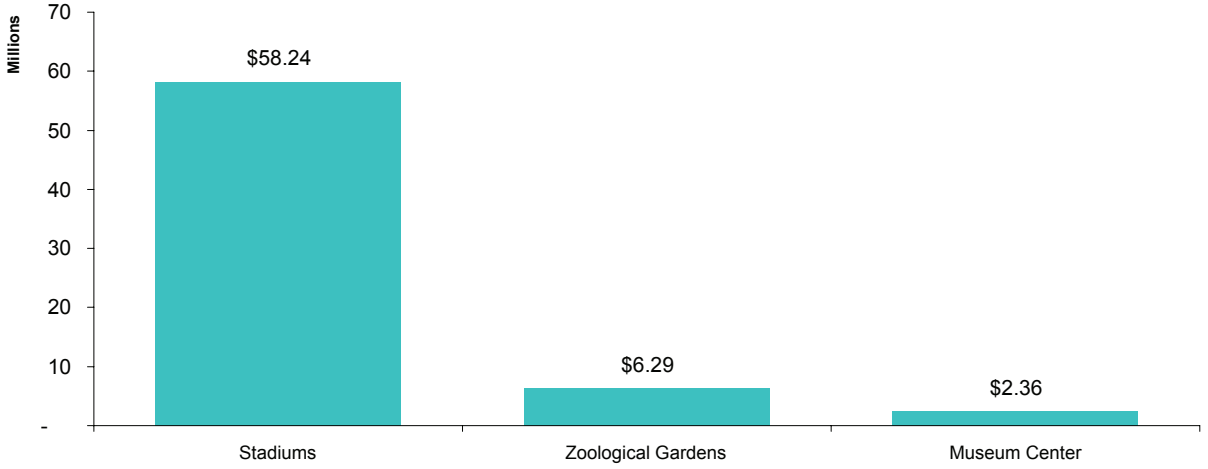
# Recreational Activities

2008 Budget Summary by Department

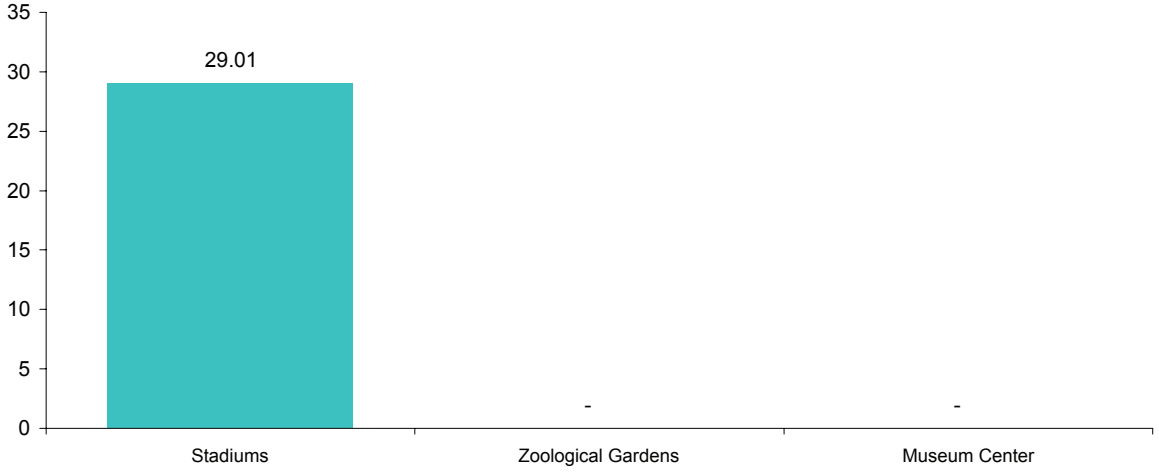
## Revenue




## Expenditures




## Employee Positions



# Cincinnati Museum Center

## LEVY OVERVIEW:

The Cincinnati Museum Center (CMC) is home to the Cincinnati History Museum, the Museum of Natural History and Science, the Duke Energy Children's Museum, the Cincinnati Historical Society Research Library and the Robert D. Lindner Family OMNIMAX Theater.

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. 2008 will be the fourth year of the five-year levy cycle. CMC receives no County General Fund funding.

The CMC levy is for the five-year period 2005-2009 and is currently undergoing a mid-levy evaluation review with the Tax Levy Review Committee (TLRC).

The CMC levy pays for utilities and insurance expense, operating costs and capital projects for the Union Terminal to the extent funding is available pursuant to the following agreements:

1. Master Agreement - The County and the CMC entered into a master agreement on June 29, 2005. This agreement authorized the use of levy proceeds to pay for utility and insurance expenses and the County to enter into 1) a contract for operation and maintenance of the Union Terminal and 2) capital agreements, as necessary and funding is available, for capital repair and improvements. The contract term is January 1, 2005 – December 31, 2009.

2. Management Agreement - Pursuant to the master agreement, the County conducted an RFP process and subsequently entered into a management agreement with the Cincinnati Museum Center, Inc. in February, 2006. CMC, Inc. is to manage, maintain, operate and repair the Union Terminal. The term of the management agreement is January 1, 2006 – December 31, 2009 with a one-year renewal at the County's option. This contract is administered by County Facilities.

3. Capital Agreements - County Facilities manages the bidding and contracting of services as necessary for capital work on Union Terminal which will be funded whole or in part by levy funding. In March 2006, $590,000 was appropriated to a County Facilities' capital project for design plans for the Union Terminal Master Plan. In 2007, $1,000,000 was appropriated for the Omni-Max Theater Renovation project. In 2008, the CMC is beginning a $5-7 million capital project for restorations and renovations to the Southwest corner of the Union Terminal.

   In the event that levy funding is insufficient to meet the contract costs for a particular capital project (as is the case for the large project noted above), the CMC is required to provide the additional funding to the County which is needed to meet the funding requirements for the contract.

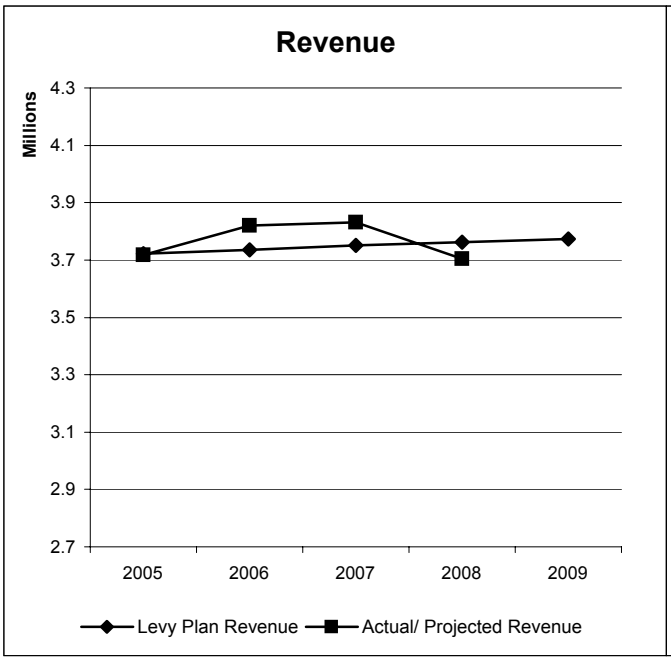
## BUDGET OVERVIEW:

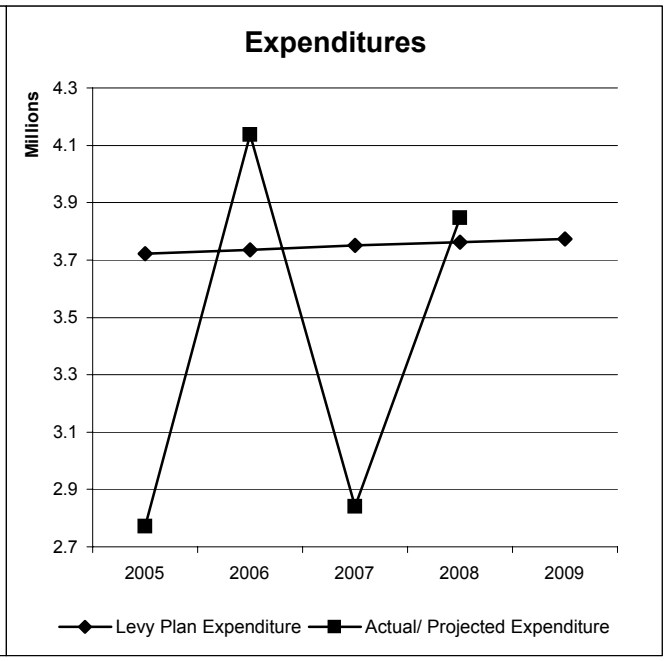
CMC is beginning a large capital project for the restoration and renovation of the southwest corner of Union Terminal. This project will include several levels of the terminal (both inside and outside of the facility). The project was identified as CMC's top priority in the Master Plan. It is currently estimated at $5-7 million. It is estimated that the levy fund can support $1,213,393 of that cost in 2008. CMC is aware that they are responsible for providing funding to the County for costs above budgeted levy funding.

# Cincinnati Museum Center

Tax Levy: 0.20 Mills

| LEVY PLAN | Year 1 2005 | Year 2 2006 | Year 3 2007 | Year 4 2008 | Year 5 2009 |
|---|---|---|---|---|---|
| **Beginning carryover** | **-** | **-** | **-** | **-** | **-** |
| **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 |
| **Ending Carryover** | - | - | - | - | - |




| ACTUAL/PROJECTED | Year 1 2005 Actual | Year 2 2006 Actual | Year 3 2007 Estimate | Year 4 2008 Budget | Year 5 2009 |
|---|---|---|---|---|---|
| | | | | | |
| **Beginning carryover** | **-** | **945,776** | **628,630** | **1,386,726** | |
| **REVENUES (Total)** | **3,717,233** | **3,819,951** | **3,831,608** | **3,703,229** | |
| Tax Levy | 3,717,233 | 3,778,249 | 3,831,608 | 3,703,229 | |
| Miscellaneous | | 41,703 | | | |
| | | | | | |
| **EXPENDITURES (Total)** | **2,771,457** | **4,137,097** | **2,841,643** | **3,847,344** | |
| County Facilities/CMC Mtce (060200) | - | 1,550,000 | 1,417,500 | 1,488,375 | |
| Utilities/Insurance (880028) | 721,411 | 945,603 | 745,690 | 1,090,000 | |
| Auditor & Treasurer Fees | 50,046 | 51,494 | 53,453 | 55,576 | |
| Availability for Transfer to Capital | 500,000 | 1,590,000 | 625,000 | 1,213,393 | |
| Operating Advance | 1,500,000 | - | - | - | |
| *Reserved for Encumbrance* | - | - | *231,869* | - | |
| **Ending Carryover** | **945,776** | **628,630** | **1,386,726** | **1,242,611** | |

## BUDGET SUMMARIES:

| **Expenditures** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | 2008 Change |
|---|---|---|---|---|---|---|
| Capital Projects | $ 1,590,000 | $ 1,324,586 | $ 625,000 | $ 1,300,000 | $ 1,213,393 | -8.4% |
| Management Agreement | 1,550,000 | 1,417,500 | 1,417,500 | 1,488,375 | 1,488,375 | 5.0% |
| Utilities and Insurance | 945,603 | 1,090,000 | 745,690 | 961,000 | 1,090,000 | 0.0% |
| Levy Administration | 51,494 | 48,285 | 53,453 | 55,548 | 55,576 | 15.1% |
| Total | $ 4,137,097 | $ 3,880,371 | $ 2,841,643 | $ 3,804,923 | $ 3,847,344 | -0.9% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | 2008 Change |
|---|---|---|---|---|---|---|
| Property Taxes | $ 3,379,817 | $ 3,224,867 | $ 3,351,270 | $ 3,172,686 | $ 3,172,686 | -1.6% |
| Other Intergovernmental | 398,432 | 459,449 | 480,338 | 530,543 | 530,543 | 15.5% |
| Miscellaneous | 41,703 | - | - | - | - | n/a |
| Total | $ 3,819,951 | $ 3,684,316 | $ 3,831,608 | $ 3,703,229 | $ 3,703,229 | 0.5% |

*There are no employee positions associated with the Museum Center levy fund.*

## PROGRAM SUMMARY:

**Program:** Museum Program - 8801
**Mandated By:** Not Mandated
**Funding Source:** Tax Levies Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| 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).<br><br>The Cincinnati Museum Center is home to the Cincinnati History Museum, the Museum of Natural History and Science, the Duke Energy Children's Museum, the Cincinnati Historical Society Research Library and the Robert D. Lindner Family OMNIMAX Theater.<br><br>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. | 2005 was the first year for levy support.<br><br>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 its 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. This master plan was completed in the first quarter of 2007. Further details will be developed during the ten year period in order to execute the plan.<br><br>CMC recently completed a renovation of the OMNIMAX theatre. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Renovate the Union Terminal building based on the priorities outlined in the Union Terminal Master Plan completed first quarter of 2007. | | | | |
| **Demand:** Begin renovations of Union Terminal as prioritized in Master Plan | TBD | 1 | 1 | 1 |
| **Workload:** Identification of areas needing urgent attention | TBD | TBD | TBD | TBD |
| **Efficiency:** Prioritize projects and develop plan for first project. | TBD | 1 | 1 | 1 |
| **Effect./Outcome:** Plan for cost estimates for entire building and site as well as for specific projects | TBD | 1 | 1 | 1 |

**Departmental Comments:**
Based on the Master Plan, the Museum Center Board will work with the County to prioritize capital projects and begin implementation of those projects.

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

## Hometown Heroes

Mamie Smith (1883-1946) was the first female singer to record a blues song in August 1920.

# Stadiums

## DEPARTMENT OVERVIEW:

Stadiums consists of a number of enterprise subfunds, financed chiefly by the dedicated half-cent sales tax and operating revenues. This presentation is limited to operating funds, as riverfront development projects are administered elsewhere. Note that included in this presentation are funds for Public Improvements and Great American Ball Park and Paul Brown Stadium capital maintenance; these are included because they are tied to operations, and do not include capital projects.

The financing structures of the two stadium operating funds are determined in large part by the leases with the two professional sports teams.

Paul Brown Stadium operations are largely the responsibility of the county, while revenues are limited to a modest rent payment, a ticket surcharge, special event revenue, and various reimbursements. This fund relies heavily on the sales tax.

Great American Ball Park (GABP) operational costs are shared to a much greater degree with the tenant. As such, this fund has broken even to date, although the onset of payments in lieu of taxes to Cincinnati Public Schools will necessitate an annual sales tax subsidy.

Parking is the one riverfront subfund where revenues exceed expenses. From time to time excess cash is transferred from this account to other riverfront accounts.

The Public Improvements subfund has been used to account for an annual payment to the Port Authority. As the Port is no longer involved in riverfront development, this subfund is note used in 2008.

Other subfunds include capital reserve accounts for both stadiums, as well as an operations and maintenance (O&M) reserve account for GABP. Expenditures from the capital accounts are subject to some negotiation with the teams, while payment from the GABP O&M account is fixed, per the terms of the lease.

Given the long-term financial challenges of the riverfront development, it is incumbent upon the stadium managers to control expenses but at the same time insure that the stadium structures receive necessary preventative maintenance. Equally important are continued efforts to draw special events to the stadiums to reduce reliance on the sales tax.

While the long-term financial challenges referenced above persist (specifically a projected multi-million dollar deficit) it is expected that the operational needs for 2008 will be fully financed.

## BUDGET OVERVIEW:

Most all of the Stadiums budgets are on a continuation basis. No new positions have been requested in any of the riverfront funds.

## BUDGET SUMMARIES:

*Paul Brown Stadium Operations, Fund 946/003:*

| **Budget at Appropriation Level** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Revenues | $ 1,742,985 | $ 1,473,764 | $ 1,692,202 | $ - | $ 1,356,200 | -8.0% |
| Expenditures | | | | | | |
| Personnel | $ 1,532,163 | $ 1,898,565 | $ 1,803,565 | $ 1,630,987 | $ 1,937,565 | 2.1% |
| Other Expenditures | 8,929,254 | 7,416,323 | 6,638,364 | 1,932,281 | 7,342,675 | -1.0% |
| Capital Outlay | 184,470 | 231,428 | 210,670 | 602,400 | 134,000 | -42.1% |
| Total | $ 10,645,887 | $ 9,546,316 | $ 8,652,600 | $ 4,165,668 | $ 9,414,239 | -1.4% |

*The chart above does not include stadium debt service payments that are processed through this fund.*

*Great American Ball Park Operations, Fund 946/005:*

| **Budget at Appropriation Level** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Revenues | $ 3,131,202 | $ 3,157,000 | $ 3,150,559 | $ 3,165,000 | $ 3,165,000 | 0.3% |
| Expenditures | | | | | | |
| Personnel | $ 325,380 | $ 158,575 | $ 163,634 | $ 159,037 | $ 96,929 | -38.9% |
| Other Expenditures | 2,258,780 | 2,238,882 | 2,233,548 | 839,200 | 2,407,504 | 7.5% |
| Total | $ 2,584,160 | $ 2,397,457 | $ 2,397,182 | $ 998,237 | $ 2,504,434 | 4.5% |

*The chart above does not include ballpark debt service payments that are processed through this fund.*

*Public Improvements, Fund 946/006:*

| **Budget at Appropriation Level** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Revenues | $ - | $ 175,000 | $ - | $ - | $ - | -100.0% |
| Expenditures | | | | | | |
| Other Expenditures | - | 175,000 | - | - | - | -100.0% |
| Total | $ - | $ 175,000 | $ - | $ - | $ - | -100.0% |

*Paul Brown Capital Repair, Fund 946/010:*

| **Budget at Appropriation Level** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Revenues | $ 1,000,000 | $ 1,000,000 | $ 1,000,000 | $ 1,000,000 | $ 1,000,000 | 0.0% |
| Expenditures | | | | | | |
| Capital Outlay | 1,432,326 | 1,259,035 | 1,156,467 | 4,075,123 | 2,502,535 | 98.8% |
| Total | $ 1,432,326 | $ 1,259,035 | $ 1,156,467 | $ 4,075,123 | $ 2,502,535 | 98.8% |

*Great American Ball Park Capital Reserve, Fund 946/014:*

| **Budget at Appropriation Level** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Revenues | $ 1,000,000 | $ 1,000,000 | $ 1,000,000 | $ 1,000,000 | $ 1,000,000 | 0.0% |
| Expenditures | | | | | | |
| Capital Outlay | $ 279,168 | $ 278,600 | $ 278,600 | $ 300,000 | $ 300,000 | 7.7% |
| Total | $ 279,168 | $ 278,600 | $ 278,600 | $ 300,000 | $ 300,000 | 7.7% |

*Great American Ball Park Operating and Maintenance Reserve, Fund 946/015:*

| **Budget at Appropriation Level** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Revenues | $ 709,045 | $ 744,497 | $ 744,497 | | $ 781,722 | 5.0% |
| Expenditures | | | | | | |
| Other Expenditures | $ 709,045 | $ 744,497 | $ 744,497 | | $ 781,722 | 5.0% |
| Total | $ 709,045 | $ 744,497 | $ 744,497 | $ - | $ 781,722 | 5.0% |

*Parking Revenue, Fund 946/013:*

| **Budget at Appropriation Level** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Revenues | $ 6,963,175 | $ 5,500,000 | $ 6,464,975 | $ 5,500,000 | $ 7,000,000 | 27.3% |
| Expenditures | | | | | | |
| Other Expenditures | 4,305,753 | 4,259,200 | 4,196,346 | 4,374,000 | 4,374,000 | 2.7% |
| Debt Service | 1,592,069 | 1,854,904 | 1,564,586 | - | 1,854,904 | 0.0% |
| Total | $ 5,897,822 | $ 6,114,104 | $ 5,760,932 | $ 4,374,000 | $ 6,228,904 | 1.9% |

*Stadiums All-fund Staffing*

| **Staffing by Department** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Stadiums | 31.40 | 31.25 | 30.01 | 29.01 | (2.24) |
| Total | 31.40 | 31.25 | 30.01 | 29.01 | (2.24) |

## PROGRAM SUMMARIES:

**Program:** Parking & Public Improvement Operations - 6804
**Mandated By:** Not mandated.
**Funding Source:** Enterprise

| **Program Description:** | **Accomplishments:** |
|---|---|
| This program includes management of all riverfront parking and public improvement operations in a manner reflecting prudent stewardship of the assets. | In 2007, Stadiums supplied parking for over 700 events, including 81 Reds games, ten Bengals games, college and high school football games at PBS, over 125 US Bank Arena events, Riverfest, Black Family Reunion, Party in the Park, various riverfront festivals, walks, runs, events at the National Underground Railroad Freedom Center (NURFC), and private events at Paul Brown Stadium, Great American Ballpark, and NURFC.<br><br>Stadiums worked with the Cincinnati Park Board to hold a fund raising event for 450 people and the Cincinnati Reds to hold a NASCAR event on the former Cinergy Field site.<br><br>Stadiums maintain between 60-70% (daily/monthly customer) occupancy of the 6,317 spaces in the riverfront area managed by the county. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **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. | 1 | 1 | 1 | 1 |
| **Effect./Outcome:** % of Agreements managed. | 100% | 100% | 100% | 100% |
| **Objective:** To appropriately and effectively manage all riverfront parking facilities. | | | | |
| **Demand:** Spaces to be managed | 6,317 | 6,317 | 6,317 | 6,317 |
| **Workload:** Spaces managed | 6,317 | 6,317 | 6,317 | 6,317 |
| **Efficiency:** Expense per space managed | 190.20 | 190.20 | 190.20 | 190.20 |
| **Effect./Outcome:** Spaces managed effectively | 100% | 100% | 100% | 100% |

**Departmental Comments:**
The parking management contract was re-bid in 2005 for a five-year term, establishing the budget for expenses throughout the contract's term.

Due to crime concerns, security line items have increased in 2007 and will remain at this level for 2008, as the county has increased security staff to ensure coverage and have successfully deterred criminal activity.

The county continues to supply parking for over 700 events annually and maintain between 60%-70% occupancy of the 6,317 spaces in the riverfront area managed by the county.

