Local Government Innovation Fund Application

for

Hamilton County and City of Cincinnati Shared Services Commission

March 1, 2012

Local Government Innovation Fund Application

for
Hamilton County and City of Cincinnati
Shared Services Commission

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Summary of Grant Application

Hamilton County, on behalf of the Hamilton County and City of Cincinnati Shared Services Commission (the "Commission"), is submitting this grant application to the Local Government Innovation Fund seeking $100,000 to pay part of the costs of a feasibility study. The feasibility study will identify opportunities to increase efficiency in government and delivery of services by both Hamilton County and the City of Cincinnati and will assist the Commission in developing a strategy for sharing services between the City and County.

Section 1 - Contact Information

Applicants must provide the following contact information:

1. **Name of main applicant (the political subdivision applying for the award)**

   HAMILTON COUNTY

2. **Address of the main applicant**

   138 E. COURT STREET
   ROOM 603
   CINCINNATI, OH 45202

3. **Phone numbers (include fax) As of 12/16/11 LGIF Application 2**

   513.946.4405 (p); 513.946.4404 (f)

4. **Email address**

   Greg.Hartmann@hamilton-co.org
   Susan.Waidner@hamilton-co.org

5. **Applicant contact information:**

   GREG HARTMANN, HAMILTON COUNTY COMMISSIONER
   SUSAN WAIDNER, CHIEF OF STAFF

Section 2 - Collaborative Partners

Applicants applying with collaborative partners (defined in §1.03 of the LGIF Policies) must include the following information in Tab 2:

Name of collaborative partner(s), Address, Phone numbers (include fax), Email address

CITY OF CINCINNATI
c/o MILTON R. DOHONEY, JR., CITY MANAGER
801 PLUM ST., ROOM 152
CINCINNATI, OH 45202-1979
PHONE: (513) 352-3243
FAX: (513) 352-6284
EMAIL: CityManager@cincinnati-oh.gov

1. **For each collaborative partner, please identify the nature of the partnership and explain how the main applicant and the partner(s) will work together on the proposed project.**

   Hamilton County and the City of Cincinnati have agreed to form a Shared Services Commission and obtain funding in order to pay for a feasibility study. After the feasibility study, the City and County will work to implement recommended service sharing actions.

2. **Each collaborative partner should be clearly and separately identified. Collaborative partnerships must show proof of executed partnership agreements in the supporting documentation section of this application.**

   At this point there is no formal partnership agreement between Hamilton County and the City of Cincinnati. However, both entities have announced their participation in a joint commission, with Co-chairs identified (see Question 2 of Section 3). After the feasibility study is completed, the County and City would enter into a partnership agreement detailing the implementation of the recommendations contained in the feasibility study.

3. **For consistency among all applications, applicants without collaborative partners must identify themselves as single applicants in Tab 2 of the application.**

Section 3 - Project Information

Applicants must provide project information including:

1. **The name of the project:**

   HAMILTON COUNTY AND CITY OF CINCINNATI SHARED SERVICES COMMISSION

2. **A brief project description (limited to two pages, single-spaced):**

   The Hamilton County Board of Commissioners, the Mayor of the City of Cincinnati, and Cincinnati City Council, Ohio have come together and agreed to conduct a comprehensive joint organizational review of City and County government. For this purpose, they have formed the City-County Shared Services Commission. The Commission will consider coordination and alignment options related to duplicated services, overlapping departmental functions, competing initiatives, joint economic development strategies, and the pooling of resources. The County Commissioners and Mayor are optimistic that, once the work of the Commission is complete, the implementation of its final recommendations may save money, lower taxes, prevent cuts in current services now threatened by budget deficits, or all of the above. Commissioner Hartmann and Mayor Mallory participated in a press conference described the Commission which can be seen using the following link: http://news.cincinnati.com/article/20111025/NEWS0108/110260338/County-city-share-services-.

   The City-County Shared Services Commission is also being supported by the Cincinnati Business Committee (CBC), as the CBC feels this effort is necessary to ensure that local government structures and operations are as streamlined and competitive as possible into the future. The Commission will include business and community leaders, will independently establish its scope of work, and will identify the structures and operations necessary to review. The Commission will identify and make recommendations regarding organizational changes and improvements conducive to a more efficient, cost-effective provision of services between the County and City governments.