**Program:** Stadium Operations - 6802
**Mandated By:** Not mandated.
**Funding Source:** Enterprise

| **Program Description:** | **Accomplishments:** |
|---|---|
| This program includes the management of Paul Brown Stadium (PBS) and Great American Ball Park (GABP) in a manner reflecting prudent stewardship of the assets through timely collection of revenue and judicious expenditure. | PBS: After six years of use and weather, the stadium bowl club seats were beginning to show signs of cracking and general wear. The county hired a full-time carpenter's assistant and several seasonal part-time staff for a five-year seat replacement program. The staff changed out approximately 3,000 seats in 2006 and another 4,500 in 2007, shortening the project to four years instead of five. The entire east side of the stadium now has refurbished club level seats. Seat covers were also purchased and installed over the new seats to prolong their life.<br><br>Special Events returning in 2007 included the third Macy's Music Festival; pee wee football; the Prep Classic, a high school football double-header; and the Turkey Trot Race.<br><br>GABP: Management continues to maintain a close working relationship with the Reds new ownership group, establishing protocol, reviewing policies and procedures, and confirming budgets and operational processes. Also, to look for opportunities to enhance the fan experience and increase revenue for both the team and County.<br><br>The Reds completed the addition of a riverboat motif building and deck area adding addition seating capacity and enhancing the fan experience at the ballpark.<br><br>The Reds and NASCAR teamed up to bring NASCAR night to GABP utilizing the former Cinergy Field site to stage various vehicles, displays, interactive activities, and fun for the whole family. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** (1) To manage Paul Brown Stadium by monitoring revenue and expense as one measure of management of operations. | | | | |
| **Demand:** Payables to process and report | 13,937,612 | 19,466,972 | 14,303,534 | 14,303,534 |
| **Workload:** Payables processed and reported | 13,937,612 | 19,466,972 | 14,303,534 | 14,303,534 |
| **Efficiency:** Hrs. processing and reporting | 120 | 120 | 120 | 120 |
| **Effect./Outcome:** % processed and reported | 100% | 100% | 100% | 100% |
| **Objective:** (2) To manage the Great American Ballpark by monitoring revenue and expense as one measure of operations management. | | | | |
| **Demand:** Payables to process and report | 7,171,487 | 6,572,456 | 6,907,086 | 6,907,086 |
| **Workload:** Payables processed and reported | 7,171,487 | 6,572,456 | 6,907,086 | 6,907,086 |
| **Efficiency:** Hrs. processing and reporting | 40 hrs. | 40 hrs | 40 hrs | 40 hrs |
| **Effect./Outcome:** % processed and reported | 100% | 100% | 100% | 100% |
| **Objective:** (3) In conjunction with the Reds, seek opportunities to produce income for various uses of the ballpark on non-game days. | | | | |
| **Demand:** Field Usage Events projected for the year | 7 | 6 | 6 | 6 |
| **Workload:** Field Usage Events contracted for the year | 7 | 6 | 6 | 6 |
| **Efficiency:** Additional Revenue Generated from contracted events | $9,526.50 | $10,000 | $10,000 | $10,000 |
| **Effect./Outcome:** Percent of special events contracted versus projected | 100% | 100% | 100% | 100% |
| **Objective:** (4) Work to reduce the electric usage at Paul Brown Stadium. | | | | |
| **Demand:** Average monthly temperature | 52.5 | 40.2 YTD | 57 | 57 |
| **Workload:** Average monthly KWH usage | 2,335,560 | 3,150,567 YTD | 2,416,667 | 2,416,667 |
| **Efficiency:** Annual KWH Usage | 28,026,725 | 29,000,000 | 29,000,000 | 29,000,000 |
| **Effect./Outcome:** % Change in KWH usage from PY | -7% | +3% | n/a | n/a |
| **Objective:** (5) Increase the number of other events held at Paul Brown Stadium in an effort to boost attendance and revenue. | | | | |
| **Demand:** Number of possible events identified | 7 | 6 | 8 | 8 |
| **Workload:** Number of events held | 7 | 6 | 8 | 8 |
| **Efficiency:** Total attendance at all other events | 58,703 | 60,000 | 80,000 | 80,000 |
| **Effect./Outcome:** Change in attendance from prior year | -33.65% | +2.2% | +33% | +33% |
| **Objective:** (6) Maintain the number of tours and accessibility at PBS in an effort to maintain revenue from these sources. | | | | |
| **Demand:** Number of tours | 98 | 50 | 50 | 50 |
| **Workload:** Number of attendees | 1,429 | n/a | n/a | n/a |
| **Efficiency:** Revenue from tours | $5,401 | $3,500 | $3,500 | $3,500 |
| **Effect./Outcome:** Change in revenue from prior year | +470% | -35% | 0% | 0% |
| **Objective:** (7) Continue the dedication to safety at Paul Brown Stadium by working to reduce the number of injuries that result in time off. | | | | |
| **Demand:** Number of FTE Employees | 28 | 30 | 30 | 30 |
| **Workload:** Number of Employee and Committee meetings held | 54 | 64 | 64 | 64 |
| **Efficiency:** Number of injuries reported | 1 | 0 | 0 | 0 |
| **Effect./Outcome:** Injuries reported with time off | 0 | 0 | 0 | 0 |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** (8) Maintain commitment to the public that all event operational issues are corrected prior to the next scheduled event at Paul Brown Stadium. | | | | |
| **Demand:** Number of events | 16 | 16 | 18 | 18 |
| **Workload:** Number of event work orders | 22 | 20 | 30 | 30 |
| **Efficiency:** Number of work orders corrected | 22 | 20 | 30 | 30 |
| **Effect./Outcome:** % Completed prior to event date | 100% | 100% | 100% | 100% |

**Departmental Comments:**
PBS: Each year the budget accommodates concrete and waterproofing improvements to prolong the appearance and integrity of the stadium. Aggressive waterproofing efforts occurred in 2002-2006. In 2007 maintenance mode was achieved for this work, allowing for other typical facility improvements, such as inspection and painting of the stadium structural steel, pump and motor replacement, and security upgrades.

Looking ahead to the upcoming years, the county will continue to seek other special events and provide annual routine maintenance to keep the stadium looking fresh and appealing to the public as a valued community asset.

GABP: In 2008, GABP will begin to see an increase in maintenance and capital repairs/improvements as areas of the facility are five years old, warrantees expire, and the project accounting is closed out.

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

## Notable Nationally

The American Institute of Architects ranked
Union Terminal (44) and Paul Brown Stadium (101)
on its 2007 survey of the best American Architecture.

# Zoological Gardens

## LEVY OVERVIEW:

In November 2004, voters approved a 0.40 mill levy for the purpose of providing and maintaining zoological park services and facilities. The 0.40 mill levy was a renewal of the existing levy and a reduction of 0.02 mills. The term of the levy is 2004-2008. 2008 will be the final year of the current levy cycle. The Tax Levy Review Committee (TLRC) reviewed the levy in 2007 and recommended a five-year total of $38,089,380 for the 2009-2013 levy period. The Board of County Commissioners approved placing a Cincinnati Zoo renewal levy of 0.46 mills on the March 2008 ballot in December. The renewal levy was approved by Hamilton County voters in the March 2008 election.

The Zoo receives no county general fund support and there are no county staff supported by the Zoo levy.

## BUDGET SUMMARY:

| **Expenditures** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Zoological Gardens | $ 6,544,462 | $ 6,327,659 | $ 6,728,803 | $ 6,188,088 | $ 6,188,088 | -2.2% |
| Auditor and Treasurer Fees | 85,857 | 80,817 | 87,590 | 93,706 | 93,706 | 15.9% |
| Indirect Cost | 9,558 | 9,797 | 9,860 | 9,797 | 10,396 | 6.1% |
| Performance Review | - | - | 65,000 | - | - | - |
| Total | $ 6,639,877 | $ 6,418,273 | $ 6,891,254 | $ 6,291,591 | $ 6,292,190 | -2.0% |

*Both the 2008 Zoo request and recommend were developed by BSI based on estimated resources in the Zoo levy in 2008. Auditor and Treasurer fees were calculated at 0.015% of estimated revenue.*

| **Revenue** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Recommend | 2008 Change |
|---|---|---|---|---|---|---|
| Property Taxes | $ 5,613,602 | $ 5,305,068 | $ 5,549,067 | $ 5,194,068 | $ 5,194,068 | -2.1% |
| Other Intergovernmental | $ 813,054 | $ 911,614 | $ 945,258 | $ 1,053,059 | $ 1,053,059 | 15.5% |
| Miscellaneous | $ 69,294 | $ - | $ - | $ - | $ - | |
| Total | $ 6,495,950 | $ 6,216,682 | $ 6,494,325 | $ 6,247,127 | $ 6,247,127 | 0.5% |

*The 2008 property tax and other intergovernmental requests are the Auditor's estimates as of April 18, 2007 based on 98% of the tax duplicate.*

*There are no employee positions associated with the Zoological Gardens levy fund.*

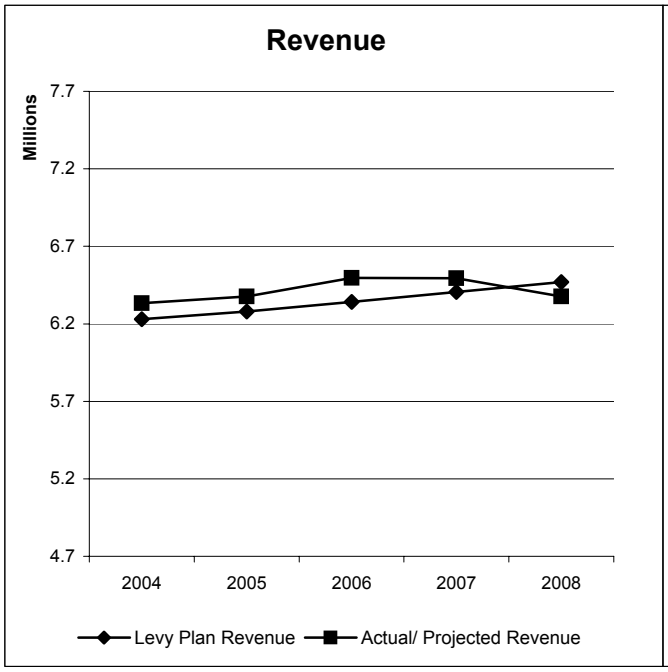
## Notable Nationally

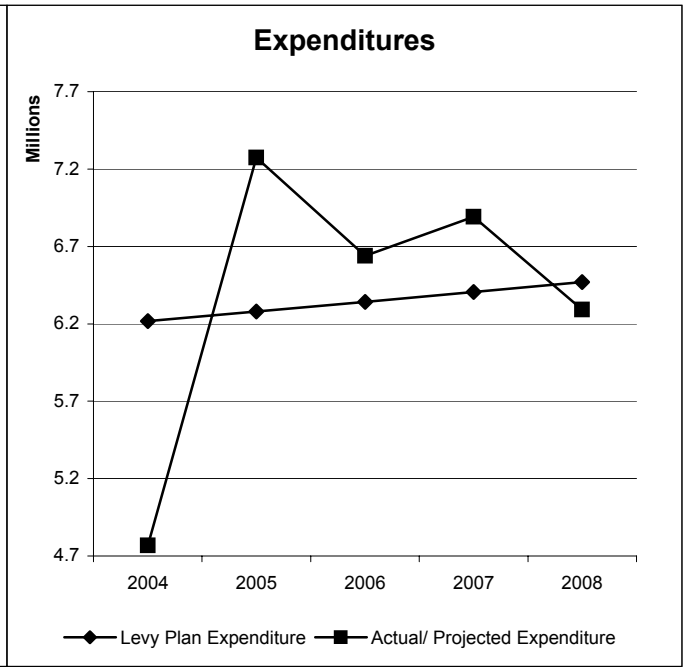
The Cincinnati Zoo is the nation's second oldest zoo.
Its reptile house is the country's oldest zoo building.

# Cincinnati Zoo

Tax Levy: 0.40 Mills

| 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 Actual | Year 3 2006 Actual | Year 4 2007 Actual | Year 5 2008 App |
|---|---|---|---|---|---|
| | | | | | |
| **Beginning carryover** | **189,307** | **1,754,322** | **857,087** | **713,159** | **316,228** |
| **REVENUES (Total)** | **6,332,230** | **6,376,198** | **6,495,949** | **6,494,325** | **6,247,127** |
| Tax Levy | 6,332,230 | 6,376,198 | 6,495,949 | 6,494,325 | 6,247,127 |
| | | | | | |
| **EXPENDITURES (Total)** | **4,767,214** | **7,273,433** | **6,639,877** | **6,891,256** | **6,292,190** |
| Zoological Society | 4,689,307 | 7,180,708 | 6,544,462 | 6,728,803 | 6,188,088 |
| Auditor and Treasurer Fees | 77,907 | 83,591 | 85,857 | 87,590 | 93,706 |
| Indirect Costs | - | 9,134 | 9,558 | 9,863 | 10,396 |
| Performance Review | - | - | - | 65,000 | - |
| **Ending Carryover** | **1,754,323** | **857,087** | **713,159** | **316,228** | **271,165** |

## PROGRAM SUMMARY:

**Program:** Zoo Program - 8101
**Mandated By:** Not Mandated
**Funding Source:** Tax Levies Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Cincinnati Zoo and Botanical Garden operates as an educational facility year-round.<br><br>The Cincinnati Zoo is supported, in part, by a 0.40 mill real estate tax levy that was authorized by the voters on November 4, 2003 for a five-year term from 2004 through 2008.<br><br>The levy funding supports operations and maintenance of the Cincinnati Zoo and Botanical Garden to help provide recreational and educational services to an estimated 1.1 million patrons annually. | The Cincinnati Zoo and Botanical Garden is a world-renowned facility and was rated by the Zagat Survey as the number one attraction in Cincinnati and one of the top three zoos in the nation.<br><br>It has also been recognized by Child Magazine as one of "The Ten Best Zoos for Kids."<br><br>The Zoo is home of the first Sumatran rhino in history to produce three calves in captivity.<br><br>The Zoo's exhibits and gardens have won national honors and its research facility is internationally acclaimed.<br><br>Over one million people visit the Zoo's award-winning exhibits of more than 500 animal species and 3,000 plant species annually.<br><br>The Zoo is an accredited member of the American Zoo and Aquarium Association (AZA), is internationally known for its success in the protection and propagation of endangered animals and plants, and engages in research and conservation projects worldwide. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Recommend |
|---|---|---|---|---|
| **Objective:** To make the Zoo facility and programs available to the widest audience possible and maintain attendance. | | | | |
| **Demand:** Attendance anticipated | 1,100,000 | 1,100,000 | 1,100,000 | 1,100,000 |
| **Workload:** Attendance actual | 1,061,322 | 1,100,000 | 1,100,000 | 1,100,000 |
| **Efficiency:** Average daily attendance | 2,924 | 3,030 | 3,030 | 3,030 |
| **Effect./Outcome:** Attendance maintained at current levels | 100% | 100% | 100% | 100% |

**Departmental Comments:**
The Cincinnati Zoo and Botanical Garden has remained a well-loved Cincinnati landmark for over 125 years.

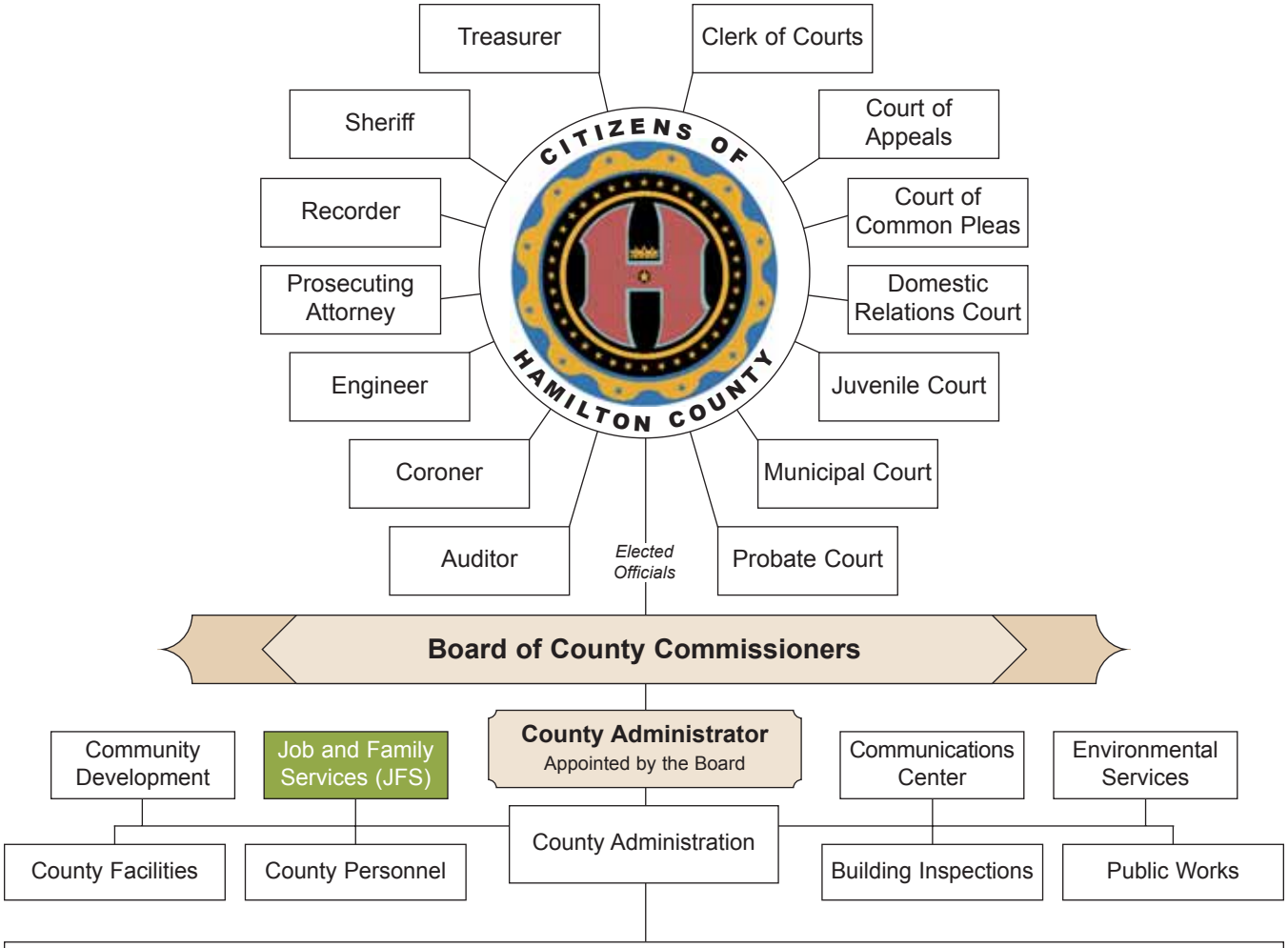
Considered one of the top three zoos in the United States, the Zoo is known internationally for its success in breeding endangered species, its outstanding exhibits and its cutting-edge research techniques.

The Zoo serves as a living classroom to more than 200,000 students annually and is involved in conservation projects around the world.

The Zoo has launched a capital campaign which will highlight the Zoo's strategic plan to build signature exhibits that engage visitors, educate students, promote scientific research, propagate species and conserve endangered wildlife around the world.

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

# Hamilton County, Ohio
# Social Services




*County services for which the Board of County Commissioners is solely responsible*

Board of Building Appeals
Board of Building Standards
Board of Zoning Appeals
Cabinet of Economic Advisors
Competition and Efficiency Committee
Council of Elders
Criminal Justice Commission
Dog Warden
Earthworks Appeals Board
Economic Development Task Force
Great American Ball Park
Health Care Review Commission
Homeland Security Commission
Hospital Commission
Infant Mortality Reduction Commission
JFS Planning Committee
Local Corrections Planning Board
Metropolitan Sewer District
Paul Brown Stadium
Rural Zoning Commission
Tax Incentive Review Committee
Tax Levy Review Committee
Storm Drainage Appeals

*County services in which the Board of County Commissioners share responsibility*

Board of Elections
Board of Mental Retardation/Developmental Disabilities
Board of Park Commissioners
Board of Revision
Cincinnati Area Geographic Information System
Cincinnati Metropolitan Housing Authority
Cincinnati Museum Center
Cincinnati Zoo and Botanical Gardens
Children's Trust Fund
County Law Enforcement Applied Regionally
Community Action Agency
Community Improvement Corporation
Convention Facilities Authority
Drake Center
Elderly Services Program Advisory Council
Emergency Management Agency
**Family and Children First Council**
Hamilton County Board of Health
Hamilton County Development Company
Indigent Health Care
Information Processing Advisory Committee
Integrating Committee (District 2)
Kenton County Airport Board Advisory Committee
Mental Health and Recovery Services Board
OH-KY-IN Regional Council of Governments
Ohio State University Extension Service
Port of Greater Cincinnati Development Authority
Public Defender Commission
Public Library of Cincinnati and Hamilton County
Regional Computer Center Control Board
Regional Planning Commission
River City Correctional Facility
**Senior Services**
Soil and Water Conservation District
Solid Waste Management District
Southwest Ohio Regional Transit Authority
Stormwater District Oversight Board
**Veterans Service Commission**

# Social Services

2008 Budget Summary by Department

**Revenues** *(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Job and Family Services | 276,616 | 361,903 | 330,171 | 341,356 |
| Senior Services | 19,030 | 19,038 | 18,318 | 20,871 |
| Multi-County System Agencies | - | 6,227 | - | 12,360 |
| Family & Children First Council | 2,048 | 1,114 | 967 | 1,089 |
| Veterans Service Commission | 105 | 205 | - | 213 |
| **Total** | **$297,798** | **$388,487** | **$349,456** | **$375,890** |

**Expenditures** *(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Job and Family Services | 282,211 | 323,704 | 344,599 | 344,469 |
| Senior Services | 19,173 | 18,042 | 20,132 | 20,132 |
| Multi-County System Agencies | - | 4,796 | - | 12,360 |
| Veterans Service Commission | 1,199 | 1,300 | 1,390 | 1,424 |
| Family & Children First Council | 2,199 | 1,247 | 1,211 | 1,233 |
| **Total** | **$304,782** | **$349,089** | **$367,332** | **$379,618** |

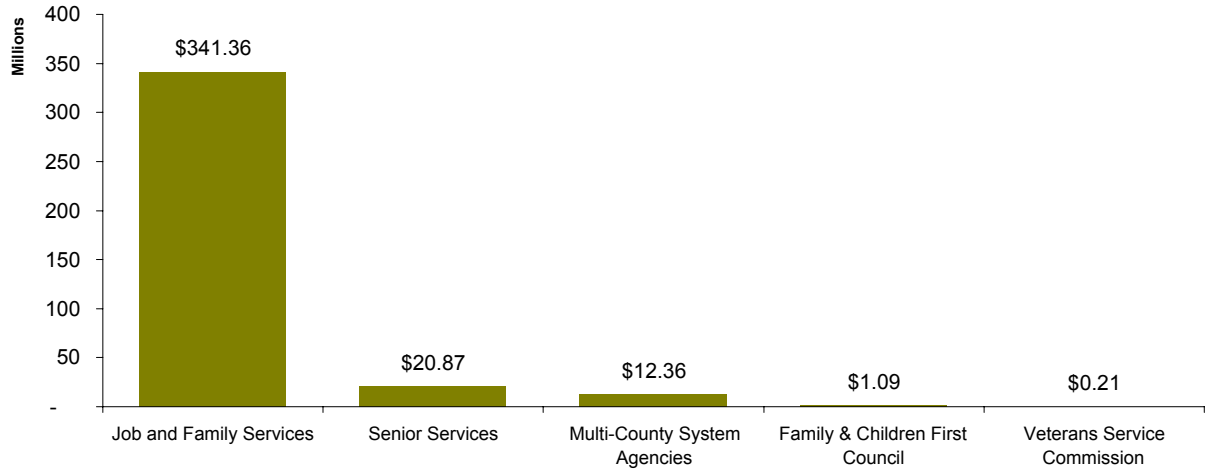
**Employee Positions**

| Department | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Job and Family Services | 1637.00 | 1657.00 | 1668.00 | 1613.00 |
| Family & Children First Council | 14.50 | 14.50 | 14.50 | 14.50 |
| Veterans Service Commission | 9.15 | 9.15 | 10.15 | 10.15 |
| **Total** | **1,660.65** | **1,680.65** | **1,692.65** | **1,637.65** |

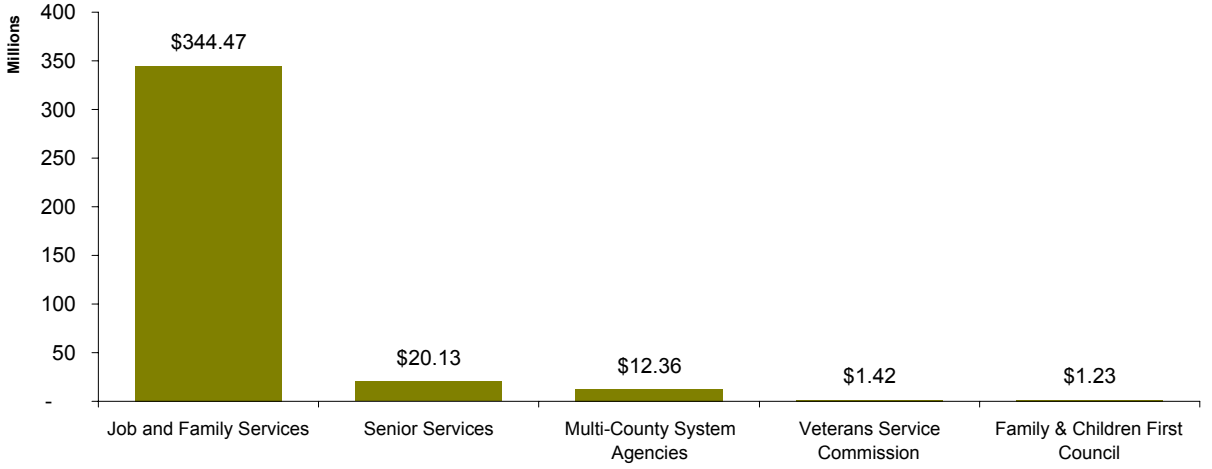
# Social Services

2008 Budget Summary by Department

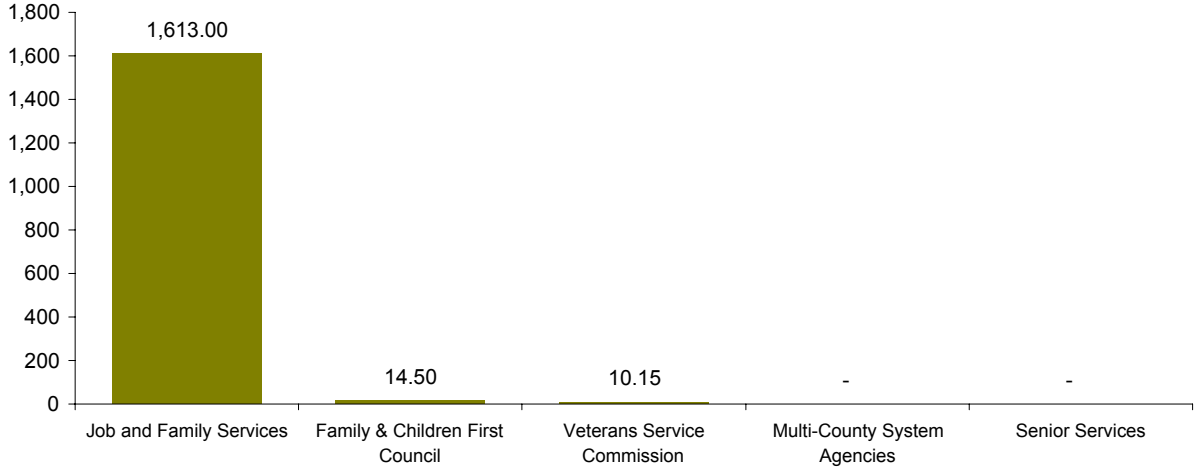
## Revenue




## Expenditures




## Employee Positions



# Family and Children First Council

## DEPARTMENT OVERVIEW:

The Family and Children First Council (FCFC) is an entity created by the state in each Ohio county to develop a plan to build and improve service delivery systems for families and children. The council reviews existing programs so that they lead to better results and reinforce each other. In Hamilton County, the Board of County Commissioners (BOCC) appointed an executive committee for FCFC and delegated administrative powers to the committee. The BOCC also 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.