   Three co-chairs have agreed to lead the Commission: Cynthia Booth, owner of local McDonald's restaurants; former Federated executive Tom Cody; and former Cintas CEO Bob Kohlhepp. Fourteen (14) other Commission members will represent all political parties, a range of neighborhoods and a selection of non-profit agencies to help ensure that the implementation of the final Commission recommendations will be supported by a broad base of supporters who can push

for County and City approval. In addition, a consultant will be hired with costs divided evenly between the County and the City.

The Commission will conduct public hearings and provide the opportunity to solicit public input in their decision-making process prior to providing recommendations to Hamilton County and the City of Cincinnati. Hamilton County and the City of Cincinnati will provide their full support and cooperation, appropriate staff support and requested professional expertise to the Commission.

The Hamilton County Board of Commissioners, Mayor, and a majority of Cincinnati City Council have all indicated their willingness to review and consider implementing all recommendations generated from the City-County Shared Services Commission.

Over the past five years, the County has performed several cost/benefit studies and/or feasibility analyses on the potential for implementing shared services efforts both internally and on an inter-jurisdictional basis, including formal feasibility studies examining the prospects for shared services in the areas of 9-1-1 Dispatch Services as well as Development Services. Additionally, the County partnered with the City of Cincinnati on a study to examine the feasibility of heavy equipment sharing across jurisdictions. Each of these studies included recommendations for proceeding further with implementation, but at this point only the Development Services effort continues. Additionally, the County submitted a grant application to the State of Ohio to provide funding for the analysis of shared services amongst local health departments/districts, but this grant request was not funded.

There are several key differences between this and prior County/City shared services efforts; the addition of the Cincinnati Business Committee as a supporter adds significant credibility to the work of the City-County Shared Services Commission, bringing a critical third partner into the effort. Also, the broad spectrum of community interests represented among the various members of the Commission will give recommendations both momentum and a community mandate from the time they are finalized.

The total budget for the City-County Shared Services Commission is currently $300,000 comprised of $100,000 each from the County, Cincinnati Business Committee and Local Government Innovation Fund.

3. **Identification of the type of award the applicant is seeking (for grants—applicants may apply for feasibility studies, planning or management project awards; for loans—applicants may apply for demonstration type projects)**

This grant application is seeking $100,000 to pay part of the costs of a feasibility study.

4. **Proof of feasibility study determination provided by the Department of Development (applicable to applicants applying for loan funds only**

   N/A

5. **A problem statement (including any information regarding the funds spent on problem related goods or services)**

   Political subdivisions throughout Ohio are facing challenges as to how to provide services to their citizens in an age of decreasing revenues. The City of Cincinnati and Hamilton County, as the largest governmental entities in the region, have recognized a need to analyze opportunities to increase efficiency in government and delivery of services by both entities. In order to determine how the City and the County can share services, a commission must analyze opportunities for shared services. Funding is required for the Commission to develop a strategy for sharing services between the City and County.

6. **Identification of one targeted approach to innovation (i.e., efficiency, shared service, coproduction, or shared merger)**

   The Hamilton County and City of Cincinnati Shared Services Commission will target shared services as its approach to innovation.

7. **An explanation of the anticipated return on investment based on the ratio of savings (this item should be derived directly from the project budget required in the financial documentation section of this application)**

   This project is intended to help facilitate conversations between Hamilton County, Ohio and the City of Cincinnati, Ohio regarding opportunities for service sharing. This facilitation will lead to the selection of up to two areas where service sharing has the greatest opportunity to achieve increased cost savings and efficiency. Recommendations for implementation and reporting of projected associated cost savings and efficiencies will follow this selection process. As a result, it is impossible to specify in advance what may be anticipated in terms of return on investment based on the ratio of expected savings. However, the literature reflects great promise for cost savings as a result of service sharing and consolidation efforts. For example, a 2009 Rutgers University report cites projected savings to municipalities in 5 states who consolidated or shared police and fire services ranging from more than $50,000 to more than $1 million annually (Holzer 2009). Given the population size of the political subdivisions taking part in this shared services process and the scope of services provided, we are optimistic that the promise of cost savings and return on investment is great.

Given the size of the City and County budgets, the investment in this feasibility study could result in a significant savings opportunities well in excess of the initial feasibility study cost.

Citation: Holzer, Marc. 2009. Literature Review and Analysis Related to Costs and Benefits of Service Delivery Consolidation among Municipalities. Report to Local Unit Alignment, Reorganization, and Consolidation Commission. May 6, 2009.

8. **An explanation regarding the probability of the proposal's success (this should be based on any past project implementation, the likelihood of anticipated savings and the plans for project implementation)**

   This proposal has a high potential for success. The Task Force has the support of both local jurisdictions at the highest levels (Hamilton County and City of Cincinnati) and wide support in the Greater Cincinnati business community (see attached letters of support). Members of the Task Force will come from a variety of backgrounds, representing political parties, neighborhood groups and non-profit agencies. This will help to ensure that implementation of the final Task Force recommendations will be supported by a broad base in the political, business and citizen communities.

9. **A description of the applicant's plans and ability to replicate or scale the proposal to allow for the inclusion of other political subdivisions (As of 12/16/11 LGIF Application 3)**

   Hamilton County and the City of Cincinnati are the largest political subdivisions in this region of Ohio. If received, the grant will assist Hamilton County and the City of Cincinnati to develop shared services programs between those two entities. Recognition and implementation of shared services opportunities will have an overflow effect on surrounding communities. It is expected that any "shared services" projects may eventually grow to include surrounding political subdivisions.

   By way of example, The Center for Local Government comprised of 51 member governments for Hamilton and surrounding counties sponsored a "Summit on Shared Services" on February 4, 2012. Hamilton County Commissioner Todd Portune made a presentation regarding shared services opportunities in Hamilton County. That presentation provided specific initiatives and opportunities for Hamilton County and surrounding communities to engage in shared services.

10. **Identification of whether the proposed project is part of a larger consolidation effort by the applicant or collaborative partner(s)**

The proposed plan is not part of a larger consolidation effort.

11. Identification of past success on an innovation (efficiency, shared service, coproduction or shared merger) project

Hamilton County has recognized and implemented other shared services programs. Below are specific initiatives and opportunities for shared services and collaboration with other governmental entities.

a. Hamilton County Transportation Improvement District
    i. Coordination of Road Projects, Street Openings, CAGIS
    ii. Collaboration on Project funding, management and construction [Newtown Station, Columbia-Mariemont Roundabout; Rybold-I74 Interchange Improvement]
    iii. Program Coordination Leading to Community Development and Growth
b. Hamilton County Emergency Management Agency
    i. Raven 911
    ii. Joint Fire and EMS Districts
    iii. Hazardous Materials Response
c. Hamilton County Solid Waste Management District
    i. Recycle Grants
    ii. Waste Exchange
    iii. Go Green Challenge

12. A description of how the proposed project is responding to current substantial changes in economic demand for local or regional government services (if applicable)

The so-called "Great Recession" (officially dated December 1997 to June 2009), its aftermath, and the housing crisis have created unmatched fiscal challenges for state and local governments across the United States (see, *e.g.,* O'Neil 2012). These fiscal challenges have forced local jurisdictions to consider reducing the level of public services they offer to their constituents or eliminating specific services entirely. This new economic reality has encouraged local governments in Ohio to explore innovative ways to form cross jurisdictional partnerships designed to increase the effectiveness, efficiency and cost-effectiveness of public services. At the state and local levels, discussions about how governmental entities in Ohio might implement shared service models is at an increased pace (see Auditor David Yost's website http://www.auditor.state.oh.us/sharedservices/default.htm for a summary of local efforts; see also Burford 2011; Benson and Bricker 2010; Brachman, Bradley and Katz 2010).

The shared service discussion has also accelerated in Hamilton County, Ohio and the City of Cincinnati, Ohio, where the economic downturn had a disastrous impact on both the transportation and manufacturing segments of the local economy (see, e.g., Enquirer 2012; Prendergast and Coolidge 2011; Newfarmer 2009, 2007). In late 2011, Hamilton County Commission President Greg Hartmann and Cincinnati Mayor Mark Mallory formed the City-County Shared Services Task Force, with the support of Commission and Council. The Task Force will consider coordination and alignment options related to duplicated services, overlapping departmental functions, competing initiatives and joint economic development strategies. After dialogue about service needs and options, the Task Force will make recommendations regarding organizational changes and improvements conducive to a more efficient, cost-effective provision of services between the County and City governments.