## BUDGET OVERVIEW:

The Family and Children First Council's 2008 budget is $1.2 million, an $88,000 (7.7%) increase from 2007. The council is using $144,000 in fund balance to present a balanced budget in 2008. Children First Council membership have committed dues payments to maintain council programs.

The council also has received $6.1 million in grant funding for the grant fiscal years included in 2008 and outlined in the grant section of this presentation.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | $ 2,198,610 | $ 1,144,263 | $ 1,246,829 | $ 1,210,871 | $ 1,232,578 | 7.7% |
| Total | $ 2,198,610 | $ 1,144,263 | $ 1,246,829 | $ 1,210,871 | $ 1,232,578 | 7.7% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Service Fees | $ 1,932,256 | $ 990,500 | $ 1,031,500 | $ 868,500 | $ 990,500 | 0.0% |
| Miscellaneous | 67,325 | 79,500 | 70,750 | 87,000 | 87,000 | 9.4% |
| Other Intergovernmental | 47,965 | 11,500 | 12,024 | 11,500 | 11,500 | 0.0% |
| Total | $ 2,047,546 | $ 1,081,500 | $ 1,114,274 | $ 967,000 | $ 1,089,000 | 0.7% |

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Administration | 14.50 | 14.50 | 14.50 | 14.50 | - |
| Total | 14.50 | 14.50 | 14.50 | 14.50 | - |

## PROGRAM SUMMARY:

**Program:** Administration - 3010
**Mandated By:** ORC Section 121.37
**Funding Source:** Special Revenue Operating Fund, Special Revenue State Grants, Special Revenue Calendar Year Grants

**Accomplishments:**
One of the duties of the Family and Children First Council as outlined in HB289 was to develop a two-year service coordination plan for Hamilton County. The council hosted a retreat to facilitate the groundwork for determining that plan, using funding from a planning grant to host the session. 120 stakeholders attended the planning session to brainstorm and narrow the scope of the biennial plan. Once the plan outline was determined, committees were established to perform the task of conducting research and writing the detailed plan. The result was a very detailed plan for promoting seamless coordination of services and family engagement in Hamilton County schools. This plan was the result of the collaboration of several groups who donated many hours to the project.

The council was also able to secure an additional $300,000 in funding for the Children First Plan program in the Mt. Healthy schools and additional services for the FCFC after-school program in Cincinnati Public Schools. There were over 36,000 contacts with students as part of these school-based programs.

Through its Help Me Grow outreach efforts, the council was able to substantially increase the number of referrals for this program which targets children from birth to three years old.

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Collect and review data of all child deaths under age 18 and publish the Child Fatality Review Report | | | | |
| **Demand:** Number of death certificates to be reviewed | 166 | 170 | 168 | 168 |
| **Workload:** Number of death certificates reviewed | 166 | 170 | 168 | 168 |
| **Efficiency:** Time to complete death review report (hrs.) | 550 | 575 | 565 | 565 |
| **Effect./Outcome:** % of deaths reviewed | 100% | 100% | 100% | 100% |
| **Objective:** Provide school-based services through pilot Children First Plan (CFP) | | | | |
| **Demand:** Activities to be completed | 250 | 275 | 270 | 270 |
| **Workload:** Coordination of services for schools | 11 | 11 | 11 | 11 |
| **Efficiency:** Number of hours to coordinate programs | 14,500 | 15,000 | 14,750 | 14,750 |
| **Effect./Outcome:** Evaluation of Program- CFP Schools and Control Schools | 100% | 100% | 100% | 100% |
| **Objective:** To provide oversight for Help Me Grow Initiative for Hamilton County. This initiative targets the 0-3 population | | | | |
| **Demand:** Oversight of the Help Me Grow program | 9 | 9 | 9 | 9 |
| **Workload:** Number of clients served during the year | 3,602 | 3,884 | 3,979 | 3,979 |
| **Efficiency:** Number of hours for oversight | 5,500 | 6,240 | 6,240 | 6,240 |
| **Effect./Outcome:** Meet 85% of the state performance indicators and serve 85% of the target numbers | 100% | 100% | 100% | 100% |

**Departmental Comments:**
FCFC continues to face the challenge of finding funding for the administrative costs of running the council. Another challenge is the funding for the Children First Plan program. The funding has remained the same for 11 years, in spite of the program having doubled in size. It is a constant challenge to continue to provide quality programming for the same allocation.

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

# Job and Family Services

## DEPARTMENT OVERVIEW:

The Hamilton County Department of Job and Family Services (JFS) is the first stop for many people who are on a journey to a better life. JFS administers state, federal and local programs designed to help those in need. Several major government programs come under JFS' roof, including:

**Children's Services** – Legally responsible for responding to reports of child abuse, neglect and dependency (241-KIDS); acting to protect child victims; and recruiting foster and adoptive parents.

**Child Support Services/Workforce Development** – Child Support is money required by law to be paid by one parent to another parent to help cover the costs of raising their children. The JFS Child Support division: establishes and enforces child support orders; establishes paternity; modifies child support orders; enforces spousal support; and performs other customer services. Workforce Development helps adults and teens join the workforce and move up the economic ladder. Through Super Jobs, the division also helps job seekers and employers.

**Client Services** is made up of several program areas:

**Integrated Services** provides:

- Protective services against abuse, neglect and exploitation of the elderly (421-LIFE);
- Assistance with Supplemental Security Income (SSI) applications and appeals; and
- Mt. Airy Center for homeless men.

**Cash Assistance** – monthly check to eligible low-income families with minor children at home. Called Ohio Works First (OWF). Families may receive assistance for up to 36 months.

**Child Care** – Partial payment of child care costs for low-income, working parents and teen parents finishing school. Help with locating certified child-care providers in Hamilton County.

**Food Stamps** – a monthly benefit given to eligible families to help buy food. Known as the Ohio Direction Card.

**Health Services/Tuberculosis Control** – Works to extend health care benefits to individuals and families who have low incomes. Administers the federal health insurance program for children (known in Ohio as Healthy Start/Healthy Families). Also works to reduce the incidence of tuberculosis through screening, outpatient treatment and community education.

**Medicaid** – State and federally-funded health care coverage for income-eligible parents and their children up to age 21; pregnant women; older adults; and people with disabilities.

## BUDGET OVERVIEW:

It is important to note that the locally raised funding expended by JFS is limited to:

- A relatively small contribution from the general fund, the non-TANF mandated share, ~$1.1M,
- A similar amount carved out of the hospital levy for Tuberculosis Control, and
- Proceeds from the children's services levy.

Beyond these sources, all JFS funding is state and federal, with total spending limited only by the amount of match required from the children's services levy fund. As such, JFS spending requests are viewed differently from those from other departments, as the goal with JFS should be to maximize spending on program delivery, rather than on scaling back costs; cuts to JFS budgets by definition will not benefit other departments.

Expenditure changes to the various programs within JFS are limited to a variation of plus or minus 10%, with the exception of the workforce investment program, a purely grant-financed program, which is the recipient of a 34% increase from the State of Ohio. All expenditure increases are for increased program delivery, as opposed to staff increases or overhead costs.

A major shift is seen in funding as JFS human resources and facilities maintenance responsibilities have shifted to County Personnel and County Facilities. The general fund will not pay for these activities upfront but will be reimbursed through the county's indirect cost plan.

In addition, management of TB Control will shift to the county's General Health District in 2008; at that point the remaining JFS appropriations for TB Control will be eliminated.

Finally, it should be noted that the state audit continues; JFS has made efforts to conserve fund balance for any pending repayment of state and federal monies.

## BUDGET SUMMARY:

*All Funds (expense only)*

| **Budget at Appropriation Level** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| General Fund | 1,915,830 | 1,444,377 | 1,433,077 | 1,437,377 | 1,110,661 | -23.1% |
| Bureau of Support | 26,869,868 | 27,984,379 | 23,812,651 | 25,955,374 | 26,192,744 | -6.4% |
| Public Assistance | 169,628,992 | 191,274,766 | 174,938,502 | 209,190,100 | 210,262,666 | 9.9% |
| Workforce Investment | 6,914,730 | 6,781,685 | 6,781,685 | 9,135,772 | 9,135,772 | 34.7% |
| Children's Services | 75,564,077 | 87,151,304 | 76,189,919 | 97,466,451 | 96,339,370 | 10.5% |
| Indigent Health Care | 1,315,499 | 1,420,780 | 1,415,263 | 1,413,990 | 1,428,188 | 0.5% |
| Total | 282,208,996 | 316,057,291 | 284,571,097 | 344,599,064 | 344,469,401 | 9.0% |

*General Fund*

| **Budget at Appropriation Level** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Revenues | $ - | $ - | $ - | $ - | $ - | n/a |
| Expenditures | | | | | | |
| Other Expenditures | 1,100 | 12,000 | 700 | 5,000 | 5,000 | -58.3% |
| Operating Transfers | 1,914,730 | 1,432,377 | 1,432,377 | 1,432,377 | 1,105,661 | -22.8% |
| Total | $ 1,915,830 | $ 1,444,377 | $ 1,433,077 | $ 1,437,377 | $ 1,110,661 | -23.1% |

*No positions are charged to the General Fund.*

*Bureau of Support, Fund 002/009 (Child Support)*

| **Budget at Appropriation Level** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Revenues | $ 26,047,595 | $ 27,818,648 | $ 23,542,813 | $ 26,438,760 | $ 26,438,760 | -5.0% |
| Expenditures | | | | | | |
| Personnel | $ 10,807,173 | $ 12,390,154 | $ 10,614,479 | $ 13,445,787 | $ 13,701,736 | 10.6% |
| Other Expenditures | 16,062,695 | 15,594,225 | 13,198,171 | 12,509,587 | 12,491,008 | -19.9% |
| Total | $ 26,869,868 | $ 27,984,379 | $ 23,812,651 | $ 25,955,374 | $ 26,192,744 | -6.4% |

### *Pubic Assistance, Fund 002/023*

| **Budget at Appropriation Level** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Revenues | $ 172,980,431 | $ 188,378,659 | $ 187,415,689 | $ 196,602,045 | $ 207,602,045 | 10.2% |
| Expenditures | | | | | | |
| Personnel | $ 60,208,946 | $ 69,746,898 | $ 62,888,819 | $ 71,438,008 | $ 70,061,401 | 0.5% |
| Other Expenditures | 108,400,303 | 120,658,846 | 111,275,473 | 136,373,427 | 139,242,600 | 15.4% |
| Capital Outlay | 1,019,743 | 869,023 | 774,211 | 1,378,665 | 958,665 | 10.3% |
| Total | $ 169,628,992 | $ 191,274,766 | $ 174,938,502 | $ 209,190,100 | $ 210,262,666 | 9.9% |

### *Workforce Investment, Fund 002/060*

| **Budget at Appropriation Level** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Revenues | $ 6,914,117 | $ 6,781,685 | $ 6,781,685 | $ 9,135,774 | $ 9,135,774 | 34.7% |
| Expenditures | | | | | | |
| Other Expenditures | 6,914,117 | 6,781,685 | 6,781,685 | 9,135,772 | 9,135,772 | 34.7% |
| Total | $ 6,914,117 | $ 6,781,685 | $ 6,781,685 | $ 9,135,772 | $ 9,135,772 | 34.7% |

### *Children's Services, Fund 003/001*

| **Budget at Appropriation Level** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Revenues | $ 70,617,922 | $ 86,243,342 | $ 101,324,469 | $ 97,944,389 | $ 98,129,878 | 13.8% |
| Expenditures | | | | | | |
| Other Expenditures | 71,899,554 | 81,607,248 | 75,023,020 | 92,607,168 | 91,480,087 | 12.1% |
| Operating Transfers | 3,664,522 | 5,544,056 | 1,755,520 | 4,859,283 | 4,859,283 | -12.4% |
| Total | $ 75,564,077 | $ 87,151,304 | $ 76,189,919 | $ 97,466,451 | $ 96,339,370 | 10.5% |

### *Indigent Health Care, Fund 003/004 (Tuberculosis Control)*

| **Budget at Appropriation Level** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Revenues | $ 53,195 | $ 50,000 | $ 50,593 | $ 50,000 | $ 50,000 | 0.0% |
| Expenditures | | | | | | |
| Personnel | $ 653,288 | $ 680,290 | $ 682,178 | $ 752,931 | $ 776,110 | 14.1% |
| Other Expenditures | 662,211 | 740,490 | 733,085 | 661,059 | 652,077 | -11.9% |
| Total | $ 1,315,499 | $ 1,420,780 | $ 1,415,263 | $ 1,413,990 | $ 1,428,188 | 0.5% |

### *Restricted Fund Staff*

| **Staff by Major Activity** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Bureau of Support | 261.50 | 269.50 | 273.50 | 273.50 | 4.00 |
| Public Assistance | 1,364.50 | 1,376.50 | 1,383.00 | 1,328.00 | (48.50) |
| Indigent Health Care | 11.00 | 11.00 | 11.50 | 11.50 | 0.50 |
| Total | 1,637.00 | 1,657.00 | 1,668.00 | 1,613.00 | (44.00) |

## PROGRAM SUMMARIES:

**Program:** Child Support - 1227
**Mandated By:** OAC 5101:1-31-21 and 5101:12 ORC 3111, 3115, 3119,
**Funding Source:** Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The purpose of the Child Support program is to provide children with an opportunity for a better life. By working with both parents to establish and enforce child support orders, Child Support helps children receive financial and medical support that has been ordered for them. Ohio's child support program touches the lives of more children than any other public program except education. About one in three Hamilton County residents is involved in a child support case. The Hamilton County Child Support Enforcement Agency (CSEA) provides the following services: establishment of paternity, location of absent parents, establishment of child support orders, modification of existing child support orders, enforcement of existing orders, collection and disbursement of payments, as well as education, outreach and referrals to other services. At this time, we have over 95,000 cases, the third highest caseload in the State of Ohio. There are five performance measures established by the federal government that ODJFS utilizes to evaluate county performance. These five measures determine funding and are the basis for the 2008 budget objectives. | Child Support met three of the goals established by the Work Improvement Plan and showed what the ODJFS called "significant improvement" in the others. Hamilton County CSEA worked closely with Lighthouse Youth Services to successfully garner a grant for $500,000 for its Skills For Young Fathers program. Through counseling, job coaching, and providing information about child support on a personal basis, these young fathers can support their children, increase their parenting and life management skills, as well as improve their family's economic stability. In addition, the CSEA established their own Legal Section integrating Order Modification, Administrative Hearings and Attorneys into one cohesive unit. The return of the attorneys to represent child support matters in the courts was done under the statutory authority found at ORC Section 3125.17. Another important change was the filing of Administrative Liens. As a result of the over 1,200 Administrative Liens filed, the CSEA has collected child support from re-financings, foreclosures and other legal proceedings. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Child Support Quality Assurance: Review child cases and actions taken for conformity with requirements. | | | | |
| **Demand:** # of reviews to be completed. | 15,642 | 18,489 | 19,189 | 19,189 |
| **Workload:** # of review completed | 15,642 | 18,489 | 19,189 | 19,189 |
| **Efficiency:** # of hours per review | 1.55 | 1.83 | 1.9 | 1.9 |
| **Effect./Outcome:** % of reviews completed | 100% | 100% | 100% | 100% |
| **Objective:** Digitally image child support active records into the OnBase system for retrieval by authorized personnel | | | | |
| **Demand:** Records available for scanning | n/a | 60,000 | 52,200 | 52,200 |
| **Workload:** Records scanned | n/a | 7,800 | 15,600 | 15,600 |
| **Efficiency:** Records scanned per station | n/a | 3,900 | 5,200 | 5,200 |
| **Effect./Outcome:** % of records scanned | n/a | 13.0% | 29.8% | 29.8% |
| **Objective:** Collect and disburse monthly child support payments at the State performance goal of 67% | | | | |
| **Demand:** Total due on current support payments | 159,093,347 | 158,479,769 | 158,250,000 | 158,250,000 |
| **Workload:** Total current support collected & disbursed | 104,783,877 | 104,390,000 | 104,445,000 | 104,445,000 |
| **Efficiency:** Support $ collected per worker per month | 158,763 | 140,309 | 140,383 | 140,383 |
| **Effect./Outcome:** % of current support collected | 65.86% | 65.87% | 66.0% | 66.0% |
| **Objective:** Collect child support on cases with arrearages owed at the State performance goal of 67% | | | | |
| **Demand:** Total cases with arrearages owed | 51,110 | 50,036 | 50,000 | 50,000 |
| **Workload:** Total cases with arrearages paid | 33,013 | 32,773 | 33,000 | 33,000 |
| **Efficiency:** Cases collected on per worker per month | 50 | 44 | 44 | 44 |
| **Effect./Outcome:** % of cases with arrearage paid | 64.59% | 65.50% | 66.0% | 66.0% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Establish support orders at the State performance goal of 65.54% | | | | |
| **Demand:** Total IV-D cases | 90,643 | 90,000 | 91,000 | 91,000 |
| **Workload:** Cases with support orders established | 57,732 | 58,990 | 61,000 | 61,000 |
| **Efficiency:** Support orders established per worker per month | 25 | 25 | 35 | 35 |
| **Effect./Outcome:** % of cases with support orders established | 63.39% | 65.54% | 67.0% | 67.0% |
| **Objective:** Establish paternity for children born out of wedlock at the State performance goal of 78.89% | | | | |
| **Demand:** Children requiring paternity establishment | 63,382 | 66,885 | 67,500 | 67,500 |
| **Workload:** Children with paternity established | 49,683 | 52,770 | 54,050 | 54,050 |
| **Efficiency:** Paternities established per month per worker | 25 | 25 | 35 | 35 |
| **Effect./Outcome:** % of children with paternity established | 78.39% | 78.89% | 80.0% | 80.0% |
| **Objective:** To meet the state performance goal of a cost effectiveness ratio in excess of $5 for every dollar spent | | | | |
| **Demand:** The cost of administering the child support program | 27,132,433 | 27,160,745 | 27,200,000 | 27,200,000 |
| **Workload:** Collections received and disbursed from all sources | 142,253,316 | 138,027,389 | 140,000,000 | 140,000,000 |
| **Efficiency:** $ collected per child support worker per month | 48,784 | 47,334 | 48,011 | 48,011 |
| **Effect./Outcome:** Cost effectiveness ratio | 5.24 | 5.08 | 5.15 | 5.15 |
| **Objective:** Court and administrative hearings for the purpose of establishing paternity, child support orders, enforcing existing orders and related matters | | | | |
| **Demand:** # of court & administrative hearings scheduled | n/a | 43,277 | 43,392 | 43,392 |
| **Workload:** # of court & administrative hearing conducted | n/a | 37,517 | 40,020 | 40,020 |
| **Efficiency:** # of court & administrative hearings per month | n/a | 3,126 | 3,335 | 3,335 |
| **Effect./Outcome:** % of court & administrative hearings completed | n/a | 86.7% | 92.2% | 92.2% |
| **Objective:** Review child support cases for the appropriate documentation to establish medical orders in preparation for this measure's establishment as fed/state | | | | |
| **Demand:** Cases with support orders established to be reviewed | 44,913 | 44,000 | 45,000 | 45,000 |
| **Workload:** Cases reviewed with medical orders established | 25,111 | 27,200 | 31,500 | 31,500 |
| **Efficiency:** # of orders identified per worker. | 457 | 447 | 508 | 508 |
| **Effect./Outcome:** % of medical orders identified as established | 55.91% | 63.0% | 70.0% | 70.0% |

**Departmental Comments:**
Objectives one through six are based on the federal performance measures dictated to the states and passed on to the counties. Objectives one through five are the current standards, with medical support, in some heretofore unspecified format, due to become the 6th category in the upcoming Federal Fiscal Year.

Objectives one and two represent the two collections performance measures. In order to meet these objectives, we have used the state database, along with our own databases to better target enforcement actions to the obligor by sending strategically targeted letters to specific categories of obligors in default status in hopes of increasing monthly collections and arrears payments. In addition nearly 1,000 administrative liens have been filed on arrears, passport denials have increased and seizures of bank accounts have accelerated. Given that as many as 40% of child support obligors fail to meet even a portion of their responsibilities in any given month, and more than 90% get behind in payments, attaining collection and arrears goals will continue to be a challenge.

Objectives three and four are the performance measures for paternity and support establishment. To improve overall performance, the CSEA has streamlined case preparation processing as well as the administrative establishment processes. In addition this year's initiative to close cases where the clients are not cooperating or do not want services will allow timelier attention to the remaining cases. Despite

these efforts, the high number of birthing hospitals in metro Hamilton County artificially increases the number of out-of-wedlock births due to the fact that many of those counted return to other counties or states, never to be contacted by our staff. Hopefully, proposed initiatives for counties like ours to share in the paternity establishment of neighboring counties will come to fruition.

Objective five represents the cost effectiveness performance measure which is collections divided by the net administrative costs. The agency must collect five dollars for every dollar spent to run the program.

Objective six represents the future medical support performance measure. As we do not know the final federal law on this subject, we are working on a massive clean-up project and have sought a SIP (Special Improvement Project) Grant to help identify and properly enter into the SETS system all medical orders.

Objective seven combines the Administrative and Court hearings. Administrative hearing duties have expanded to include waiver of arrears and mistake of fact hearings, all without increasing the number of staff. This has been achieved by substantially redesigning the hearing orders filed with the courts. In December 2006, the CSEA established an in-house Legal Section. Prior to that date, the CSEA contracted with the Hamilton County Prosecutor to provide agency representation at all judicial hearings. The staff is smaller and handling the same, if not a higher volume of hearings.

Objective eight represents Quality Assurance. Several reviews were stopped effective 6/30/07 to realign PQA resources to focus on reviews impacting incentives. The Child Support QA unit implemented a new database effective 1/1/07 which is more user-friendly when providing statistical data to the program staff. The Child Support QA unit implemented a Find and Fix case closure review which began 1/1/07. Cases pending closure are reviewed with the state matrix and are corrected if needed.

Objective nine represents the document imaging project of active case files into OnBase. The demand is an approximate number of the total open cases in Child Support. The 2007 Budget figures are the initial project production rates. However, full time scanning did not begin until April 2007. The learning curve has resulted in lower production.