13. Identification of intent to implement recommendations of a performance or any other audit recommendations (applicants are required to provide the actual audit findings in the supporting documentation section of this application).

There is tremendous political will in the region to find new ways of providing service more effectively and more efficiently. In addition, the business community is extremely supportive of shared services between the County and City. Truly, the momentum is building. There have been efforts in the past between the City and County, but this new effort is the most promising to date for two reasons. First, there is bipartisan support, as evidenced by Commissioner Hartmann (R) and Mayor Mallory (D). Secondly, the two highest political leaders of the City and County are leading the effort.

The County has been very active to find service-sharing opportunities, which is evidence of strong intent to implement the recommendations of a feasibility study. Over the past five years the County has performed several cost-benefit studies and/or feasibility analyses on the potential for implementing shared services efforts both internally and on an inter-jurisdictional basis. As a founding member of the Government Cooperation and Efficiency effort with the City of Cincinnati and the Cincinnati Business Committee, the County chartered formal feasibility studies examining the prospects for shared services in the areas of 9-1-1 Dispatch Services as well as Development Services. Additionally, the County partnered with the City of Cincinnati on a study to examine the feasibility of heavy equipment sharing across jurisdictions.

Hamilton County has performed various internal shared services efforts designed to streamline the provision of services within the County organization. These include consolidating HR functions under the Board of County Commissioners and Juvenile Court as well as Facility Management Services under the Board on behalf of Juvenile Court and Jobs and Family Services. The County is also studying the internal consolidation of e-mail functions across the offices of various elected officials.

Finally, a formal analysis exists on multiple managed competition efforts performed by the County over the past five years in the areas of fire hydrant maintenance, printing services, telecommunication services and fleet management. While not formal shared-services studies, these reports focus on various service areas that may in fact be the subject of future shared service conversations and, as such, may include data and information of interest to those examining future initiatives.

This County-City joint effort is the latest of what the County has shown is a clear intent to find ways to share more services.

14. An explanation of how the project facilitates an improved business environment and/or promotes community attraction

The Commission will identify and make recommendations regarding organizational changes and improvements conducive to a more efficient, cost effective provision of services between the County and City governments. Shared serves between government entities may result in increased cost savings and efficiency in the distribution of services. Studies also show that improvements in service delivery and quality should be a primary motivator in forming shared services.[1]

Therefore, in evaluating the potential impact of this project on the business environment or community attraction, we evaluated the potential impact of lower government costs, as well as improved efficiency and quality of government services provided.

Lower government costs may result in lower business costs, including employee obligations, which may result in businesses maintaining their operations in Cincinnati/Hamilton County or enhancing the competitiveness of the City/County in attracting new business.

In addition, if lower governmental costs can be achieved while improving the efficiency and quality of current government services, then the tangible impact to residents is positive. The increased satisfaction of city/county residents may result in increased workforce stability as well as a positive branding for the City/County.

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[1] Holzer, Marc. 2009. Literature Review and Analysis Related to Costs and Benefits of Service Delivery Consolidation among Municipalities. Report to Local Unit Alignment, Reorganization, and Consolidation Commission. May 6, 2009.

Section 4 - Financial Documentation

Applicants are required to submit the following financial documentation:

1. **A detailed project budget must include separately:**

   The project budget is attached as Exhibit 4-1.

2. **The most recent three years of financial history (must include balance sheet, income statement and a statement of cash flows)**

   Budget summaries for Hamilton County and the City of Cincinnati are attached as Exhibit 4 -2.

3. **The anticipated project costs:**

   - **Include the amount and type of funds requested (requested funds may be no more than $100,000 per feasibility study, planning or management type project,**

     The Commission is requesting a grant of $100,000 to be used to pay part of the costs of a feasibility study.

   - **include the percentage of local matching funds available and documentation explaining how the match will be met (must be at least 10% of the total project costs)**

     Hamilton County and the Cincinnati Business Committee have agreed to contribute $100,000 each to the project to pay the balance of the costs for the project.

   - **Include documentation of any in-kind contributions (documentation must conform to the requirements of §2.06 of the LGIF Policies**

     At this point no in-kind contributions are anticipated.