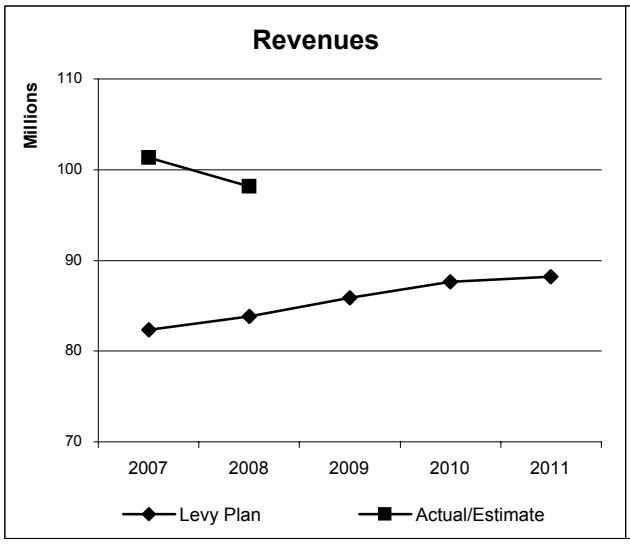
## Notable Nationally

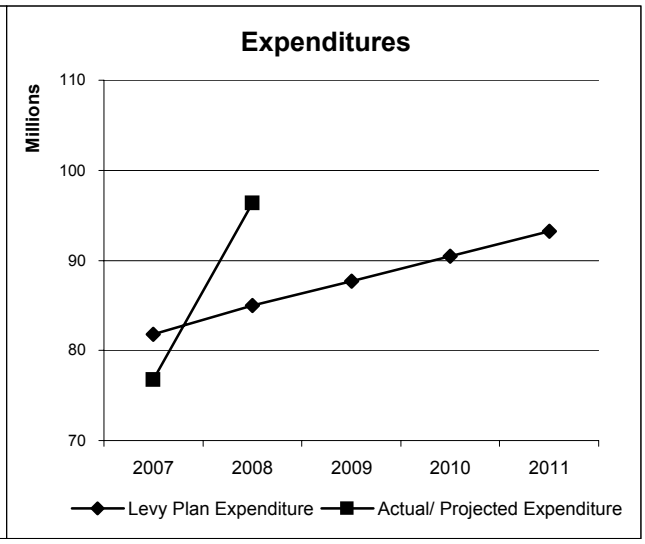
Cincinnati Children's Hospital was named one of the top five children's hospitals in *Child Magazine*'s 2007 survey, and ranked the No. 7 pediatric hospital in *U.S. News and World Report*'s 2007 Best Hospitals.

# Children's Services

Tax Levy: 2.77 Mills

| LEVY PLAN | Year 1<br>2007 | Year 2<br>2008 | Year 3<br>2009 | Year 4<br>2010 | Year 5<br>2011 |
|---|---|---|---|---|---|
| **Beginning carryover** | **4,700,994** | **5,214,622** | **4,035,843** | **2,249,421** | **(611,657)** |
| **REVENUES (Total)** | **82,327,592** | **83,803,984** | **85,878,634** | **87,634,239** | **88,196,706** |
| Tax Levy | 41,141,095 | 41,281,337 | 41,727,285 | 41,906,142 | 40,930,654 |
| Other | 41,186,497 | 42,522,647 | 44,151,349 | 45,728,098 | 47,266,052 |
| **EXPENDITURES (Total)** | **81,813,965** | **84,982,763** | **87,665,056** | **90,495,318** | **93,208,126** |
| Expenditures | 81,813,965 | 84,982,763 | 87,665,056 | 90,495,318 | 93,208,126 |
| **Ending Carryover** | **5,214,622** | **4,035,843** | **2,249,421** | **(611,657)** | **(5,623,077)** |




| ACTUAL/PROJECTED | Year 1<br>2007 Estimate | Year 2<br>2008 Budget | Year 3<br>2009 | Year 4<br>2010 | Year 5<br>2011 |
|---|---|---|---|---|---|
| **Beginning carryover** | **4,700,994** | **28,961,393** | | | |
| **REVENUES (Total)** | **101,324,469** | **98,129,878** | | | |
| Tax Levy | 43,023,615 | 41,326,584 | | | |
| Other | 58,300,855 | 56,803,294 | | | |
| **EXPENDITURES (Total)** | **76,778,540** | **96,339,370** | | | |
| Expenditures | 76,778,540 | 96,339,370 | | | |
| *Reserved for Encumbrance* | *285,531* | | | | |
| **Ending Carryover** | **28,961,393** | **30,751,901** | | | |

**Program:** Children's Services - 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

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Children's Services Division is legally responsible for taking reports of child abuse, neglect and dependency, investigating those reports and taking whatever steps are necessary to protect children.<br><br>In order to achieve that mission, Children's Services:<br>• Operates 241-KIDS, Hamilton County's 24-hour telephone line for reporting suspected cases of child abuse and neglect.<br>• Transfers cases to social workers when children are found to be at significant risk of serious harm<br>• Places children who cannot be safe in their own homes in temporary care (relatives, foster parents, or institutional settings)<br>• Involves families and community partner agencies in making decisions that affect children<br>• Provides services that help families, such as drug abuse treatment, emergency housing, mental health counseling and parent training<br>• If necessary seeks protective, temporary or permanent custody of children through Hamilton County Juvenile Court<br>• Recruits and trains foster and adoptive families<br>• Provides support to foster homes<br>• Prepares children for adoption and arranges for post adoption services to families<br>• Provides training in independent living skills for older teens leaving the foster care system | The Children's Services division passed the five year renewal levy which will generate approximately $41 million annually for critical services to children and families. The division continued with reorganization to improve management of staff, decrease the span of control, and ensure better outcomes for children and families. The division created a new Program Support Section and added a fourth Children's Services Ongoing Section. The Revenue Enhancement Unit was transitioned into the Children's Services Division and is now managed by the Program Support Section. The division won a Dave Thomas Foundation, Wendy's Wonderful Kids grant which funds a Child Specific Recruiter for the Permanency Section. This section is devoted to securing any permanent home for a child involved with children's services. This could be maintaining the child in their own home, placement or reunification with a relative or kin, or adoption.<br><br>The division successfully implemented a new visitation project, offering a more therapeutic setting for visitation between parents and children. The division continues with efforts to provide for children's safety, permanency and well being through consultation with Action for Child Protection and Alice Lin. The division hosts quarterly line manager's retreats and monthly line manager meetings to assist with achieving these outcomes for children. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Increase by 10%, the total number of in county, local foster placements for children. New objective for 2008 | | | | |
| **Demand:** # of children to be placed | 0 | 830 | 830 | 830 |
| **Workload:** # of local foster placement | 0 | 614 | 676 | 676 |
| **Efficiency:** % change from previous year | 0 | 0 | 10% | 10% |
| **Effect./Outcome:** % of children in local foster homes | 0 | 74% | 81.4% | 81.4% |
| **Objective:** Increase by 30% from 2006 to 2008, the # of PC (Permanently Committed to JFS Custody) children who are adopted | | | | |
| **Demand:** # of PC children | 467 | 408 | 400 | 400 |
| **Workload:** # of children adopted | 83 | 103 | 108 | 108 |
| **Efficiency:** # of children/families per adoption worker | 25 | 25 | 25 | 25 |
| **Effect./Outcome:** % of PC children adopted | 17.77% | 25.24% | 27% | 27% |

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Increase by 2% the rate of cases closed within 12 months of case opening | | | | |
| **Demand:** # of cases closed | 5,529 | 5,200 | 5,200 | 5,200 |
| **Workload:** # of cases closed in under 12 months | 4,687 | 4,525 | 4,525 | 4,525 |
| **Efficiency:** Average # of cases closed per worker/filled positions | 38 | 38 | 38 | 38 |
| **Effect./Outcome:** % of cases closed within 12 months of opening | 84.77% | 87.02% | 87.02% | 87.02% |
| **Objective:** Increase by 3% the rate of children reunified within 12 months | | | | |
| **Demand:** # of children to be reunified | 434 | 365 | 365 | 365 |
| **Workload:** # of children reunified within 12 months | 291 | 205 | 205 | 205 |
| **Efficiency:** Average reunifications per worker | 4 | 4 | 4 | 4 |
| **Effect./Outcome:** % of children reunified within 12 months | 67.05% | 56.16% | 56.16% | 56.16% |
| **Objective:** Reduce by 2% the number of foster children with more than two substitute care placements during a single custody spell | | | | |
| **Demand:** # of children initially placed | 705 | 720 | 720 | 720 |
| **Workload:** # of children with more than two placements | 146 | 133 | 133 | 133 |
| **Efficiency:** # of children in foster care per worker | 37 | 37 | 37 | 37 |
| **Effect./Outcome:** % of children with more than two placements | 20.71% | 18.50% | 18.50% | 18.50% |
| **Objective:** Increase by 3% the proportion of substitute care placement moves to a lower level of care (for youth whose placements are managed by HCJFS Utilization | | | | |
| **Demand:** # of placement moves | 680 | 800 | 800 | 800 |
| **Workload:** # moves to a lower level of care | 334 | 420 | 420 | 420 |
| **Efficiency:** Average # of moves per staff | 5 | 5 | 5 | 5 |
| **Effect./Outcome:** % of moves to a lower level of care | 49.12% | 52.50% | 52.50% | 52.50% |
| **Objective:** 85% of all investigations of child abuse/neglect will be completed within 30 days | | | | |
| **Demand:** # of investigations conducted | 6,141 | 6,400 | 6,400 | 6,400 |
| **Workload:** # of investigations completed within 30 days | 5,142 | 5,440 | 5,440 | 5,440 |
| **Efficiency:** Average # of investigations per worker | 93 | 93 | 93 | 93 |
| **Effect./Outcome:** % of investigations completed within 30 days | 83.73% | 85.00% | 85.00% | 85.00% |
| **Objective:** 85% of all out-of-home care (OHC) and third party investigations will be completed within 30 days | | | | |
| **Demand:** OHC investigations conducted | 420 | 480 | 480 | 480 |
| **Workload:** OHC investigations completed within 30 days | 236 | 408 | 408 | 408 |
| **Efficiency:** OHC investigations per worker per month | 8.75 | 10 | 10 | 10 |
| **Effect./Outcome:** OHC investigations completed within 30 days | 56.19% | 85.00% | 85.00% | 85.00% |

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Reduce by 1% the rate of children removed from their homes | | | | |
| **Demand:** Children with allegations | 9,921 | 9,900 | 9,900 | 9,900 |
| **Workload:** Children removed from their homes (within six months of allegation) | 372 | 372 | 372 | 372 |
| **Efficiency:** Children removed per worker | 1.03 | 1.03 | 1.03 | 1.03 |
| **Effect./Outcome:** Children removed from their homes | 3.75% | 2.75% | 2.75% | 2.75% |

**Departmental Comments:**
As a result of the increased communication between sections through monthly managers meetings and quarterly retreats the division continues to focus on child safety, permanency and well being. Concurrent planning and safety assessment continue to be the primary focus of the division during these meetings and in turn daily practice for staff. HCJFS Children's Services staff continues to monitor performance related to the Child Protection Oversight and Evaluation (CPOE) outcomes monthly. The state reviews the CPOE data to measure each county as it relates to the Child and Family Services Review (CFSR), the federal review of how states are performing related to child welfare (i.e. safety, permanency and well being for children).

Key County Administration management goals for 2008 include the following:

- Increase the number of foster homes in Hamilton County by 100.
- Increase the number of adoptively placed children by 15% over the 2007 total.

**Program:** Client Services - 1201
**Mandated By:** OAC 5101
**Funding Source:** Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| Provide financial, medical, work support, child care, housing and referral services to Hamilton County residents. Services include but are not limited to: OWF (Ohio Works First), Food Stamps, Medicaid, Healthy Families, Child Care, Adult Protective and Workforce Development. | Hamilton County JFS continues to serve the supportive needs of county residents. Through the work of internal staff as well as numerous contractual relationships, HCJFS ensures basic needs are met, with a focus on personal responsibility and long-term well being. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Determine initial eligibility within 30 days for all child care applications (includes Early Learning Initiative) | | | | |
| **Demand:** Applications received | 12,400 | 12,900 | 12,700 | 12,700 |
| **Workload:** Processed within 30 days | 12,133 | 12,700 | 12,446 | 12,446 |
| **Efficiency:** Processed per hour | 27 | 27 | 27 | 27 |
| **Effect./Outcome:** % Determined within 30 days | 97.85% | 98% | 98% | 98% |
| **Objective:** Manage, support and respond to Adult Protective Services (APS) needs within the county | | | | |
| **Demand:** Number of contacts requested | 809 | 906 | 933 | 933 |
| **Workload:** Number of contacts completed | 809 | 906 | 933 | 933 |
| **Efficiency:** Average number of contacts completed per worker | 101 | 113 | 116 | 116 |
| **Effect./Outcome:** Percentage of contacts completed | 100% | 100% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Family and Adult Assistance (FAA) casework training | | | | |
| **Demand:** New casework staff (ETs) needed based on attrition | 56 | 60 | 50 | 50 |
| **Workload:** New ETs hired | 56 | 60 | 50 | 50 |
| **Efficiency:** Hours to train (based on 800 hours per ET) | 44,800 | 48,000 | 40,000 | 40,000 |
| **Effect./Outcome:** % of new ETs hired compared to need | 100% | 100% | 100% | 100% |
| **Objective:** Manage and support TANF, Food Stamp and HUD contracts for Workforce Development programs operated by HCJFS | | | | |
| **Demand:** Consumers demanding service from these contracts | 16,016 | 16,016 | 16,016 | 16,016 |
| **Workload:** Consumers served by WIA contracts | 16,016 | 16,016 | 16,016 | 16,016 |
| **Efficiency:** Staff hours needed to manage contracts and services | 18,738 | 18,738 | 18,738 | 18,738 |
| **Effect./Outcome:** Percentage of consumers served | 100% | 100% | 100% | 100% |
| **Objective:** Submission of County Medical Services (CMS) packets and SSI/SSA applications to ODJFS and Social Security Administration for disability decisions | | | | |
| **Demand:** Applications submitted to ODJFS or SSA | 2,219 | 2,275 | 2,331 | 2,331 |
| **Workload:** Number of decisions received (approvals or denials) | 2,219 | 2,275 | 2,331 | 2,331 |
| **Efficiency:** Number of decisions per worker | 201 | 227.5 | 212 | 212 |
| **Effect./Outcome:** Percentage of decisions received | 100% | 100% | 100% | 100% |
| **Objective:** Family and Adult Assistance requests for assistance (all types) | | | | |
| **Demand:** # of requests for assistance requiring appointments/interviews | 48,874 | 49,008 | 53,908 | 53,908 |
| **Workload:** # of applications acted upon | 48,874 | 49,008 | 53,908 | 53,908 |
| **Efficiency:** Average # of staff required for scheduling, interviewing and follow up | 160 | 160 | 175 | 175 |
| **Effect./Outcome:** Average delay in scheduling interview (measured in days) | 1.32 | 0.8 | 0.8 | 0.8 |
| **Objective:** Ensure Food Stamp Accuracy | | | | |
| **Demand:** Eligible Food Stamp Cases | 29,475 | 29,082 | 32,082 | 32,082 |
| **Workload:** Food Stamp cases with accurate determinations | 27,005 | 27,337 | 30,478 | 30,478 |
| **Efficiency:** Average number of minutes to determine one FS case eligibility | 55 | 55 | 55 | 55 |
| **Effect./Outcome:** % of accurate FS eligibility determinations | 92% | 94% | 95% | 95% |
| **Objective:** Management of the Mt. Airy homeless men's service facility (Mt. Airy Center) | | | | |
| **Demand:** Number of beds available per day | 66 | 66 | 66 | 66 |
| **Workload:** Number of beds filled per day | 65 | 65 | 65 | 65 |
| **Efficiency:** Number of staff required to provide 24 hour coverage | 9 | 9 | 9 | 9 |
| **Effect./Outcome:** Percentage of beds filled per day (Note: One bed must remain open for potential APS usage) | 98% | 98% | 98% | 98% |

**Departmental Comments:**

The Client Services division remains focused on meeting the needs of Hamilton County's most needy individuals, with a strong customer service emphasis. As evidenced by the ten Program Analysis objectives, a vast array of services is offered to ensure that quest is successful. The various programs administered within the division drastically improve the lives of thousands of individuals, with a long term goal of self sufficiency and an overall improvement in their quality of life.

**Program:** Shared Administration - 1218
**Mandated By:** ORC Chapter 4112; Sec 329, 5101, 5103 thru 5113
**Funding Source:** Special Revenue Operating Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| The Shared Services Division provides the administration and leadership of HCJFS. This Division provides support functions to the Children's Services, Child Support and Client Services programs, and assists HCJFS in responding to specific responsibilities mandated by the Ohio Revised Code and the Ohio Administrative Code. Shared Services includes Information Systems, Accreditation, Human Resources, Building Services/Security, Public Relations, Fiscal, Contracting, Quality Assurance, and Files.<br><br>ORC Chapters 119, 124, 329 4112, 4117, and OAC chapters 5101, 5103, 5104, 5107. | Human Resources (HR) negotiated a three-year collective bargaining agreement with AFSCME which raised all employees one pay range in the bargaining unit and increased vacation accrual for all county employees. HR also initiated the Management Development and Training Program for JFS managers.<br><br>Building Services completed expansion of the Alms and Doepke building lobby area enhancing visitor traffic to and from the facility.<br><br>Fiscal successfully acquired $26.5M closeout dollars and has finalized re-entry into Protect Ohio.<br><br>Information Systems and the Project Management Office were an active participant in several statewide automated child welfare information systems (SACWIS) initiatives including the SACWIS Partnership Forum and SACWIS Change Control Review Board. They are also working directly with ODJFS and their consultants to map data from existing databases to the SACWIS data structure. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Provide for facility maintenance on a 24-hour basis (HVAC, plumbing, electrical repairs) | | | | |
| **Demand:** Tonnage of A/C units to be maintained | 1,245 | 1,245 | 1,245 | 1,245 |
| **Workload:** Tonnage of A/C units maintained and served w/in 24 hrs | 1,245 | 1,245 | 1,245 | 1,245 |
| **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:** Maintain a 92% answered call rate | | | | |
| **Demand:** Total number of calls received | 635,629 | 702,648 | 669,049 | 669,049 |
| **Workload:** Total number of calls answered | 542,646 | 533,232 | 543,896 | 543,896 |
| **Efficiency:** Total number of calls answered per worker per hour | 18 | 18 | 19 | 19 |
| **Effect./Outcome:** % of calls answered | 85% | 80% | 82% | 82% |
| **Objective:** Monitor all consumer related purchase of service programs for contract compliance which will enable agency staff to make informed decisions | | | | |
| **Demand:** Consumer-related service programs to be monitored | 793 | 800 | 860 | 860 |
| **Workload:** Consumer-related service programs monitored | 793 | 800 | 860 | 860 |
| **Efficiency:** Hours to monitor each consumer-related program | 21.6 | 20.4 | 20.6 | 20.6 |
| **Effect./Outcome:** % of consumer-related programs monitored | 100% | 100% | 100% | 100% |
| **Objective:** Audit and process payments of invoices and vouchers on a weekly/daily basis depending on payment type within 20 business days. | | | | |
| **Demand:** Collect, post and deposit payments | 430,000 | 430,000 | 430,000 | 430,000 |
| **Workload:** Payments received, posted and deposited timely | 430,000 | 430,000 | 430,000 | 430,000 |
| **Efficiency:** Hours to process payments/payments received | 23,000 | 23,000 | 23,000 | 23,000 |
| **Effect./Outcome:** Payments processed timely | 100% | 100% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Ensure that HCJFS systems are available for use during scheduled hours requested by departments 98% of the time | | | | |
| **Demand:** On-line support and access required (hrs/wk) | 168 | 168 | 168 | 168 |
| **Workload:** On-line support and access provided (hrs/wk) | 163.5 | 167 | 165 | 165 |
| **Efficiency:** hrs/yr to provide on-line support/access | 16,640 | 18,720 | 18,720 | 18,720 |
| **Effect./Outcome:** % of on-line support and access provided | 97% | 99% | 98% | 98% |
| **Objective:** Provide HR services and processes to all employees and respond timely to their inquiries and complaints regarding terms and conditions of employment | | | | |
| **Demand:** Actions filed and consultations requested | New objective | 21,905 | 22,000 | 22,000 |
| **Workload:** Actions & consultations processed | New objective | 21,905 | 22,000 | 22,000 |
| **Efficiency:** # of hours spent per action/consultation | New objective | .31 | .31 | .31 |
| **Effect./Outcome:** % of actions/consultations responded to within 24 hours of receipt | New objective | 100% | 100% | 100% |
| **Objective:** Provide security services for approximately 1,200 staff 24/7days at A&D Building, visitation monitoring at 237 WHT, five days/week | | | | |
| **Demand:** Number of consumers to be served in JFS facilities | 480,000 | 480,000 | 480,000 | 480,000 |
| **Workload:** Number of consumers served in JFS facilities | 480,000 | 480,000 | 480,000 | 480,000 |
| **Efficiency:** Time spent serving consumers | 3380 | 3,380 | 3,380 | 3,380 |
| **Effect./Outcome:** % of consumers and employees provided security | 100% | 100% | 100% | 100% |
| **Objective:** Record audits and surveys: Collect, tabulate, and analyze performance and compliance data relevant to Council on Accreditation and ORC requirements | | | | |
| **Demand:** Record audits/survey responses (any touched) | 7,688 | 8,000 | 8,000 | 8,000 |
| **Workload:** # of records audited and survey responses completed | 7,348 | 7,688 | 7,688 | 7,688 |
| **Efficiency:** # of hours to collect data, tabulate, and analyze it | 19,968 | 19,968 | 19,968 | 19,968 |
| **Effect./Outcome:** % of records audited and survey responses delivered | 95% | 96% | 96% | 96% |

**Departmental Comments:**
Objectives from several shared program sheets have been combined to create this new shared program sheet.

Objective five is new and represents 35% of the contracting section staff's workload for 23 FTEs. Monitoring is defined as any activity related to a contract occurring after its execution (i.e., operations meetings, amendments, compliance reviews/audits).

Objective eight for Human Resources was newly created.

In 2008 responsibilities for human resources and facilities management were moved to the general fund in the County Personnel and County Facilities departments, respectively.

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

**Program:** TB Control - 1219
**Mandated By:** ORC 339
**Funding Source:** Tax Levies Operating Fund, General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| Provide overall direction, medical supervision, management and fiscal control for tuberculosis control activities. Coordinate program activities with City of Cincinnati and six other contractual health districts.<br><br>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.<br><br>Maintain a registry mandated by ORC 339.42 or treatment record on all cases of tuberculosis reported in Hamilton County inclunding screen, pharmacy, lab, x-ray, and treatment. Microfilm storage on all patient charts & x-rays of all patients seen by clinic physician.<br><br>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. | TB Control received a $55,000 grant from the Ohio Department of Health for 2007 which supported a community outreach worker. This allowed TB Control to spend two days per week at the Drop Inn Center, both reading and testing residents with the aid of UC Medical Students. In addition, the community outreach worker was able to staff several Health Fairs and perform outreach to non-English speaking communities. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Identify TB infection and disease through Mantoux Skin test | | | | |
| **Demand:** Skin tests requested and skin tests readings | 6,000 | 6,000 | 6,000 | 6,000 |
| **Workload:** # of skin tests administered and read | 5,500 | 5,500 | 5,500 | 5,500 |
| **Efficiency:** Administration and evaluation of skin test (minutes) | 25 | 25 | 25 | 25 |
| **Effect./Outcome:** % of at-risk individuals receiving Mantoux skin test and have results read | 90% | 90% | 90% | 90% |
| **Objective:** Perform diagnostic services and have physician appointment within two weeks after positive skin test | | | | |
| **Demand:** Physician appointments and diagnostic services required | 3,800 | 3,800 | 3,800 | 3,800 |
| **Workload:** Physician appointments scheduled and diagnostic services delivered within two weeks | 3,600 | 3,600 | 3,600 | 3,600 |
| **Efficiency:** Physician appointment & performance of diagnosis (min) | 25/50 | 25/50 | 25/50 | 25/50 |
| **Effect./Outcome:** % of clients receiving diagnostic services and seeing physician within two weeks of positive skin test | 95% | 95% | 95% | 95% |
| **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:** Cases receiving pharmacy services | 100% | 100% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Medication delivery by nursing staff to patients who require directly observed therapy as ordered by the physician. | | | | |
| **Demand:** Nurse visits required to return patient to treatment | 2,600 | 2,600 | 2,600 | 2,600 |
| **Workload:** Nurse visits made to patient | 2,600 | 2,600 | 2,600 | 2,600 |
| **Efficiency:** Time spent per visit (minutes) | 25 - 30 | 25 - 30 | 25 - 30 | 25 - 30 |
| **Effect./Outcome:** % of non-compliant patients contacted daily or twice weekly | 100% | 100% | 100% | 100% |
| **Objective:** Maintain monthly treatment records of all TB cases in Hamilton County | | | | |
| **Demand:** # of TB cases in Hamilton County | 30 | 30 | 30 | 30 |
| **Workload:** # of TB cases in Hamilton County treated by Dept. | 27 | 30 | 30 | 30 |
| **Efficiency:** TB cases treated by Dept. (hours) | 65 | 65 | 65 | 65 |
| **Effect./Outcome:** % of TB cases treatment records maintained | 90% | 90% | 90% | 90% |
| **Objective:** Identify and assess all contacts of active tuberculosis cases | | | | |
| **Demand:** # of cases to identify and assess for active TB | 2,000 | 2,000 | 2,000 | 2,000 |
| **Workload:** Contacts identified, tested and or assessed | 1,500 | 1,500 | 1,500 | 1,500 |
| **Efficiency:** # of total clinic staff hours to provide services | 3,000 | 3,000 | 3,000 | 3,000 |
| **Effect./Outcome:** % of contacts identified that were assessed | 75% | 75% | 75% | 75% |

**Departmental Comments:**

For the budget period 2008, the emphasis of this program will be continued and refined as far as monitoring of patients with active disease, targeted testing for prevention of TB and education of community stakeholders with specific focus on homeless service providers, including the Drop Inn Center.

There will also be increased efforts to target high risk groups for testing and education.

Finally, TB Control is still in need of a software program to support the both charting and electronic medical records.

In 2008 TB Control will move from JFS to the county's General Health District.

**Program:** WIA - 1211
**Mandated By:** OAC 5101-30-01
**Funding Source:** Special Revenue Operating Fund, Special Revenue State Grants, Agency

| **Program Description:** | **Accomplishments:** |
|---|---|
| Provides administration of Area 13 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. Also deliver technical assistance; contract and expenditure monitoring, data entry and maintenance of SCOTI, Ohio's WIA management information system. Acts as the "Administrative Entity" and "Fiscal Agent" for WIA Area 13 in support of the Workforce Investment Board (WIB). Participates as the TANF representative in the One Stop. | In the last year, managed WIA youth and adult contracts to:<br>1. Improve WIA performance measures<br>2. Reduce the volume of missing SCOTI data<br>3. Maximize the use of available funding by increasing outreach<br>4. Improve customer satisfaction<br>5. Move to at-risk youth contracts to further drive these improvements<br>6. Develop a range of reporting tools that allow us to better manage contracts so that problems can be resolved early and decisions can be made based on quantified data.<br>7. Roll out a series of new QA, training, and checklist tools for youth and adult providers that maintain the trends identified above<br>Over a one-year period WIA services for adults and youth generated 1,475 diplomas, GEDs, and jobs for adult and youth that are knows to be without the benefit of state Unemployment Insurance data. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Manage and support WIA contracts and consumers for workforce development programs operated by HCJFS in collaboration with the local WIB | | | | |
| **Demand:** Consumers demanding service of WIA contracts | 2,923 | 2,923 | 2,923 | 2,923 |
| **Workload:** Consumers served by WIA contracts | 2,923 | 2,923 | 2,923 | 2,923 |
| **Efficiency:** Staff hours needed to manage contracts and services | 29,280 | 29,280 | 29,280 | 29,280 |
| **Effect./Outcome:** % of consumers served | 100% | 100% | 100% | 100% |

**Departmental Comments:**
Substantial changes are anticipated in Department of Labor rules related to distribution and spending of Workforce Investment Act dollars. As a result, spending will increases substantially in 2007 and 2008 and will subsequently fall sharply in 2009. This will require a great deal of collaboration with vendors and WIA board members. We anticipate being a substantial contributor to the success of the Banks construction during that period. Substantial changes to federal WIA common measures will require contract monitoring changes.

Area 13 - That is one of 19 geographic subdivisions of Ohio. Each subdivision receives a distinct annual allocation of Workforce Investment Act dollars. Distribution of those dollars is subsequently directed by the local Workforce Investment Board. Area 13 is Hamilton County. The local Workforce Investment Board (WIB) has designated HCJFS as their fiscal and administrative agent. We manage the dollars and the contracts, but defer to the local WIB regarding any discretionary policy, or priority choices.

The Area 13 One Stop is located at 1916 Central Parkway. At this location, a wide variety of Workforce Investment Act (WIA) services are available for youth and adults. This facility also offers services related to food stamps and unemployment insurance and services for ex-offenders, veterans, the elderly, and the disabled. WIA services are delivered through WIA contracts managed by HCJFS. The other services are available through one or several of 13 partner organizations.

The effectiveness of local WIA service delivery is measured by the federal government using a variety of quantified indicators of added value. Our latest quarterly results are attached. The feds are in the midst of shifting to a new set of measures referred to as "common measures" that are fewer and more focused on employment, earnings, academic advancement and diplomas/degrees.

# Multi-County System Agencies

## OVERVIEW:

The MCSA Internal Service Fund was established effective July 1, 2007. Prior activity was accounted for within JFS funds and an auditor recommendation was to establish a separate internal service fund. The fund receives revenue from the MCSA participants which include Hamilton County Job and Family Services, Mental Health and Recovery Service Board, Board of Mental Retardation and Developmental Disabilities, and Juvenile Court. A competitive Request for Proposal process was concluded in October 2007 with a contract award to Hamilton Choices, Inc., which provides care coordination and wraparound services to multi-system youth and their families.

## BUDGET SUMMARY:

| **Expenditures** | 2007 Budget (6 mo.) | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| MHRSB staff reimbursement | $ 76,500 | $ - | $ 156,825 | $ 156,825 | n/a |
| Hamilton Choices Contract | 6,300,000 | 4,795,823 | 12,203,592 | 12,203,592 | n/a |
| Total | $ 6,376,500 | $ 4,795,823 | $ 12,360,417 | $ 12,360,417 | n/a |

*Expenditures are on the agreement with Hamilton Choices, Inc. Administrative responsibilities will be with the Mental Health and Recovery Services Board beginning 1/1/08.*

| **Revenue** | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Member Contributions | $ 6,600,000 | $ 6,227,206 | $ 12,360,417 | $ 12,360,417 | n/a |
| Total | $ 6,600,000 | $ 6,227,206 | $ 12,360,417 | $ 12,360,417 | n/a |

*Revenue is from the four members: JFS, MHRSB, MRDD, and Juvenile Court. The amounts are governed by the Memorandum of Understanding approved along with the Choices Agreement.*

## PROGRAM SUMMARY:

**Program:** Multi County System Agencies
**Mandated By**: OAC 5101:2-42-05
**Funding Source:** Hamilton County JFS, MHRSB, MRDD, and Juvenile Court

| **Program Description:** | **Accomplishments:** |
|---|---|
| Hamilton County agencies including JFS, Juvenile Court, MRDD, and MHRSB have pooled resources to improve the quality and scope of social services to youth involved in multiple systems and their families, and is collectively the Multi-County System Agency, or MCSA. A Request for Proposal process in 2007 resulted in the selection of Hamilton Choices as the provider. | Hamilton County agencies including JFS, Juvenile Court, MRDD, and MHRSB have pooled resources to improve the quality and scope of social services to youth involved in multiple systems and their families, and is collectively the Multi-County System Agency, or MCSA. A Request for Proposal process in 2007 resulted in the selection of Hamilton Choices as the provider. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Improved Child functioning as measured by CAFAS (prior to 7/1/07) or Ohio Scales (effective 7/1/07) | | | | |
| **Demand:** Children enrolled in Choices for Care Management > 9 mo. | 320 | 259 | 250 | 250 |
| **Workload:** Assessable children enrolled > 9 mo. with improved score | 303 | 181 | 175 | 175 |
| **Efficiency:** Quarterly assessment completed timely | 640 | 518 | 500 | 500 |
| **Effect./Outcome:** % of children enrolled with an improved score | 70% | 70% | 70% | 70% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** Providers and MCSA members are satisfied with Care Coordination | | | | |
| **Demand:** Providers and MCSA members | 112 | 103 | 100 | 100 |
| **Workload:** Providers and MCSA members who are satisfied | 80 | 78 | 80 | 80 |
| **Efficiency:** Annual survey completed and reported timely | 1 | 1 | 1 | 1 |
| **Effect./Outcome:** % satisfied as measured by survey | 71% | 76% | 80% | 80% |
| **Objective:** Decreased use of residential treatment | | | | |
| **Demand:** Total enrolled days (children x days) | 88,486 | 85,000 | 84,000 | 84,000 |
| **Workload:** Enrolled days in residential treatment | 12,074 | 13,290 | 13,200 | 13,200 |
| **Efficiency:** # days in residential treatment | 12,074 | 13,290 | 13,200 | 13,200 |
| **Effect./Outcome:** % of enrolled days in residential treatment | 14% | 16% | 16% | 16% |
| **Objective:** Children in out-of-home care served within Hamilton County. | | | | |
| **Demand:** Children in out-of-home care served in Hamilton County | 244 | 233 | 200 | 200 |
| **Workload:** Children enrolled in Choices in out-of-home care | 194 | 188 | 160 | 160 |
| **Efficiency:** Children receive service timely | 244 | 233 | 200 | 200 |
| **Effect./Outcome:** % of children in out-of-home care served within Hamilton County. | 80% | 81% | 80% | 80% |

**Departmental Comments:**
The newest Choices agreement and MCSA MOU was approved by the BOCC in October 2007 and will allow JFS to bill federal funding sources. Capacity at any point in time is 238 for 2008 and 2009, in 2006 and 2007 it was 242. Choices serves about 400 youth over an entire year.

## Hamilton County Firsts

1910: Daniel Carter Beard's Sons of Daniel Boone becomes the first Boy Scout organization in America.

# Senior Services

## DEPARTMENT OVERVIEW:

The purpose of the Senior Services levy is to "…provide or maintain a system of home care through the Council on Aging or other service provider(s) for elderly Hamilton County, Ohio residents, including but not limited to: housekeeping, personal care, respite services (for caregivers), home repair/maintenance, medical transportation, adult day care, home delivered meals, chore services, legal counseling, adult protective services and durable medical equipment."

The Council on Aging of Southwest Ohio (COA) receives over 90% of the Senior Services levy funding annually. The COA is a private, non-profit agency, designated by the Ohio Department of Aging as responsible for planning, coordinating, and administering local, state and federally funded programs and services for older adults in Butler, Clermont, Clinton, Hamilton, and Warren counties. Hamilton County contracts with the COA who subsequently contracts with providers to provide services to eligible Hamilton County seniors.

COA uses Senior Services levy funding to administer Hamilton County's Elderly Services Program (ESP). The program provides home care services to elderly adults, enabling these persons to live independently in their homes. ESP provides such services as home delivered meals, personal care, homemaker, medical transportation, and electronic monitoring systems. 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.

The COA receives no general fund support.

In addition to COA, the Senior Services levy has been used to support several other programs as follows:

- Job and Family Services – elder abuse investigation to adults at risk of abuse and neglect.
- Veterans' Services – cash relief for seniors who are 65 or older and are veterans.
- Ohio State Extension – training to seniors on food safety and nutrition.
- SORTA – non-ADA transportation services for seniors 65 and older.
- Office of Budget and Strategic Initiatives – administers levy contract and budgets and coordinates the TLRC review process.

## BUDGET OVERVIEW:

The last levy period was from 2003-2007. The Tax Levy Review Committee (TLRC) reviewed the levy in 2007 and recommended a five-year total of $103,317,730 for the 2008-2012 levy period. The Board of County Commissioners approved placing a Senior Services renewal levy of 1.29 mills on the November 2007 ballot in July. The renewal levy was approved by Hamilton County voters in the November 2007 election.

This document provides an overview of the levy fund status and information on the Council on Aging request and programs. Details of requests and recommendations related to other programs supported from this levy are reported in their respective budget reviews.

## BUDGET SUMMARY:

| **Budget by Major Activity** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Council on Aging | $ 18,368,354 | $ 18,713,672 | $ 17,163,703 | $ 19,275,082 | $ 19,275,082 | 3.0% |
| SORTA | 105,000 | 105,000 | 105,000 | 101,548 | 101,548 | -3.3% |
| Ohio State Extension | 44,880 | 24,960 | 18,000 | - | - | -100.0% |
| Veterans Services | 105,000 | 205,000 | 205,000 | 205,000 | 205,000 | 0.0% |
| Job and Family Services (a) | 550,000 | 550,000 | 550,000 | 550,000 | 550,055 | 0.0% |
| Contracts and Subsidies | 284,640 | 370,366 | 387,035 | 304,577 | 304,846 | -17.7% |
| Total | $ 19,457,874 | $ 19,968,998 | $ 18,428,738 | $ 20,436,207 | $ 20,436,530 | 2.3% |

| Revenue by Source | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Property Taxes | $ 16,511,757 | $ 15,615,627 | $ 16,990,678 | $ 15,295,068 | $ 19,115,258 | 22.4% |
| Other Intergovernmental | 2,313,952 | 2,612,512 | 2,047,128 | 3,022,847 | 1,755,952 | -32.8% |
| Miscellaneous | 203,805 | - | - | - | - | n/a |
| Total | $ 19,029,514 | $ 18,228,139 | $ 19,037,807 | $ 18,317,915 | $ 20,871,210 | 14.5% |

| Staffing by Program | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Senior Sevices Review | 0.20 | 0.10 | 0.15 | 0.15 | 0.05 |
| Total | 0.20 | 0.10 | 0.15 | 0.15 | 0.05 |

## PROGRAM SUMMARY:

**Program:** Administration - 6701
**Mandated By:** ORC 6705
**Funding Source:** Tax Levies Operating Fund

**Program Description:**
The Elderly Services Program (ESP) is a system of home care providing services that enables persons 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.

**Accomplishments:**
In 2007, a total of 7,483 unduplicated individuals received services through the Hamilton County Elderly Services Program.

In 2007, the number of clients served, by service is:
- Personal Care – 1,115
- Homemaker – 3,859
- Transitional Aide - 15
- Medical Transportation - 1,028
- Emergency Response system – 3,023
- Home Delivered Meals - 3,883
- Adult Day Services - 255
- Respite - 174
- Adult Day Services Transportation - 128
- Senior Companion - 176
- Independent Living Assistance - 212
- Home Medical Equipment – 1,141
- Pest/Waste Removal - 24
- Home Modification - 373
- Consumer Directed Care - 216

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **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 | 41,527 | 48,554 | 50,000 | 50,000 |
| **Workload:** Phone calls processed for referral | 19,063 | 21,566 | 22,000 | 22,000 |
| **Efficiency:** Intake phone calls per worker/month | 288 | 337 | 400 | 400 |
| **Effect./Outcome:** Percent of cases receiving information & referral and/or assessment | 100% | 100% | 100% | 100% |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To provide in-home services to county residents age 65 and older based on need and self determination | | | | |
| **Demand:** Assessments required yearly | 8,200 | 9,300 | 9,500 | 9,500 |
| **Workload:** Assessments completed yearly | 8,200 | 9,300 | 9,500 | 9,500 |
| **Efficiency:** Assessments completed per worker/month | 17 | 18 | 18 | 18 |
| **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 | 5,400 | 5,800 | 6,000 | 6,000 |
| **Workload:** Cases where all services were provided | 5,400 | 5,800 | 6,000 | 6,000 |
| **Efficiency:** Average caseload size per worker | 120 | 116 | 118 | 118 |
| **Effect./Outcome:** Percent of cases where all case managed services were provided within time frames | 100% | 100% | 100% | 100% |

**Departmental Comments:**
The number of phone calls and in-home assessments continued the increasing trend from the previous reporting period. In-home assessments saw a jump of 11.2% in 2006 from the previous year.

The waiting list for services ended April 2005 with the additional funding included in the budget. In 2005, the census grew from 3,412 clients in January to 3,982 on December 31, 2005. In order to achieve this growth, 1,876 clients were enrolled into the program, while 1,327 were disenrolled. Once the waiting list was eliminated, the program did not grow rapidly. From April 2005 until June 2007, the program census grew from 3,731 to 4,015. The current census on the program on June 1 was 4,015 clients plus 1,766 home delivered meal recipients.

While the waiting list existed, disenrollment slowed. Since the waiting list was eliminated, the number of disenrollments has increased. In 2005, there was a total of 1,327 disenrollments (an average of 25.8/week). In 2006, there was a total of 1,743 disenrollments (an average of 33.5/week). In the first five months of 2007, there were 872 disenrollments (an average of 36.3 week). The increasing disenrollment rate is likely due to the increasing time that the Elderly Services Program has been in existence. Many of the individuals who were clients during the initial levy cycle (1993-1997) are becoming older and frailer. The primary reasons that clients disenroll from the program are nursing home/assisted living placement, death, and transfer to PASSPORT (or other programs).

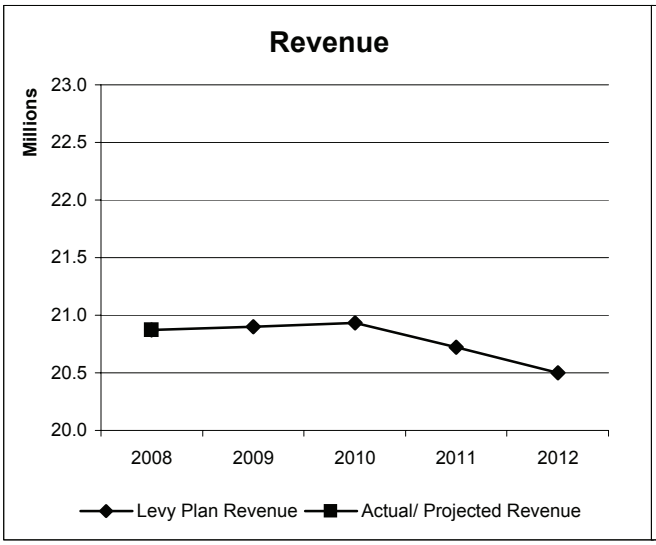
## Notable Nationally

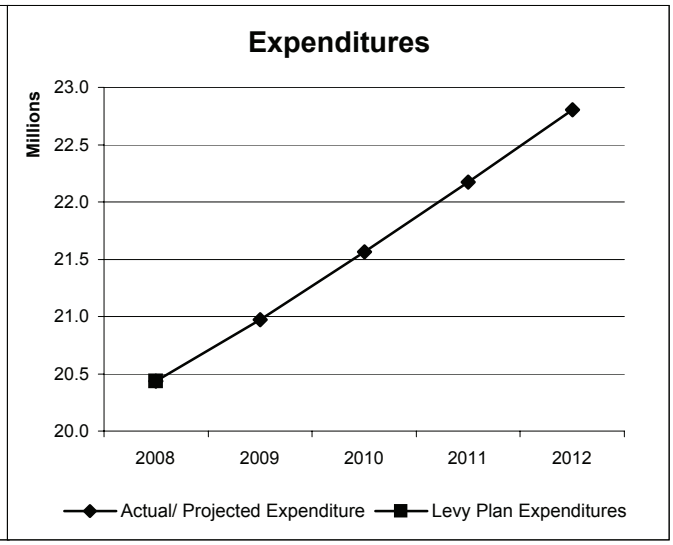
Sperling's 2005 Best Places study placed Cincinnati in the top 10 cities for seniors.
It ranked #1 for independent living facilities.

# Senior Services

Tax Levy: 1.29 Mills

| LEVY PLAN | Year 1 2008 | Year 2 2009 | Year 3 2010 | Year 4 2011 | Year 5 2012 |
|---|---|---|---|---|---|
| **Beginning carryover** | **4,737,055** | **5,171,841** | **5,101,926** | **4,470,108** | **3,015,877** |
| **REVENUES (Total)** | **20,871,210** | **20,901,864** | **20,932,424** | **20,720,404** | **20,500,515** |
| Tax Levy | 20,871,210 | 20,901,864 | 20,932,424 | 20,720,404 | 20,500,515 |
| Other | - | - | - | - | - |
| **EXPENDITURES (Total)** | **20,436,424** | **20,971,779** | **21,564,243** | **22,174,635** | **22,803,561** |
| Council on Aging | 19,275,082 | 19,853,335 | 20,448,935 | 21,062,403 | 21,694,275 |
| Human Services | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 |
| Veteran's Services | 205,000 | 205,000 | 205,000 | 205,000 | 205,000 |
| SORTA | 101,548 | 98,265 | 95,129 | 92,053 | 89,107 |
| Contracts and Subsidies | 304,794 | 265,179 | 265,179 | 265,179 | 265,179 |
| **Ending Carryover** | **5,171,841** | **5,101,926** | **4,470,108** | **3,015,877** | **712,831** |




| | Year 1 2008 Budget | Year 2 2009 | Year 3 2010 | Year 4 2011 | Year 5 2012 |
|---|---|---|---|---|---|
| **Beginning carryover** | **4,302,375** | | | | |
| **REVENUES (Total)** | **20,871,210** | | | | |
| Tax Levy | 20,871,210 | | | | |
| | | | | | |
| **EXPENDITURES (Total)** | **20,436,531** | | | | |
| Council on Aging (670018) (a) | 19,275,082 | | | | |
| Job and Family Services (670001) | 550,055 | | | | |
| SORTA (670002) | 101,548 | | | | |
| Veteran's Services (670004) | 205,000 | | | | |
| Contracts and Subsidies (170080) | 304,846 | | | | |
| *Reserved for Encumberance* | - | | | | |
| **Ending Carryover** | **4,737,054** | | | | |

(a) Council on Aging is paid two months in arrears. The expenditures represent actual expenditures for that budget year regardless of when actually paid by the county.

# Veterans Service Commission

## DEPARTMENT OVERVIEW:

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. Also provided is funding for burial of eligible indigent veterans, the parent(s), or spouse of any such veteran up to $1,000. Additionally, VSC provides funding for Memorial Day observations to local community and veterans groups. The Ohio Revised Code (ORC) mandates the Veterans Service Commission and associated funding.

## BUDGET OVERVIEW:

Veterans Service Commission has asked for an increase in its budget. The Board of County Commissioners, under ORC 590l.11, must fund a lawful budget request from the Veterans Commission up to the five-tenths mill limitation set forth in the statue. A lawful budget is defined as a budget approved by the Veterans Service Commission and is within the five-tenths mill limitation.

If the Veterans Commission submits a budget that exceeds the current year budget by 10%, the Board of County Commissioners may create not more than six memberships on the Veterans Service Commission.

Beginning in 2008, $8,000 of the VSC budget will be funded from the Indigent Care Tax Levy for medical assistance to indigent veterans.

## BUDGET SUMMARIES:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Administration | 1,199,047 | 1,279,203 | 1,300,163 | 1,390,296 | 1,424,043 | 11.3% |
| Total | $ 1,199,047 | $ 1,279,203 | $ 1,300,163 | $ 1,390,296 | $ 1,424,043 | 11.3% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Miscellaneous | $ 105,000 | $ 205,000 | $ 205,000 | $ 213,000 | $ 213,000 | 3.9% |
| Total | $ 105,000 | $ 205,000 | $ 205,000 | $ 213,000 | $ 213,000 | 3.9% |

*Veterans Service will receive $205,000 from the Senior Services Levy and $8,000 from the Indigent Care Tax Levy in 2008.*

| **Staffing by Program** | 2006 Budget | 2007 Budget | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|
| Administration | 9.15 | 9.15 | 10.15 | 10.15 | 1.00 |
| Total | 9.15 | 9.15 | 10.15 | 10.15 | 1.00 |

A summary of the County Commissioner priority icons appears in the Budget Summaries section under Long Range Plans.

## PROGRAM SUMMARY:

**Program:** Administration - 7001
**Mandated By:** ORC Title 59, ORC 307.66, ORC 5901.01
**Funding Source:** General Fund

**Accomplishments:**
Claims filed with the Department of Veterans Affairs, through the VSC, have increased by 62% over the last five years. (Note: Granted claims bring disposable money to Hamilton County). Over the past five years, emergency financial assistance has increased 30%. Through the increases, the VSC has maintained the same level of staffing. The VSC sponsors the annual Veterans Jobs Fair, has increased outreach services to National Guard and reserve unit service members and families, as well as to senior facilities.