4. **At least three years of financial projections identifying the anticipated savings that will occur as a result of this project.**

   The scope of the feasibility study will include a quantified analysis of cost savings and/or improved levels of management and service.

Section 5 - Supporting Documents

Applicants must separately identify and label the following supporting documentation:

1. **Executed partnership agreements with other participating entities**

   At this point there is no formal partnership agreement between Hamilton County and the City of Cincinnati. Hamilton County and the City of Cincinnati have agreed to form the Shared Services Commission and obtain funding in order to pay for a feasibility study. After the feasibility study is completed the County and City will enter into a partnership agreement detailing the implementation of the recommendations contained in the feasibility study.

2. **Resolution of support from the applicant's and/or collaborative partners' governing entity**

   Resolutions are attached as Exhibit 5 – 1. The City of Cincinnati resolution has been assigned to committee and is not yet signed.

3. **Audit, performance or other, conducted within the past five years (if applicable)**

   Over the past five years the County has performed several cost-benefit studies and/or feasibility analyses on the potential for implementing shared services efforts both internally and on an inter-jurisdictional basis. As a founding member of the Government Cooperation and Efficiency effort with the City of Cincinnati and the Cincinnati Business Committee, the County chartered formal feasibility studies examining the prospects for shared services in the areas of 9-1-1 Dispatch Services as well as Development Services. Additionally, the County partnered with the City of Cincinnati on a study to examine the feasibility of heavy equipment sharing across jurisdictions. Formal studies exist for all three of these efforts. Additionally, the County submitted a grant application to the State of Ohio to provide funding for the analysis of shared services amongst local health departments/districts. However, this grant request was not funded. Reports are also available analyzing the business case behind service sharing in the areas of local income-tax administration and fire protection services.

   Hamilton County has performed various internal shared services efforts designed to streamline the provision of services within the County organization. These include consolidating HR functions under the Board of County Commissioners and Juvenile Court as well as Facility Management Services under the Board on behalf of Juvenile Court and Jobs and Family Services. Formal feasibility and implementation analyses exist to a varying extent on each of these. The County is also studying the internal consolidation of e-mail functions across the offices of various elected officials.

Finally, a formal analysis exists on multiple managed competition efforts performed by the County over the past five years in the areas of fire hydrant maintenance, printing services, telecommunication services and fleet management. While not formal shared services studies, these reports focus on various service areas that may in fact be the subject of future shared service conversations and, as such, may include data and information of interest to those examining future initiatives.

4. **Identification of each municipality, county or township served (must include information from the 2010 census)**

The political subdivisions served by this project are Hamilton County and the City of Cincinnati. U.S. Census data for Hamilton County and the City of Cincinnati is below. *Sources: US Census Bureau State & County QuickFacts; For additional information about these data visit:*
http://quickfacts.census.gov/qfd/states/39/39061.html and
http://quickfacts.census.gov/qfd/states/39/3915000.html

U.S. Census Profile for Hamilton County, Ohio	
Population	
Population, 2010	802,374
Population, percent change, 2000 to 2010	-5.1%
Age	
Persons under 5 years, percent, 2010	6.6%
Persons under 18 years, percent, 2010	23.6%
Persons 65 years and over, percent, 2010	13.3%
Gender	
Female persons, percent, 2010	52.0%
Race	
White persons, percent, 2010	68.8%
Black persons, percent, 2010	25.7%
American Indian and Alaska Native persons, percent, 2010	0.2%
Asian persons, percent, 2010	2.0%
Native Hawaiian and Other Pacific Islander, percent, 2010	less than one percent
Persons reporting two or more races, percent, 2010	2.1%
Ethnicity	
Persons of Hispanic or Latino origin, percent, 2010	2.6%
White persons not Hispanic, percent, 2010	67.6%
Education	
High school graduates, percent of persons age 25+, 2006-2010	87.7%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	32.5%
Additional Information	
Veterans, 2006-2010	57,190
Mean travel time to work (minutes), workers age 16+, 2006-2010	22.5
Housing units, 2010	377,364
Homeownership rate, 2006-2010	61.2%
Housing units in multi-unit structures, percent, 2006-2010	37.4%
Median value of owner-occupied housing units, 2006-2010	$148,200
Households, 2006-2010	327,864
Persons per household, 2006-2010	2.39
Per capita money income in past 12 months (2010 dollars) 2006-2010	$28,799
Median household income 2006-2010	$48,234
Persons below poverty level, percent, 2006-2010	15.4%
Geography QuickFacts	
Land area in square miles, 2010	405.91
Persons per square mile, 2010	1,976.7