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To provide funding for eligible veterans organizations requesting funding for Memorial Day observation | | | | |
| **Demand:** # of requests for funding received | 40 | 40 | 40 | 40 |
| **Workload:** # of requests for funding reviewed | 40 | 40 | 40 | 40 |
| **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 | 2,862 | 3,100 | 3,150 | 3,150 |
| **Workload:** # of applications processed | 2,862 | 3,100 | 3,150 | 3,150 |
| **Efficiency:** # of days to process applications | 14 | 14 | 14 | 14 |
| **Effect./Outcome:** % of financial assistance applications processed within fourteen (14) days | 100% | 100% | 100% | 100% |
| **Objective:** To provide financial assistance to eligible veterans, their spouse or widow and any dependents | | | | |
| **Demand:** # of financial assistance awards | 1,832 | 1,896 | 1,994 | 1,994 |
| **Workload:** # of financial assistance awards processed | 1,832 | 1,896 | 1,994 | 1,994 |
| **Efficiency:** Average financial assistance award | $375 | $400 | $400 | $400 |
| **Effect./Outcome:** Financially assist all eligible applicants | 100% | 100% | 100% | 100% |
| **Objective:** To provide employment counseling and assistance | | | | |
| **Demand:** # of employment assistance requests | 1,150 | 1,600 | 2,000 | 2,000 |
| **Workload:** # of requests referred | 1,150 | 1,600 | 2,000 | 2,000 |
| **Efficiency:** Employment assistance referrals (hours) | 185 | 185 | 185 | 185 |
| **Effect./Outcome:** % of 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 | 5 | 0 | 5 | 5 |
| **Workload:** Requested for burial assistance made | 5 | 0 | 5 | 5 |
| **Efficiency:** Amount of assistance per request available | $1,000 | $0 | $1,000 | $1,000 |
| **Effect./Outcome:** Funding requests investigated | 100% | n/a | 100% | 100% |
| **Objective:** To file 100% of DVA applications, requests for military records, and other rights/benefits applications within five days | | | | |
| **Demand:** # of applications and requests received | 1,500 | 1,750 | 1,800 | 1,800 |
| **Workload:** # of applications and requests filed | 1,500 | 1,750 | 1,800 | 1,800 |
| **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% |

**Departmental Comments:**
VSC faced challenges in networking recently released veterans of Iraq and Afghanistan to ensure their transition. VSC is expediting Department of Veterans Affairs claims that need to be filed and continuing to increase outreach to the Hamilton County veteran population.

## Hometown Heroes

Dr. Albert B. Sabin (1906-1993) developed an oral vaccine for polio.

# Grants

Grant funds are set up to account for grant revenue and expenditures, which often occur according to a schedule outside the regular county budget year. Rather than appropriating the portion of the grant that falls within the county 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 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 fund contains multiple subfunds that link to specific grants or to county departments.

None of the grant fund appropriations are included in the budget summaries section; however, all grants appropriated in the three consolidated pieces of legislation are listed below. (Other grants may be appropriated supplementally during the course of the year.)

**January 1, 2008–December 31, 2008 – County Fiscal Year**

*Emergency Shelter Grant*
Community Development $133,365
Funding provides for improvements to and expansion of emergency shelters and transitional housing for the homeless, and for social services to homeless and at-risk individuals.

*Community Development Block Grant Projects and Administration*
Community Development $3,747,805
Funding is provided for various community development and housing projects to benefit low and moderate-income individuals and families.

*HOME Projects, Administration, and Continuum of Care*
Community Development $1,700,000
Funding is provided for housing projects and rental assistance for low-income families, and to meet continuing needs of housing assistance recipients.

*Help Me Grow Expansion*
Family and Children First Council $1,000,000
The Help Me Grow Expansion grant is an addition to the program mandated by the Ohio Department of Health for services to children from birth to three years of age who are considered at risk or have suspected developmental delays. The grant source is federal Temporary Assistance for Needy Families (TANF) funding through the county department of Job and Family Services.

*Justice Assistance Grant (JAG)*
Municipal Court $209,427
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 $70,000
The Marine Grant is a matching grant from the Ohio Department of Natural Resources for the purpose of establishing, maintaining, and operating a marine patrol program to enforce the watercraft laws of Ohio, as well as promoting boating safety.

**Total County Fiscal Year $6,860,597**

**July 1, 2007–June 30, 2008 – State Fiscal Year**
*Mental Health and Recovery Services Board* $61,969,767
Forty two grants fund comprehensive alcohol, drug addiction and mental health services and programs including counseling, medical/somatic services, partial hospitalization, residential services and other related services.

*State Emergency Response Commission (SERC)*
Emergency Management Agency $88,420
Funding for the development and implementation of the chemical emergency response and preparedness plans. Also provides funding for the implementation and administration of the Emergency Planning and Community Right-To-Know.

*Operational Capacity Building*
Family and Children First Council $20,000
Operational Capacity Building funding is discretionary support from the state Family and Children First Council for county council administrative expenses and parental involvement activities.

*Children Family Health Services*
Family and Children First Council $944,244
This grant helps mothers and babies with health care and nutrition.

*Help Me Grow*
Family and Children First Council $4,136,464
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.

*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 $2,445,329
The Ohio Department of Youth Services Felony Delinquent Care and Custody program provides funding for commitment of youth to a state facility or an alternative program. Alternative program funding aids 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 $1,620,345
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 $404,584
Funding is granted for a non-residential jail diversion project.

*Protective Order Monitoring Program*
Probation $161,928
This grant provides the court with equipment and protocols that give judges the specific ability to determine a defendant's compliance with a protective or restraining order.

*Non-Support*
Probation $150,833
This funding supports an alternative program for offenders guilty of felony non-payment of child support in lieu of a sentence to confinement in a Ohio Department of Rehabilitation and Correction institution.

*Alternative Intervention for Women*
Probation $102,500
This funding is provided to answer the variety of criminogenic factors presented by the offender population of females afflicted with co-occurring disorders of a major mental health issue, and substance abuse.

*River City Community-Based Correctional Facility* $6,004,806
Funding is provided for the operation of a 200-bed facility to house third and fourth degree felons.

*DARE (Drug and Alcohol Resistance Education)*
Sheriff $40,000
Funding is provided to educate school age children about the dangers of drug use.

*Community Justice ABLE Centers*
Sheriff $102,505
This funding helps to facilitate the re-integration of released offenders into the community through employment, life and social skills, academic and support services.

*Title 1*
Sheriff $75,000
This funding is used to provide supplemental educational services to delinquent and neglected students under the age of 21 who are in local and state institutions.

**Total State Fiscal Year $79,993,605**

**October 1, 2007 – September 30, 2008 – Federal Fiscal Year**

*Emergency Management Agency* $5,874,108

Urban area security initiative and homeland security grants.

*Air Quality Management*

Environmental Services $3,484,430

Funding is provided for the enforcement of the rules and regulation of the Ohio Environmental Protection Agency.

*Penalty Settlement*

Environmental Services $37,640

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.

*Victims of Crime*

Prosecutor $183,436

This grant provides advocacy/assistance for victims and witnesses of crimes by assisting victims through legal proceedings.

*Ohio Safe Commute*

Sheriff $50,000

This program is designed to reduce the state's traffic-related crashes, fatalities, and injuries in the area, specifically the I-71 corridor.

*P Coverdell Forensic Science Improvement Grant*

Coroner $44,497

This grant provides funding for improving the quality and timelines of forensic science and medical examiner services to eliminate backlogs in analysis of forensic evidence.

*DNA Capacity Enhancement Grant*

Coroner $60,000

This grant provides funding to improve laboratory infrastructure and analysis capacity for DNA samples.

**Total Federal Fiscal Year** **$9,734,111**

**Total All Grants** **$96,588,313**

# Capital Information and Capital Improvement Plans

This section includes information regarding the county's capital expenditures and the county and Metropolitan Sewer District (MSD) capital improvement plans.

**Capital Information/Outlays**
This section includes operating budget capital outlays, including capital maintenance projects. The majority of these projects are undertaken by the County Engineer and County Facilities.

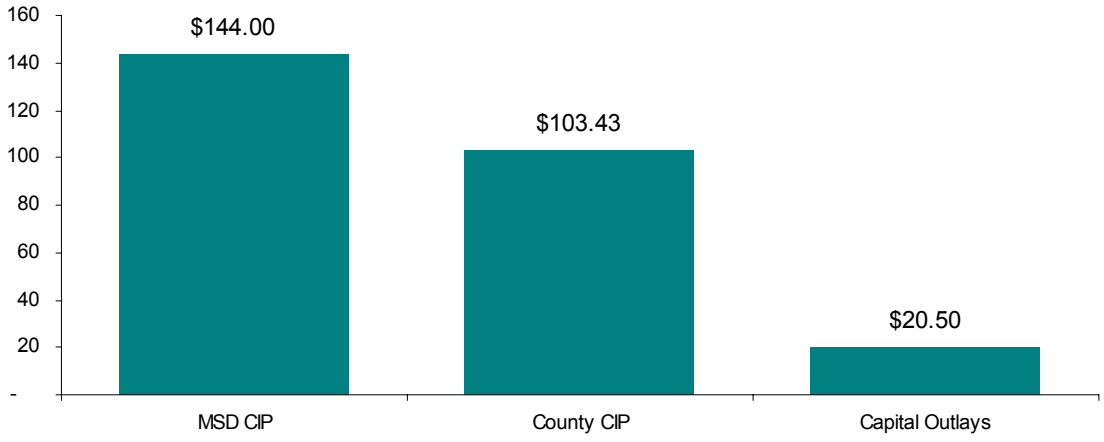
**Capital Improvement Plan (CIP)**
This section is an overview of the capital improvement plan for the county. It is developed by County Facilities staff and reviewed by budget and administration prior to adoption.

**Metropolitan Sewer District CIP**
This section is an overview of the capital improvement plan for the Metropolitan Sewer District (MSD). MSD is owned by the county but operated by the city of Cincinnati; its operating budget and capital plan are developed and adopted separate from the rest of the county operating budget. The CIP is developed by MSD staff and reviewed by the county's compliance coordinator prior to adoption.

The CIPs are adopted in tandem with the annual operating budgets, but projects are presented for formal appropriation at the time the work is to begin.

County CIP projects may be funded by cash (generally a transfer from the general fund), or debt financed. Specific funding sources for county projects are noted in the CIP. MSD projects are funded through ratepayer charges.

Hamilton County and Metropolitan Sewer District
2008 Capital Planning
*(in millions)*



# Capital Information

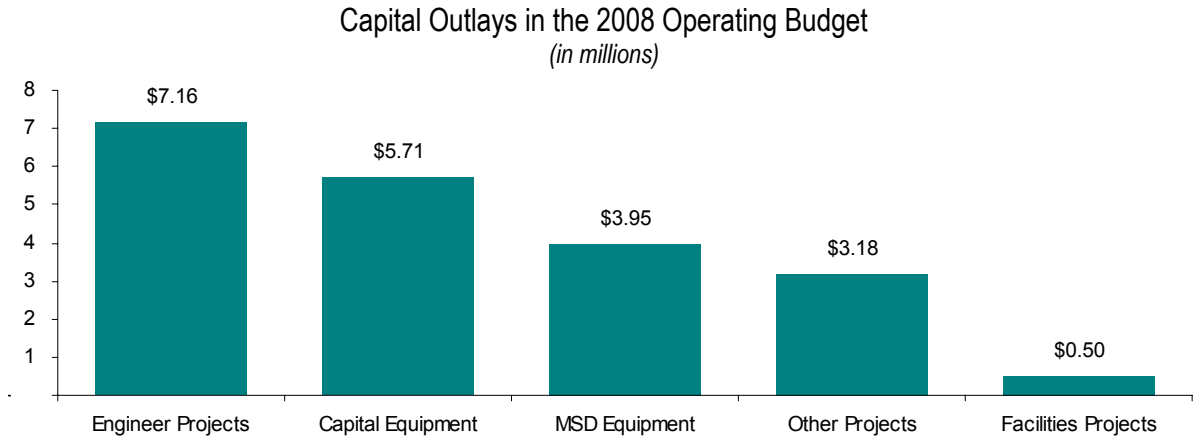
Included in the county operating budget are capital outlays defined as expenditures that result in the acquisition or addition of fixed assets. Generally, two criteria are used as the basis of classifying expenditures as fixed assets: the cost of the item and the asset life. Capital outlays should generally last at least one year and cost $5,000 or more. This definition is primarily for capitalizing fixed assets. For budget purposes, capital outlays may be less than $5,000 in cost but must have a useful life of at least one year. Also included in this section are projects being undertaken by County Facilities, the County Engineer, and various other departments within their operating budgets.

County Facilities projects are generally major maintenance items. For 2008, $39 million in projects were submitted for consideration and $500,000 were approved. Prior to approval, each project is reviewed by the budget office and County Facilities. The nature of the project and possible funding sources outside the general fund are investigated and operating impacts are discussed. County Facilities' projects are evaluated based on the following criteria in order of priority:

1. Building code related
2. Life safety/ADA
3. Business continuation
4. Energy savings
5. Service enhancement
6. Improved work environment

County Engineer projects involve design, construction, and maintenance on 522 bridges and over 500 miles of public right of way in Hamilton County. The Engineer's projects are primarily supported by state funding via the purchase of license plates and by gasoline taxes in the Engineer's restricted funds. These projects no general fund impact, are administered entirely by the Engineer's office, and are presented for approval to the Board of County Commissioners as they move forward.

Other departments may also move forward with small capital construction projects from time to time. These projects include annual maintenance and improvements to the county-owned football and baseball stadiums, as well as restricted fund-supported improvements under the auspices of independent elected officials.



# Capital Outlays in the 2008 Operating Budget

| | | |
|---|---|---|
| Data Processing Equipment | | $3,177,549 |
| Office Furniture and Equipment | | $516,941 |
| Vehicles and Equipment | | $1,095,687 |
| Other Equipment | | $916,880 |
| Metropolitan Sewer District Capital Equipment | | $3,950,680 |
| Vehicles and Equipment | $1,122,600 | |
| Office, Technical and Other Equipment | $2,828,080 | |
| Capital Maintenance Projects - County Facilities | | $500,000 |
| Auditor's Computer Room Renovation/Electric Supply System | $300,000 | |
| Unplanned Projects/Change Orders | $100,000 | |
| 2009 Project Estimating | $100,000 | |
| Capital Maintenance Projects - County Engineer | | $7,158,800 |
| Roads: (widening and rehab) Harrison Ave, Winton Rd Phase II, Hamilton Ave, Montgomery Rd Phase III, Galbraith Rd; (relocation and widening) North Bend Rd; (intersection improvements) Bridgetown Rd, Powner Rd, Taylor Rd, Rybolt Rd | $3,325,000 | |
| Bridges: Blome Road maintenance, Suspension Bridge road repair, Mosteller Road replacement, Eight Mile Road rehab | $2,000,000 | |
| Resurfacing | $100,000 | |
| Purchase of Land/Right-of-Way | $900,000 | |
| Engineering and Legal Fees | $833,800 | |
| Capital Maintenance Projects - Other | | $3,182,577 |
| Auditor’s Office | $252,700 | |
| Court of Common Pleas | $80,000 | |
| Probation | $47,342 | |
| Paul Brown Stadium | $2,502,535 | |
| Great American Ball Park | $300,000 | |
| | **Total** | **$20,499,114** |

# Capital Improvement Plan (CIP)

Criteria for Inclusion

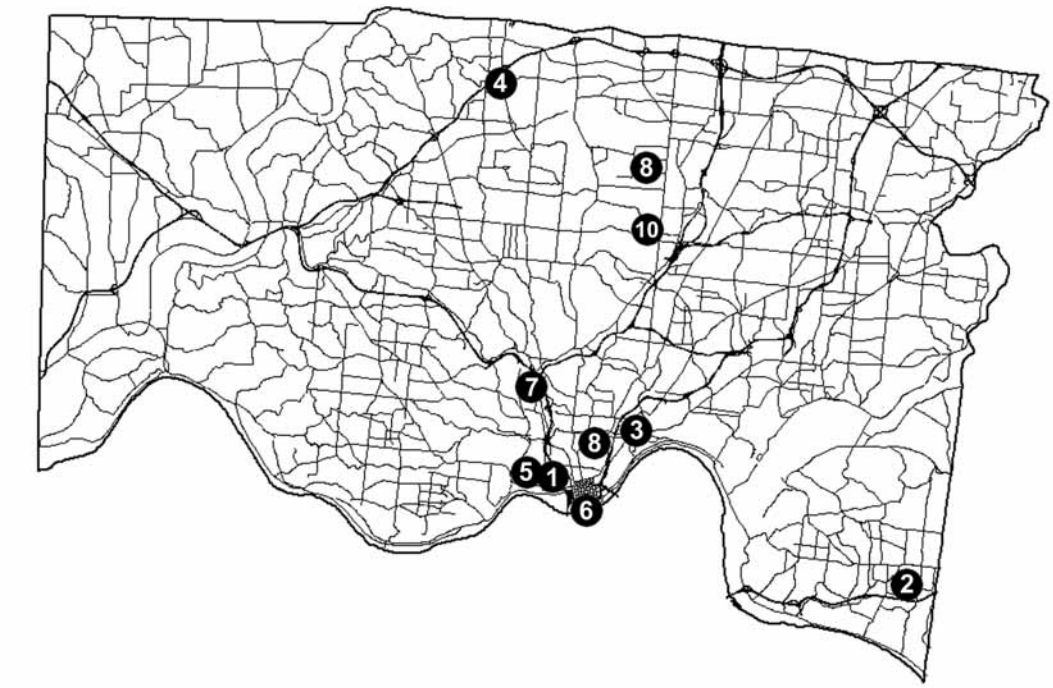
The criteria for inclusion in both the county general and the Metropolitan Sewer District (MSD) CIP are:

1. Construction of a new or expanded facility requiring a significant expenditure of funding;
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); and
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 based upon the following criteria system:

1. Whether the project is incorporated within another capital 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;
6. Health and safety issues;
7. Positive impact of the project to the area;
8. Existing condition of the facility;
9. Cost and benefit of the project including future decreased maintenance costs;
10. Regulatory compliance requirements; and
11. Prior commitments to past agreements and or decrees.

# Hamilton County
# Capital Improvement Plan
# 2008-2012




1. Museum Center Omni Max Theater
2. Eastdale Storm Sewer Improvement
3. MRDD Administrative Building Renovation
4. Communication Center HVAC Upgrade
5. Museum Center Phase 1
6. Parking Construction (The Banks)
7. Proposed County Jail
8. Proposed Juvenile Expansion
9. Communication Center Fire and EMS Alerting (countywide)
10. County Engineer Galbraith Road Facility Remodel
11. Outdoor Warning Siren Upgrade (countywide)
12. Board of Elections Space (location unknown)

# County Capital Improvement Plan
# 2008-2012

The county CIP presentation is for planning purposes only. As such, no funding is provided and no appropriations are requested at the time of adoption. Each project is brought to the Board of County Commissioners for appropriation before proceeding. County staff identify potential funding sources for each project included in the CIP. A recommendation for permanent funding for each project is presented as the board formally considers the project.

The general county CIP is presented in three project categories:

- **Approved Projects** are those previously approved by the board;
- **Recommended Projects** are recommended for consideration during 2008; and
- **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 on a potential project.

Costs have not yet been finalized for the recommended projects described in the CIP. 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 plan are already underway and funding is already provided for them in capital project accounts (which are not a part of the operating budget presentation).

## Approved Projects

| *Amounts in thousands* | Prior Years | 2008 Budget | Total Project Cost | Start Date | End Date |
|---|---|---|---|---|---|
| **Museum Center Omni Max Theater** | $1,000 | $0 | $1,000 | 07/06 | 12/08 |
| The project is for the capital repair and replacement of Omni Max Theater equipment, carpeting and lighting at the Cincinnati Museum Center at Union Terminal. | | | | | |
| **Funding Source:** Cincinnati Museum Center Levy | **Project Impact:** No impact to county operating costs. Project impacts are on Cincinnati Museum Center. | | | **Annual Impact Cost (Savings):** $0 | |

| | | | | | |
|---|---|---|---|---|---|
| **Eastdale Storm Sewer Improvement** | $63 | $0 | $63 | 02/06 | 04/08 |
| The project provides needed improvement of the storm sewer to modern standards and improved public safety. (The MSD capital plan addresses sanitary and combined sewer projects.) | | | | | |
| **Funding Source:** General fund cash | **Project Impact:** No impact to operating costs. | | | **Annual Impact Cost (Savings):** $0 | |

## Approved Projects (continued)

| *Amounts in thousands* | Prior Years | 2008 Budget | Total Project Cost | Start Date | End Date |
|---|---|---|---|---|---|
| **MRDD Administrative Building Renovations** | $7,799 | $0 | $7,799 | 06/06 | 10/07 |
| The project relocates MRDD offices from leased space to a newly purchased building centrally located to better facilitate the needs of clients. | | | | | |
| **Funding Source:** State of Ohio mass audit settlement | **Project Impact:** No impact to county operating costs. | | | **Annual Impact Cost (Savings):** $0 | |

| | | | | | |
|---|---|---|---|---|---|
| **Communications Center HVAC Upgrade** | $987 | $0 | $987 | 03/06 | 10/07 |
| This upgrade of the HVAC system improves cost efficiency in terms of operations and facilitates more reliable services in times of emergency. | | | | | |
| **Funding Source:** General fund advance/debt | **Project Impact:** No impact to operating costs. | | | **Annual Impact Cost (Savings):** $0 | |

| | | | | | |
|---|---|---|---|---|---|
| **Museum Center Phase 1** | $625 | $4,675 | $6,594 | 09/07 | 01/09 |
| Phase 1 renovation of the south rear wing of the Union Terminal will repair the leaking roof, replace windows, renovate ramps and provide masonry repair including renovations of historic interior areas which will enhance Cincinnati Museum Center (CMC) revenue generating potential. | | | | | |
| **Funding Source:** Museum Center levy and CMC funding | **Project Impact:** No impact to county operating costs. | | | **Annual Impact Cost (Savings):** $0 | |

## Recommended Projects

| | | | | | |
|---|---|---|---|---|---|
| **Parking Construction (The Banks)** | $0 | $82,000 | $82,000 | 2008 | Ongoing |
| This ongoing project includes construction of garages and associated streets and utilities within the area bordered by Second Street, Ted Berry Way, Main Street, and Walnut Street. | | | | | |
| **Funding Source:** Federal grants, City of Cincinnati grant match, developer contribution, City-County TIF financing. | **Project Impact:** Garage operations anticipated to be self-supporting. | | | **Annual Impact Cost (Savings):** $0 | |

## Recommended Projects (continued)

| *Amounts in thousands* | Prior Years | 2008 Budget | Total Project Cost | Start Date | End Date |
|---|---|---|---|---|---|
| **Proposed County Jail** | $865 | $15,002 | $222,169 | 06/05 | Ongoing |

The Board of County Commissioners presented a comprehensive safety plan on May 10, 2007 that included a 1,816-bed full service jail on a donated site in Camp Washington. On May 30, 2007, the commissioners approved a one-half percent sales tax for eight years which reduced to one-quarter percent for the last seven years of the 15-year term. The sales tax levy was challenged by a successful petition drive and defeated by a vote in the November 2007 general election. Project status is currently undetermined.

| **Funding Source:** General fund advance/sales tax | **Project Impact:** Operating costs of the new facility above those of the three existing facilities it would replace. | **Annual Impact Cost (Savings):** $13.7 million |
|---|---|---|

| **Proposed Juvenile Expansion** | $0 | $0 | $11,200 | 2011 | 2011 |
|---|---|---|---|---|---|

This new project will expand the county's juvenile facilities. The expansion will allow the county to house and treat more youth locally without separating their family and community ties. This project was part of the proposed safety plan for a new county jail. With the defeat of sales tax funding in November 2007, this project status is undetermined.

| **Funding Source:** Sales tax cash/debt | **Project Impact:** Operating costs of the new facility would be offset by increased reimbursements from the State of Ohio as the county would be housing more juvenile inmates locally. | **Annual Impact Cost (Savings):** $730,000 |
|---|---|---|

| **Fire and EMS Alerting (Countywide)** | $0 | $1,752 | $1,752 | 01/07 | TBD |
|---|---|---|---|---|---|

This project will replace an obsolete system that is no longer parts-supported and allow simultaneous alerting county-wide, eliminating the alerting bottleneck that occurs with the current single zone system.

| **Funding Source:** General fund advance/debt | **Project Impact:** Annual maintenance costs will be partially offset with the removal of the low-band transmitters from maintenance. | **Annual Impact Cost (Savings):** $25,000 |
|---|---|---|

## Potential Projects

| **All Potential Projects** | $0 | $0 | $19,650 | TBD | TBD |
|---|---|---|---|---|---|

This category includes proposed projects to remodel the County Engineer's Galbraith Road facility ($0.9M), to upgrade the outdoor warning siren system to cover the entire county and operate during power outages ($3.9M) and to relocate the County Board of Elections to a larger facility ($14.9M). These projects have been submitted for consideration, but little work or planning has been done, consequently no detail is provided.

| **Funding Source:** TBD | **Project Impact:** TBD | **Annual Impact Cost (Savings):** TBD |
|---|---|---|

# Metropolitan Sewer District
# 2008 Capital Improvement Program

The Metropolitan Sewer District (MSD) presents its capital projects in categories determined by the type of project: combined sewer overflows (CSOs), sanitary sewer overflows (SSOs), water-in-basements (WIBs), treatment, sewer, and long-range planning. All projects are rated and prioritized within the same system of criteria so that the point totals can be compared with projects of another type. There is often considerable interaction between the types of projects (i.e. a treatment project may assist in solving a sanitary sewer overflow problem).

Further, all MSD projects also fall into one of two categories: Wet Weather Improvement Plan (WWIP) projects and district-wide comprehensive asset management (AM) projects.

The WWIP was submitted in July 2006 in response to two consent decrees (the Interim Partial Consent Decree and the Global Consent Decree) and is currently under state and federal review. The stated goals of the plan are to:

- Eliminate water-in-basement occurrences caused by the sewer system,
- Eliminate all sanitary sewer overflows in a typical year,
- Reduce and control combined sewer overflows,
- Reduce sewage odors in rivers and streams,
- Reduce sewer debris in streams, and
- Help make streams safer and more pleasant after heavy rains.

The WWIP includes 309 projects within 34 townships and municipalities. Work is expected to span from 2007 to 2030 with a total estimated cost of $1.99 billion, in 2006 dollars. Those projects planned to be implemented in the next five years are included in the 2008 capital improvement program.

District-wide comprehensive asset management (AM) projects entail regular maintenance on the aging sewer system to maintain adequate conveyance and treatment flows.

The 2008 CIP entails a total budget of $144 million. WWIP projects make up $85.2 million and asset management projects comprise $58.8 million. On the following pages projects are summarized by type. Project budgets are included for the anticipated 2008 work (broken out by project category) and the total cost upon full implementation. The projects for the 2008 CIP are identified for planning, design, easement or construction in the calendar year 2008.

| *Amounts in thousands* | 2008 Budget | WWIP Costs | AM Costs | Total Estimated Project Costs |
|---|---|---|---|---|
| **2008 Combined Sewer Overflow Projects (14)** | $18,611 | $18,611 | -- | $182,654 |

Combined Sewer Overflow (CSO) projects involve systems that serve as both the sanitary and storm sewers in some of the older communities served by MSD. In a combined sewer system the primary cause of limited capacity is associated with the magnitude of the storm water flow component entering the system through street inlets, grated lids, yard drains, roof drains, and other flow sources. The 2008 CIP has projects to eliminate or reduce combined sewer overflows by separating the combined sewers to reduce the overall volume of flow that occurs during a typical rain event. 2008 projects relocate two existing Muddy Creek pump stations and install 4,200 feet of sewer in Walnut Hills and the East End neighborhoods of Cincinnati. Other projects include five in the Salyer Park neighborhood, three in Westwood, two in Linwood, and one in Green Township.

| **Project Impact:** Reduce maintenance costs along Muddy Creek by reducing pump stations. Address U.S. Environmental Protection Agency combined sewer capacity issues. Reduce the volume of overflow into the Ohio River. | **Annual Impact Cost (Savings):** |
|---|---|
| | Unknown |

| | | | | |
|---|---|---|---|---|
| **2008 Sanitary Sewer Overflow Projects (5)** | $15,915 | $14,976 | $939 | $155,114 |

Sanitary Sewer Overflow (SSO) projects address wet weather overflows and capacity limitations in the sanitary-only system. 2008 projects include planning, modeling and preliminary design for storage and conveyance tunnel from the Muddy Creek drainage basin in Delhi Township and Salyer Park. Other projects include one each in North College Hill, Deer Park, Sycamore Township, and Mt. Healthy.

| **Project Impact:** Handle wet weather flow to prevent overflow into Muddy Creek and associated tributaries. Increase sanitary sewer capacity and protect downstream sewers. | **Annual Impact Cost (Savings):** |
|---|---|
| | Unknown |

| | | | | |
|---|---|---|---|---|
| **2008 Treatment Projects (15)** | $38,877 | $25,393 | $13,484 | $90,963 |

Treatment projects generally cover enhancements to treatment plants. Repair or construction of MSD administrative and repair/maintenance facilities are also included in this category. 2008 projects undertake the rehabilitation of grit removal processes and replacement of 60,000 diffusers at the Mill Creek Wastewater Treatment Plant, installation of a system for monitoring and control of a variety of wastewater treatment processes, and conversion of 15 air lift stations to submersible pump stations. Other projects include additional improvements at Mill Creek, as well as Little Miami, Muddy Creek, and Indian Creek treatment plants, and roofing and pavement repairs at various plants.

| **Project Impact:** Increase efficiencies at various treatment plants. Upgrade HVAC systems. Correct performance degradations. Improve utilization of maintenance resources and improve plant reliability. Increase plant capacities. Comply with MSD long-term control plan goals. | **Annual Impact Cost (Savings):** |
|---|---|
| | ($360) |

| *Amounts in thousands* | 2008 Budget | WWIP Costs | AM Costs | Total Estimated Project Costs |
|---|---|---|---|---|
| **2008 Sewer Projects (44)** | $32,832 | $14,910 | $17,922 | $105,098 |

Sewer projects entail the replacement and rehabilitation of deteriorated sewers and address pump stations located out of the wastewater collection system. Emergency sewer repairs and trenchless technology repairs to the system account for $12.5 million. These projects attempt to bring a balance between ongoing maintenance of the system and correction of problems such as SSOs. As the system ages, maintenance activities must be maintained or increased to prevent additional SSOs. Through MSD's television inspection of sewers, it has identified 18 severely deteriorated sewers requiring prompt attention. MSD plans to eliminate or upgrade seven pump stations that are cost effective solutions to address maintenance, odor, safety and overflow concerns.

| **Project Impact:** Up-sizes existing sewers in heavily surcharged areas. Increases storage capacity to relieve heavy surcharging. Eliminates flooding. Addresses high maintenance issues at existing pump stations. Addresses odor and safety issues at pump stations. Replaces deteriorated sewer lines. | **Annual Impact Cost (Savings):** |
|---|---|
| | ($100) |

| **2008 Long Range Planning Projects (14)** | $37,786 | $26,448 | $11,338 | $111,483 |
|---|---|---|---|---|

Long Range Planning projects are those that allow growth and redevelopment throughout Hamilton County and fulfill a board commitment, as well as those projects that generally do not fit the other categories. 2008 projects extend sewer service to existing homes with home sewage treatment systems, continue consent decree program management, provide planning resources for 2009 capital projects, and construct 21,000 feet of sanitary sewer in the Dry Run area and 11,880 feet in Newtown. Other projects monitor and model flow for compliance, upgrade IT infrastructure, assess CIP customer service plans, evaluate economic impact, and forecast MSD capital staffing needs.

| **Project Impact:** Increase revenues from new sewer customers. Reduce maintenance costs by reducing pump stations. | **Annual Impact Cost (Savings):** |
|---|---|
| | Unknown |

## Metropolitan Sewer District
## Five-Year Capital Improvement Program

Projects shown for 2009-2012 are for preliminary planning purposes.

| *Amounts in thousands* | 2008 | 2009 | 2010 | 2011 | 2012 |
|---|---|---|---|---|---|
| Combined Sewer Overflow Projects | $18,611 | $53,688 | $24,861 | $9,712 | $9,554 |
| Sanitary Sewer Overflow Projects | $15,915 | $1,877 | $5,750 | $136,389 | $2,734 |
| Water in Basement Projects | -- | $1,727 | $1,788 | $1,850 | $1,915 |
| Treatment Projects | $38,877 | $88,677 | $13,542 | $1,193 | $230 |
| Sewer Projects | $32,832 | $16,842 | $37,696 | $42,824 | $70,227 |
| Long Range Planning Projects | $37,786 | $49,935 | $14,863 | $15,649 | $15,431 |
| **Total Planned MSD Projects** | **$144,020** | **$212,746** | **$98,499** | **$207,617** | **$100,092** |

## Hamilton County Firsts

1935: The first professional night baseball game is played under lights.
President Roosevelt presses the button to illuminate Crosley Field.

# Debt Service

The Office of Budget and Strategic Initiatives 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 presentation 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 2008 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 |
| Sales Tax – Riverfront (2006) [2] | A2 | | A+ | AMBAC |
| Riverfront Parking Revenue (2001) [3] | Aaa | | | |

**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 JPMorgan Chase Bank, the letter of credit bank.

# Debt Service

2008 Budget Summary by Department

**Revenues** *(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Debt Service | 56,268 | 44,497 | 19,784 | 30,803 |
| **Total** | **$56,268** | **$44,497** | **$19,784** | **$30,803** |

**Expenditures** *(in thousands)*

| Department | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| Debt Service | 63,982 | 54,782 | 28,850 | 39,988 |
| **Total** | **$63,982** | **$54,782** | **$28,850** | **$39,988** |

*The debt service budget on this page does not match the principal and interest payments by fund in Debt Table B as the debt service budget does not include debt service on county enterprise funds (Fund 946) for stadium and parking facilities, and it does include include the issuance cost of new debt. Also the all-funds debt budget counts both the general fund subsidy to debt service and the debt payments supported by the subsidy.*

# Debt and Other Long-Term Obligations

This section 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 policy 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.

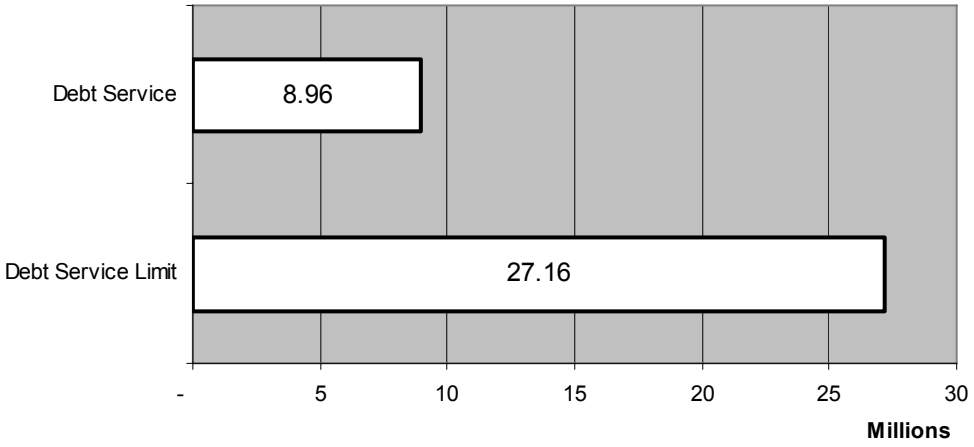
2. The economic benefits of purchase vs. lease purchase vs. straight lease will be reviewed at the time of acquisition for routine purchases. These installments, if used, will not exceed five years in duration.

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.

General Fund Debt Service Limit, 2008

*(Unvoted General Obligation Debt, per County Debt Policy, adopted 2/95)*



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 budget director 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 budget director, be funded through short term notes during construction to be followed by longer term bonding when the project is completed. The County Administrator and budget director 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 budget director, 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 budget director and the affected department based on specific criteria and recommended to the Board for approval.

15. Investment of capital funds (except those of the Metropolitan Sewer District) 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**

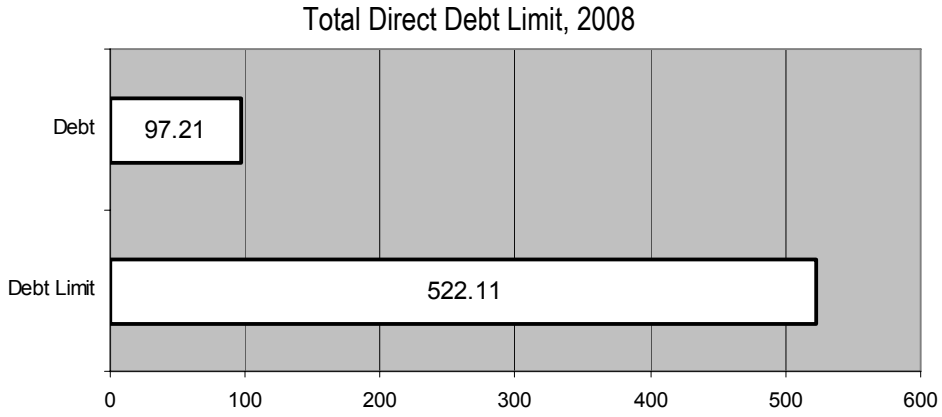
The Ohio Revised Code provides that the aggregate principal amount of unvoted "net indebtedness" of a county may not exceed one percent of the total value of all property in such county as listed and assessed for taxation, and that the aggregate principal amount of voted and unvoted "net indebtedness" of such county may not exceed a sum equal to three percent of the first $100 million of the assessed valuation, plus one and one-half percent of such valuation in excess of $100 million and not in excess of $300 million, plus two and one-half percent of such valuation in excess of $300 million.

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).)

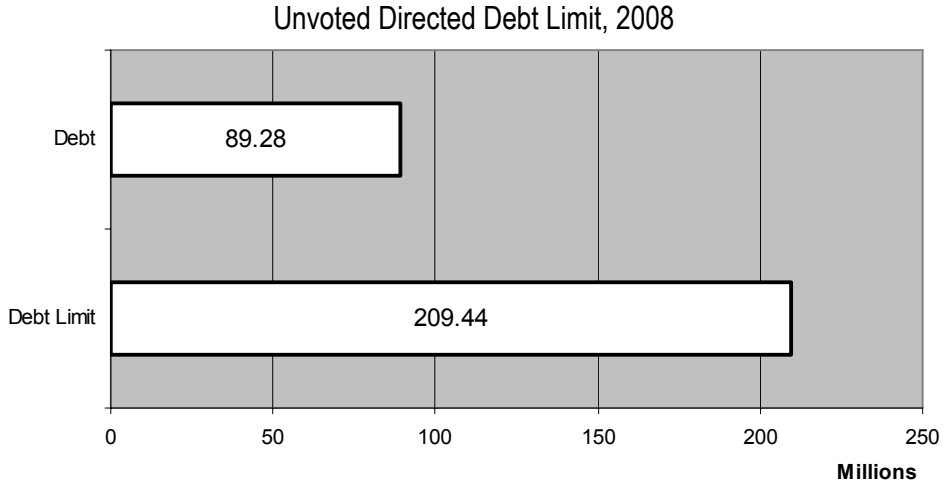
Other infrequently-issued types of obligations are also excluded from the calculation of net indebtedness; the county has no such obligations outstanding. Notes issued in anticipation of bonds excluded from the calculation of net indebtedness are also excluded from such calculation. In calculating net 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.

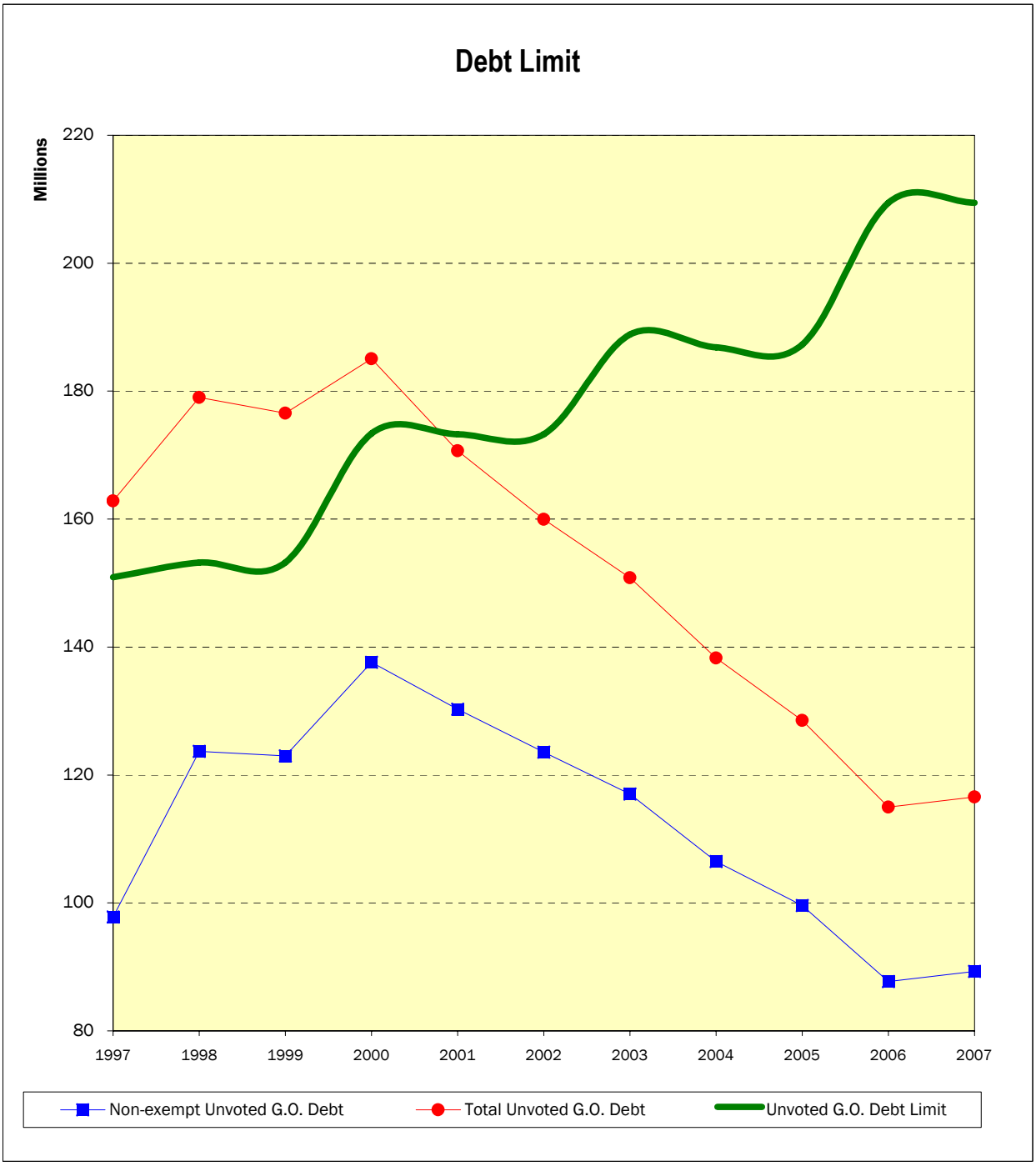
The County Auditor, in the financial statement prepared July 24, 2007 for a county official statement, calculated the amount of the outstanding obligations of the county which are subject to the total direct debt limit (3%, 1½%, 2½% limit) and the unvoted direct debt limit (1% limit). The total principal amount of voted and unvoted general obligation debt that could be issued by the county subject to the total direct debt limitation is $522 million, and the county's net debt subject to such limitation presently outstanding is $97.2 million leaving a balance of approximately $424.9 million 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 A.




The total unvoted county general obligation debt that could be issued subject to the one percent unvoted direct debt limitation is $209.4 million. The net county debt subject to such limitation presently outstanding is $89.3 million, leaving a balance of approximately $120.2 million 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 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.




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 (in bold) is set by the Ohio Revised Code (ORC) at 1% of the county's assessed property valuation. Non-exempt unvoted G.O. debt (with square markers) is the total debt subject to the ORC debt limit. The total unvoted G.O. debt (with round markers) is the total debt issued by the county. It may exceed the assessed valuation limit if the debt is exempt, due to either a statutory exemption (ORC 133.07) or because the debt is self supporting. Current exempt debt projects include water and sewer lines, the acquisition and renovation of the Job and Family Services building, and the youth detention center.

**Indirect Debt Limitations**
Pursuant to Ohio law, a maximum tax levy of ten mills per dollar of assessed valuation (tax list) may 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 subdivision 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.

**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.

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 A

Principle Amount of Debt Outstanding, December 31, 2007

## Voted General Obligation Bonds

| Date of Issue | Purpose | Original Amount of Issue | Interest Rate | Coupon Maturity | Final Bond | Amount Outstanding |
|---|---|---|---|---|---|---|
| 10/30/01 | Museum Center | $19,545,000 | 3.25-4.00 | J1-D1 | 12/09 | $5,380,000 |

## Unvoted General Obligation Bonds

| Date of Issue | Purpose | Original Amount of Issue | Interest Rate | Coupon Maturity | Final Bond | Amount Outstanding |
|---|---|---|---|---|---|---|
| 03/26/97 | Various Purpose Ser 1997 | 9,055,000 | 5.40-5.50 | J1-D1 | 12/17 | 0* |
| 07/01/97 | Building Imp. Ser 1997B | 24,850,000 | 5.15-5.25 | J1-D1 | 12/17 | 0* |
| 03/01/98 | Court House Imp. | 16,045,000 | 4.90 | J1-D1 | 12/18 | 750,000♣ |
| 07/15/98 | Building Imp. | 12,495,000 | 4.80-5.00 | J1-D1 | 12/18 | 585,000♣ |
| 12/15/98 | Parking Facility | 10,090,000 | 4.25-5.00 | J1-D1 | 12/24 | 985,000♣ |
| 11/01/01 | Various Purpose Ref. | 12,165,000 | 4.00-5.00 | J1-D1 | 12/21 | 6,315,000 |
| 09/01/04 | Various Purpose Ref. | 42,130,000 | 2.50-4.00 | J1-D1 | 12/15 | 27,400,000 |
| 03/15/05 | Refunding 2005 | 28,715,000 | 3.00-5.00 | J1-D1 | 12/17 | 24,805,000 |
| 08/15/06 | Emer. Mgmt. & Op. Ctr. 2006 | 725,000 | 4.00-5.00 | J1-D1 | 12/25 | 700,000 |
| 11/01/06 | Emergency Services | 19,520,000 | 3.50-4.00 | J1-D1 | 12/21 | 18,515,000 |
| 12/01/06 | Various Purpose Refunding | 25,465,000 | 4.00-4.15 | J1-D1 | 12/24 | 25,260,000 |
| 04/15/07 | Communication Center | 1,025,000 | 3.75-4.00 | J1-D1 | 12/16 | 940,,000 |
| | TOTAL | $202,280,000 | | | | $106,255,000 |

* Defeased with the proceeds of the G.O. Various Purpose Refunding Bonds issued on 3/15/05.

♣ A portion of these bonds were refunded with the proceeds of the 2007 Various Purpose Refunding Bonds issued 01/04/07 (the call date for the refunded portion of the 1998 Courthouse and Building Improvement Bonds is 12/1/07 and the call date for the refunded portion of the 1998 Parking Facilities Bonds is 12/1/08)

## Sewer Revenue Bonds 133.08

| Date of Issue | Purpose | Original Amount of Issue | Interest Rate | Coupon Maturity | Final Bond | Amount Outstanding |
|---|---|---|---|---|---|---|
| 04/15/93* | Sewer System | $171,790,000 | 5.30-5.45 | J1-D1 | 12/09+ | $23,855,000 |
| 10/01/97♣♦ | Sewer System | 105,245,000 | 4.50-5.50 | J1-D1 | 12/17• | 11,595,000 |
| 06/01/00♣♦ | Sewer System | 40,085,000 | 4.95-5.25 | J1-D1 | 12/25± | 6,345,000 |
| 11/01/01♦ | SS Refunding | 76,000,000 | 3.20-5.25 | J1-D1 | 12/26♥ | 28,610,000 |
| 07/09/03 | Sewer System (Series A) | 160,065,000 | 1.80-5.25 | J1-D1 | 12/28 | 154,505,000 |
| 09/04/03 | Sewer System (Series B) | 55,510,000 | 5.00 | J1-D1 | 12/13 | 51,670,000 |
| 09/01/04 | SS Refunding (Series A) | 46,385,000 | 2.15-5.00 | J1-D1 | 12/17 | 41,875,000 |
| 03/01/05 | Sewer System | 86,960,000 | 2.65-5.00 | J1-D1 | 12/25 | 86,525,000 |
| 11/01/05 | Sewer System | 83,600,000 | 3.13-5.00 | J1-D1 | 12/25 | 79,975,000 |
| 11/01/06 | Sewer System | 83,045,000 | 4.00-5.00 | J1-D1 | 12/31 | 81,335,000 |
| 12/01/07 | Sewer System | 72,385,000 | 3.50-4.50 | J1-D1 | 12/32 | 72,385,000 |
| | TOTAL | $981,070,000 | | | | $638,675,000 |

* 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 and the 2017 term bond have been advance refunded by the 2004 and 2005 Bonds.