U.S. Census Profile for City of Cincinnati, Ohio	
Population	
Population, 2010	296,943
Population, percent change, 2000 to 2010	-10.4%
Age	
Persons under 5 years, percent, 2010	7.4%
Persons under 18 years, percent, 2010	22.1%
Persons 65 years and over, percent, 2010	10.8%
Gender	
Female persons, percent, 2010	52.0%
Race	
White persons, percent, 2010	49.3%
Black persons, percent, 2010	44.8%
American Indian and Alaska Native persons, percent, 2010	0.3%
Asian persons, percent, 2010	1.8%
Native Hawaiian and Other Pacific Islander, percent, 2010	0.1%
Persons reporting two or more races, percent, 2010	2.5%
Ethnicity	
Persons of Hispanic or Latino origin, percent, 2010	2.8%
White persons not Hispanic, percent, 2010	48.1%
Education	
High school graduates, percent of persons age 25+, 2006-2010	83.6%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	30.8%
Additional Information	
Mean travel time to work (minutes), workers age 16+, 2006-2010	21.9
Housing units, 2010	161,095
Homeownership rate, 2006-2010	41.2%
Housing units in multi-unit structures, percent, 2006-2010	57.3%
Median value of owner-occupied housing units, 2006-2010	$129,700
Households, 2006-2010	132,591
Persons per household, 2006-2010	2.16
Per capita money income in past 12 months (2010 dollars) 2006-2010	$23,982
Median household income 2006-2010	$33,681
Persons below poverty level, percent, 2006-2010	27.20%
Geography QuickFacts	
Land area in square miles, 2010	77.94
Persons per square mile, 2010	3,809.80

5. Self-score assessment (using LGIF project selection methodology)

The self-score assessment is attached as Exhibit 5-2.

Section 6 – Support for Application

1. Assistance with Application

The Cincinnati USA Regional Chamber (the "Chamber") assisted The Hamilton County and City of Cincinnati Shared Services Commission with completing this application. The following individuals who are members of the Chamber's Leadership Cincinnati Class 35 were directly involved with gathering information for and preparing the application and these individuals strongly support the work of the Shared Services Commission:

Joel S. Brant, Esq
Katz, Teller, Brant & Hild

Ron DeLyons
Creekwood Energy Partners LLC

Karen M. Dyehouse, MD
Oncology Hematology Care

Kevin Finn
Cincinnati/Hamilton County Continuum of Care for the Homeless Inc.

Robert J. Gehring, Esq.
Crabbe, Brown & James LLP

Brian Hodgett
Procter & Gamble

Peter Horton
Miller-Valentine Group

Stan Law
YMCA of Greater Cincinnati

Bobby Maly
Model Group

Lisa C. Mills, Ph.D.
Harmony Garden, Inc.

Eric W. Rademacher
University of Cincinnati Institute for Policy Research

Kathleen Laker Schwab
Local Initiatives Support Corporation (LISC)

Alexandra Shirey
GE Aviation

Andrea Torrice
Torrice Productions

2. Letters of Support

Letters of support from the following individuals are attached as Exhibit 6-1:

Eric H. Kearney, Ohio Senate Minority Leader, 9th District

Ellen G. van der Horst, President & CEO, Cincinnati USA Regional Chamber

Gary Linden, Executive Director, Cincinnati Business Committee

Mary Stagaman, Executive Director, Agenda 360

KTBH: 4851-7696-4110, v. 1

City County Shared Services Commission Feasibility Study Budget

Sources:

Hamilton County	$100,000
Cincinnati Business Committee	$100,000
Local Government Innovation Fund Grant	$100,000
TOTAL	**$300,000**

Uses:

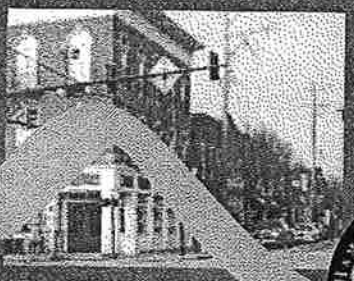
Initial Feasibility Study*	$150,000
Business Case Development**	$150,000
TOTAL	**$300,000**