± Maturities beginning with 2013 through (and including) 2020 and the 2025 term bond have been advance refunded by the 2004 and 2005 Bonds.

♥ Maturities beginning with 2014 through (and including) 2021 have been advance refunded by the 2005 Bonds.

## Special Assessment Bonds

| Date of Issue | Purpose | Original Amount of Issue | Interest Rate | Coupon Maturity | Final Bond | Amount Outstanding |
|---|---|---|---|---|---|---|
| 08/01/88 | Sewer District | $415,900 | 7.25 | J1-D1 | 12/08 | $25,000 |
| 08/01/90 | Sewer District | 410,000 | 6.90 | J1-D1 | 12/10 | 100,000 |
| 08/01/93 | Sewer District | 600,000 | 5.00-5.20 | J1-D1 | 12/13 | 245,000 |
| 09/01/94 | Sewer District | 175,000 | 5.75 | J1-D1 | 12/14 | 65,000 |
| 09/01/95 | Sewer District | 210,000 | 5.57 | J1-D1 | 12/15 | 115,000 |
| 09/01/96 | Sewer District | 445,000 | 5.60-5.625 | J1-D1 | 12/16 | 255,000 |
| 08/01/97 | Sewer District | 340,000 | 5.25-5.30 | J1-D1 | 12/17 | 215,000 |
| 09/01/98 | Sewer District | 705,000 | 4.75 | J1-D1 | 12/17 | 465,000 |
| 09/01/99 | Sewer District | 170,000 | 5.5 | J1-D1 | 12/18 | 130,000 |
| 10/01/00 | Sewer District | 545,000 | 5.40-5.55 | J1-D1 | 12/20 | 410,000 |
| 08/15/01 | Sewer District | 150,000 | 4.25-5.10 | J1-D1 | 12/21 | 120,000 |
| 08/15/02 | Sewer District | 295,000 | 3.5-5.05 | J1-D1 | 12/22 | 250,000 |
| 09/01/03 | Sewer District | 460,000 | 2.60-5.75 | J1-D1 | 12/23 | 395,000 |
| 09/01/04 | Sewer District | 625,000 | 2.40-4.90 | J1-D1 | 12/24 | 550,000 |
| 09/01/05 | Sewer District | 110,000 | 4.38-4.40 | J1-D1 | 12/25 | 100,000 |
| 08/01/06 | Sewer District | 76,000 | 4.65-4.75 | J1-D1 | 12/26 | 72,000 |
| | TOTAL | $5,731,900 | | | | $3,512,000 |

## Other Revenue Bonds

| Date of Issue | Purpose | Original Amount of Issue | Interest Rate | Coupon Maturity | Final Bond | Amount Outstanding |
|---|---|---|---|---|---|---|
| 12/12/01 | Parking System | $24,500,000 | Variable | Monthly | 12/26 | 21,785,000 |

## Sales Tax Bonds

| Date of Issue | Purpose | Original Amount of Issue | Interest Rate | Coupon Maturity | Final Bond | Amount Outstanding |
|---|---|---|---|---|---|---|
| 01/01/98 | Football Project | $ 71,610,000*+ | 4.20-4.75 | J1-D1 | 12/27 | $19,675,000 |
| 05/15/98 | Football Project | 272,855,000*++ | 4.20-5.50 | J1-D1 | 12/27 | 0 |
| 11/01/00 | Baseball Project | 349,992,512+ | 4.60-5.85 | J1-D1 | 12/32 | 112,312,513 |
| 12/12/06 | Refunding Bonds | 452,270,000 | 4.00-5.00 | J1-D1 | 12/32 | 449,725,000 |
| | TOTAL | $1,146,727,512 | | | | $581,712,513 |

* A portion of these bonds was refunded with a portion of the Series 2000B Bonds

\+ A portion of these bonds was refunded with the sale of the County's $452,270,000 Sales Tax Refunding Bonds, Subordinate Series 2006A, dated December 12, 2006 (the 1998A Bonds to be called on 12/01/07 and the 1998B Bonds to be called on 06/01/08).

++ These bonds have been defeased with the proceeds of the County's $452,270,000 Sales Tax Refunding Bonds, Subordinate Series 2006A, dated December 12, 2006 (the 2000B Bonds to be called on 12/01/2010).

## Ohio Water Development Authority*+

| Date of Issue | Purpose | Original Amount of Issue | Interest Rate | Coupon Maturity | Final Bond | Amount Outstanding |
|---|---|---|---|---|---|---|
| Various | Sewer Imp. | $41,830,000 | 2.00-7.149 | D1 | 12/13 | $801,711 |

* 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.

\+ Amounts outstanding calculated as of December 31, 2006

## 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 | $ 23,168 |
| 07/01/94 | Sewer Improvement | 1,891,000 | 3.00 | J1-D1 | 12/14 | 661,819 |
| 07/01/95 | Sewer Improvement | 1,500,000 | 3.00 | J1-D1 | 06/18 | 567,758 |
| 07/01/96 | Sewer Improvement | 1,500,000 | 0.00 | J1-D1 | 12/17 | 739,056 |
| 09/01/96 | Sewer Improvement | 903,275 | 0.00 | J1-D1 | 12/17 | 426,820 |
| 07/11/97 | Sewer Improvement | 1,500,000 | 3.00 | J1-D1 | 06/19 | 810,356 |
| 07/01/04 | Sewer Improvement | 453,634 | 3.00 | J1-D1 | 07/24 | 401,561 |
| | | $7,973,756 | | | | $3,630,538 |

* Amounts outstanding calculated as of December 31, 2006

## 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 | $ 406,802 |
| 10/28/93 | Sewer Improvement | 3,727,126 | 3.54 | J1-D1 | 06/14 | 844,052 |
| 10/27/94 | Sewer Improvement | 1,230,697 | 4.56 | J1-D1 | 01/16 | 564,242 |
| 01/26/95 | Sewer Improvement | 496,265 | 4.56 | J1-D1 | 12/16 | 222,377 |
| 07/27/95 | Sewer Improvement | 268,725 | 4.35 | J1-D1 | 12/16 | 139,911 |
| 09/28/95 | Sewer Improvement | 639,534 | 4.18 | J1-D1 | 06/15 | 115,164 |
| 09/28/95 | Sewer Improvement | 678,900 | 4.35 | J1-D1 | 12/16 | 352,503 |
| 05/30/96 | Sewer Improvement | 4,763,510 | 4.04 | J1-D1 | 12/17 | 2,689,992 |
| 10/31/96 | Sewer Improvement | 549,202 | 4.12 | J1-D1 | 12/16 | 313,879 |
| 01/27/00 | Sewer Improvement | 4,223,034 | 4.66 | J1-D1 | 12/20 | 3,354,599 |
| 07/31/03 | Sewer Improvement | 2,094,880* | 3.50 | J1-D1 | 12/25 | 1,726,832 |
| 07/31/03 | Sewer Improvement | 7,948,736* | 3.50 | J1-D1 | 12/26 | 7,005,875 |
| 03/25/04 | Sewer Improvement | 5,247,900* | 3.41 | J1-D1 | 12/24 | 4,262,926 |
| 12/16/04 | Sewer Improvement | 2,161,103 | 3.35 | J1-D1 | 12/25 | 1,933,296 |
| | | $32,868,352 | | | | $23,932,450 |

* 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.

\+ Amounts outstanding calculated as of December 31, 2006

# Debt Table B

2008 Principal and Interest Payments by Fund

| Fund | Subfund | | Principal | Interest | Total |
|---|---|---|---|---|---|
| 900 | 1 | General Obligation Voted | $2,640,000 | $208,600 | $2,848,600 |
| 900 | 2 | General Obligation Non-Voted | 9,640,000 | 3,979,424 | 13,619,424 |
| 900 | 3 | Special Assessment | 314,000 | 216,815 | 530,815 |
| 921 | 9 | Special Assessment Note Fund | 1,500,000 | 75,000 | 1,575,000 |
| 946 | 3 | Paul Brown Stadium Operations | 2,955,785 | 17,521,294 | 20,477,079 |
| 946 | 5 | Baseball Stadium Operations | 7,019,212 | 9,002,218 | 16,021,430 |
| 946 | 8 | Main Street Parking Garage Operations | 345,000 | 329,665 | 674,665 |
| 946 | 13 | Parking Revenue Fund | 610,000 | 1,119,750 | 1,729,750 |
| TOTAL | | | $25,023,997 | $32,452,766 | $57,476,763 |

NOTE: The debt service appropriations in the operating budget include payments for bank service fees.

# Debt Service

## DEPARTMENT OVERVIEW:

This department is responsible for issuing the debt for the county, meeting the county's continuing disclosure requirements, coordinating conduit debt issues and preparing the debt service budget.

## BUDGET OVERVIEW:

The budget contains funding for a debt issuance and debt service for the Communication Center HVAC system and for a voice-tone alerting system. It anticipates a debt issuance for the Coroner's settlement, but *does not contain* funding for the debt service on the issue.

## BUDGET SUMMARY:

| **Budget by Program** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| General Obligation Voted | $ 2,888,906 | $ 2,881,850 | $ 2,886,224 | $ 2,879,600 | $ 2,879,600 | -0.1% |
| General Obligation Unvoted | 40,305,369 | 48,744,565 | 49,649,669 | 22,349,727 | 22,662,128 | -53.5% |
| Capital Improvements | 20,240,341 | 2,710,000 | 1,025,000 | - | 10,825,000 | 299.4% |
| Special Assessment | 547,100 | 3,560,108 | 1,221,487 | 3,620,815 | 3,620,815 | 1.7% |
| Total | $ 63,981,716 | $ 57,896,523 | $ 54,782,381 | $ 28,850,142 | $ 39,987,543 | -30.9% |

| **Revenue by Source** | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Request | 2008 Budget | Change from 2007 Budget |
|---|---|---|---|---|---|---|
| Property Taxes | $ 3,178,696 | $ 2,870,960 | $ 2,933,798 | $ 2,931,876 | $ 2,931,876 | 2.1% |
| Charges for Services | 3,923,558 | 3,923,558 | 3,890,237 | 3,890,237 | 3,890,237 | -0.8% |
| Investments | 64,238 | - | 165,489 | - | - | n/a |
| Other Intergovernmental | 250,103 | 208,845 | 234,048 | 207,914 | 207,914 | -0.4% |
| Miscellaneous | 309,366 | - | 30,025 | - | - | n/a |
| Other Financing | 20,380,568 | 34,795,000 | 27,409,613 | 3,085,000 | 13,910,000 | -60.0% |
| Transfers In | 28,161,953 | 8,071,137 | 9,834,228 | 9,668,988 | 9,862,688 | 22.2% |
| Total | $ 56,268,482 | $ 49,869,499 | $ 44,497,437 | $ 19,784,016 | $ 30,802,716 | -38.2% |

*There are no employee positions associated with this department.*

## PROGRAM SUMMARIES:

**Program:** General Obligation - Unvoted – 5102
**Mandated By:** Article 12 Section 2 Ohio Constitution
**Funding Source:** Debt Service, General Fund

| **Program Description:** | **Accomplishments:** |
|---|---|
| Retirement of principal and interest on general obligation bonds as approved by the Board of County Commissioners | Principal and interest payments made on a timely basis. SEC Rule 15c2-12 continuing disclosure requirements met on a timely basis. 2007 issues include issuance of $1.025M for Communication Center emergency equipment. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To retire principal and interest on scheduled dates. | | | | |
| **Demand:** Current principal obligation outstanding (1/1/2008). | $104.2M | $118.0M | $107.8M | $117.6M |
| **Workload:** Bond principal to be serviced in budget | $104.2M | $118.0M | $107.8M | $117.6M |
| **Efficiency:** Amount of debt service payments for budget | $32.9M | $14.5M | $13.5M | $13.7M |
| **Effect./Outcome:** To service debt on a timely basis meeting legal requirements | 100% | 100% | 100% | 100% |

**Departmental Comments:**
This program includes the general fund subsidy.

**Program:** General Obligation - Voted - 5101
**Mandated By:** Article 12, Section 2 Ohio Constitution
**Funding Source:** Debt Service

| **Program Description:** | **Accomplishments:** |
|---|---|
| Retirement of principal and interest on Museum Center bonds for building maintenance as approved by the electorate at the May 1986 primary/special election. | Principal and interest payments made on a timely basis. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To retire principal and interest on scheduled dates with tax revenue. | | | | |
| **Demand:** Current principal obligation outstanding (1/1/2008) | $10.4M | $7.8M | $5.3M | $5.3M |
| **Workload:** Principal to be serviced in current yr. | $10.4M | $7.8M | $5.3M | $5.3M |
| **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% |

**Departmental Comments:**
The project is complete. Debt is to be retired on December 1, 2009

**Program:** Special Assessment - 5104
**Mandated By:** Article 12 Section 2 Ohio Constitution
**Funding Source:** Capital Project Note/Bond, Debt Service

| **Program Description:** | **Accomplishments:** |
|---|---|
| Retirement of principal and interest on special assessment debt. | Principal and interest payments made on a timely basis. Issued $750,000 bonds for sewer special assessment projects in 2007. |

| | 2006 Actual | 2007 Estimate | 2008 Request | 2008 Budget |
|---|---|---|---|---|
| **Objective:** To retire principal and interest on scheduled dates with special assessment tax collections. | | | | |
| **Demand:** Current principal obligation outstanding(1/1/2008) | $4.0M | $3.8M | $4.3M | $4.3M |
| **Workload:** Principal to be serviced in current year | $4.0M | $3.8M | $4.3M | $4.3M |
| **Efficiency:** Amount of debt service payments for budget | $0.5M | $0.5M | $0.5M | $0.5M |
| **Effect./Outcome:** To service debt on a timely basis meeting legal requirements | 100% | 100% | 100% | 100% |

**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 the Metropolitan Sewer District. Debt service on the bonds will be paid through the collection of special assessments on the property tax bills.

## Hometown Heroes

William Procter (1801-1884) and James Gamble (1803-1891) started P&G in 1837. Their first product was Ivory Soap.

# Glossary

**2020:** Nickname for the Juvenile Detention Center located at 2020 Auburn Avenue

**A&D:** The Alms and Doepke building that houses a portion of the Job and Family Services department.

**ADA:** American Disabilities Act

**ADAPT:** Alcohol and Drug Addiction Partnership Treatment Program

**ADAS:** Alcohol and Drug Addiction Services

**Adopted Budget:** This refers to the budget as originally approved by the Board of County Commissioners at the beginning of the year. It also includes the budget document which consolidates all beginning-of-the-year operating and new capital project appropriations.

**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:** This is 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.

**ATPS:** Automated Title Processing System

**BMP:** Best Management Practices

**BMV:** Bureau of Motor Vehicles

**BOCC:** Board of County Commissioners

**BOMA:** Building Owners and Managers Association (County Facilities)

**Bond:** A written promise to pay a specific sum of money, called the face value or principal amount, at 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 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 (ORC 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.

**BZA:** Board of Zoning Appeals

**CAD:** Computer-Aided Dispatch or Computer-Aided Design

**CAFR:** Comprehensive Annual Financial Report

**CAGIS:** Cincinnati Area Geographic Information System

**Capital Improvement Plan/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.

**CDBG:** Community Development Block Grant

**CDR:** Court of Domestic Relations

**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).

**CIP:** see Capital Improvement Plan

**CITCO:** City-County information technology support section of the Regional Computer Center

**CLEAR:** (Countywide Law Enforcement Applied Regionally) An organization comprised of law enforcement agencies throughout Hamilton County that benefit from the tax levy that provides for a regional law enforcement computerized information system.

**CMS:** Court Management System

**COA:** Council on Aging of Southwest Ohio

**COMPASS:** Comprehensive Master Plan and Strategies for Hamilton County

**COPSMART:** Community Oriented Policing Strengthened through Management and Report Technology

**CPD:** County Personnel Department

**CSEA:** Child Support Enforcement (Agency)

**CSO:** Combined Sewer Overflow

**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.

**DVA:** Department of Veterans Affairs

**EAP:** Employee Assistance Program

**EEOC:** Equal Employment Opportunity (Commission)

**EMA:** Emergency Management Agency

**EMS:** Emergency Medical Service

**EOC:** Emergency Operations Center

**EOP:** Emergency Operations Plan

**EPA:** Environmental Protection Agency

**Effectiveness Indicators:** Measurements of the impact and quality of a service; whether it achieves its purpose.

**Encumbrance:** 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.

**FCFC:** Family and Children First Council

**FEMA:** Federal Emergency Management Agency

**FMLA:** Family Medical Leave Act

**FTE:** see Full Time Equivalent

**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.

**Full Time Equivalent:** (FTE) 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:** This is the excess of the assets of a fund over its liabilities and reserves. A negative fund balance is sometimes called a deficit.

**GAAP:** see Generally Accepted Accounting Principals

**GAL:** (Guardian ad Litem) An attorney appointed by a court to represent a child in a legal dispute concerning his/her custody or welfare.

**Generally Accepted Accounting Principles:** (GAAP) 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 (G.O.) 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.

**GFOA:** Government Finance Officers Association

**GIS:** Geographic Information System

**Global Consent Decree**: The city of Cincinnati, Hamilton County, the U.S. EPA, Ohio EPA and the Ohio River Water Sanitation Commission (ORSANCO) have negotiated and executed an Interim Partial Consent Decree that addresses sanitary sewer overflows (SSO) issues and a Global Consent Decree addressing combined sewer overflows (CSO), wastewater treatment plants, and basement backups caused by inadequate capacity in the collection system. Both decrees were approved by the Federal District Court for the Southern District of Ohio on June 9, 2004.

**Goal:** A broad over-view result to be achieved to eliminate a problem or meet a need.

**HAMCO:** Hamilton County information systems section of the Regional Computer Center

**HB:** House Bill

**HCBC:** Hamilton County Building Code or Hamilton County Business Center

**HMERP:** Hazardous Material Emergency Response Plan

**HOME:** Housing Opportunities Made Equal

**HUD:** Housing and Urban Development

**Indirect Cost:** This includes those elements of cost that are necessary in the performance of a service but are not directly related to the performance of the service. Indirect cost may refer 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 county information technology representatives that acts in an advisory capacity in the area of countywide technology.

**JDX:** Judgment Debtor Exam

**JFS:** (Department of) Job and Family Services, formerly Human Services

**LEPC:** Local Emergency Planning Committee

**Levy:** The imposition of a tax, special assessment, or service charge upon real and personal property at a specific millage amount for the support of government activities.

**LGF:** see Local Government Fund

**Local Government Fund:** (LGF) A form of state revenue-sharing by which Ohio sets aside certain percentages of sales, income, and excise taxes for distribution to local governments.

**MCSA:** Multi-County System Agencies

**MHRS(B):** Hamilton County Mental Health and Recovery Services (Board)

**MR/DD:** Board of Mental Retardation and Developmental Disabilities

**MSA:** Metropolitan Statistic Area

**MSD:** Metropolitan Sewer District

**NACO:** National Association of Counties

**NIMS:** National Incident Management System

**NPDES:** National Pollutant Discharge Emission System

**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.

**OEPA:** Ohio Environmental Protection Agency

**OKI:** Ohio-Kentucky-Indiana Regional Council of Governments

**Operating Budget:** This is 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.

**ORC:** Ohio Revised Code

**OSHA:** Occupational Safety and Health Administration

**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.

**PD:** Public Defender

**PERS:** Public Employees Retirement System

**PERRP:** Public Employment Risk Reduction Program

**PO:** Probation Officer

**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:** This is the recommended county budget submitted by the County Administrator to the Board of County Commissioners in November or December each year.

**PUD:** Planned Unit Development

**RCC:** Regional Computer Center

**RCIC:** Regional Crime Information Center

**Reserves (Fund):** The unencumbered year-end cash balance of a fund.

**RFP:** Request for proposal

**RPC:** Regional Planning Commission

**RZC:** Rural Zoning Commission

**SETS:** A State of Ohio system to track child support payments

**SORTA:** Southwestern Ohio Regional Transit Agency, a provider of public transportation in the county

**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 to benefit 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.

**SSO:** Sanitary Sewer Overflow (MSD)

**TANF:** Temporary Assistance for Needy Families, a federal program administered by JFS

**TASC:** Treatment Accountability for Safer Communities

**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.

**TLRC:** Tax Levy Review Committee

**Trust Fund:** Funds used to account for assets held by a government in a trustee capacity

**UC:** University of Cincinnati

**Unencumbered Balance (Reserves):** The year-end cash balance of a fund less outstanding encumbrances. The unencumbered year-end balance in a fund, with the estimated revenues for the upcoming year, determines the maximum amount available for appropriation in the next year's budget.

**USEPA:** United States Environmental Protection Agency

**VSC:** Veterans Service Commission

**WAN:** Wide Area Network

**WIB:** Water in Basement (MSD)

**Workload Indicators:** An indication of the output of a department. It may consist of transactions, products, events, services, or persons served.

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## Contact Information

General Information Phone Number: (513) 946-INFO (4636)

Auditor.....946-4000
Auto Titles.....946-4646
Birth/Death Records.....946-7803
Building Inspections.....946-4550
Clerk of Courts.....946-5666
Child Support Services Center
.....946-7387
Commissioner DeWine.....946-4405
Commissioner Pepper.....946-4409
Commissioner Portune.....946-4401
Common Pleas Court.....946-5800
Communications Center.....825-2170
Community Development.....946-8230
Coroner.....946-8700
Council on Aging.....721-1025
County Administration.....946-4400
Court of Appeals.....946-3500
Development Company.....631-8292
Dog Warden.....541-6100
Domestic Relations.....946-9000
Election Information.....632-7000
Emergencies.....911
Emergency Management.....263-8012
Engineer.....946-4250
Environmental Services.....946-7777
Facilities.....946-5000
Family and Children First Council
.....946-4990
Foster/Adoptive Parent Recruitment
.....632-6366
Health District.....946-7800
Job and Family Services..... 946-1000
Jury Commission..... 946-JURY (5879)
Justice Center..... 946-6100
Juvenile Court..... 946-9200
Law Library..... 946-5300
League of Women Voters..... 281-8683
Library..... 369-6000
Marriage Licenses..... 946-3589
Mental Health and Recovery
Services Board..... 946-8600
Mental Retardation/Developmental
Disabilities Board..... 794-3300
Municipal Court..... 946-5200
OSU Extension..... 946-8989
Park District..... 521-7275
Personnel..... 946-4700
Planning and Zoning..... 946-4500
Probate Court..... 946-3580
Probation..... 946-9600
Prosecutor..... 946-3000
Public Defender..... 946-3700
Public Works..... 946-4750
Purchasing..... 946-4355
Recorder..... 946-4600
Sewer District..... 244-1300
Sheriff..... 946-6400
Soil and Water Conservation District
..... 772-7645
SPCA..... 541-6100
Treasurer..... 946-4800
Veterans Services..... 946-3300
Voter Registration..... 632-7000
Zoning Appeals..... 946-4502

This budget presentation is produced by the
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603 County Administration Building
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Patrick Thompson, County Administrator
Christian Sigman, Assistant County Administrator for Budget and Public Safety

Public feedback on the 2008 budget may be submitted via the customer feedback link on the county website or by calling County Administration or the County Commissioners at the numbers above.

Current and prior year budget documents are available for download from the county website:
www.hamiltoncountyohio.gov

Budget publications are also available at the Public Library of Cincinnati and Hamilton County.