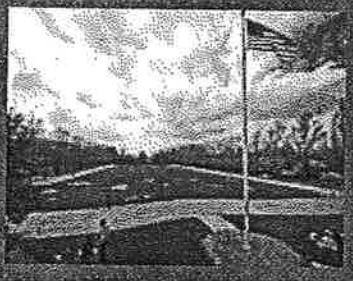
*Initial Feasibility Study will be a consultant-guided deep dive with the Commission Co-Chairs and Task Force to determine which areas of service delivery will have the highest degree of likelihood for success and impact on the service areas.

**Business Case Development will include a description of the prioritized services, an account of the current service delivery systems in both County and City, a recommendation for a method to share services, critical metrics, a quantified analysis of cost savings and/or improved levels of management and service, and action items for implementation.

Cost estimates are based $150/hour rate for other similar successful studies, from previous City and County service consultants.

PENGAD 800-631-6989
EXHIBIT
4-1





2012 Budget in Brief

Hamilton County, Ohio

Board of County Commissioners

Greg Hartmann, President

Chris Monzel, Vice President

Todd Portune, Commissioner

County Administrator

Christian Sigman

PENGAD 800-631-6989

EXHIBIT

4-2

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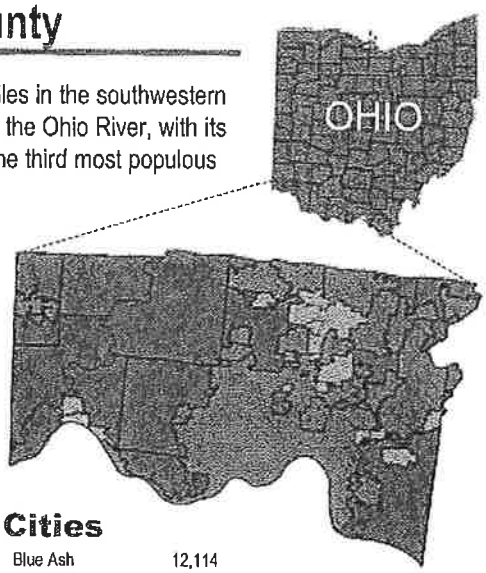
About Hamilton County

Hamilton County covers 414 square miles in the southwestern corner of the state of Ohio. Located on the Ohio River, with its county seat in Cincinnati, Hamilton is the third most populous county in the state.



Named for Alexander Hamilton and established in 1790, the county was only the second to be carved out of the Northwest Territory. It predated Ohio statehood by 13 years and its boundaries included one-eighth of what is now Ohio.

Cincinnati was the population center of Hamilton County until the industrial era, when the city's inhabitants began to spread to the suburbs. The city contained 80% of the county's population in the 1900 census, but the 2010 census shows only 37% of the population resides in Cincinnati.

Government Structure

Hamilton County has no top executive and no single overall governing body. Administrative powers rest with a three-person Board of County Commissioners and eight other elected officials who function as the independent heads of their departments.

In 1963, the Board of County Commissioners created the appointed office of County Administrator to manage Board policies and prepare the county budget.

Cities

Blue Ash	12,114		
Cheviot	8,375	Mt. Healthy	6,098
Cincinnati	296,943	North College Hill	9,397
Deer Park	5,736	Norwood	19,207
Forest Park	18,720	Reading	10,385
Harrison	9,897	Sharonville*	11,197
Indian Hill	5,785	Silverton	4,788
Loveland*	9,348	Springdale	11,223
Madeira	8,726	St. Bernard	4,368
Milford*	29	Wyoming	8,428
Montgomery	10,251	**Total**	**471,015**

Villages

Addyston	938	Greenhills	3,615
Amberley Village	3,585	Lincoln Heights	3,286
Arlington Heights	745	Lockland	3,449
Cleves	3,234	Mariemont	3,403
Elmwood Place	2,188	Newtown	2,672
Evendale	2,767	North Bend	857
Fairfax	1,699	Terrace Park	2,251
Glendale	2,155	Woodlawn	3,294
Golf Manor	3,611	**Total**	**43,749**

Townships

Anderson	43,446	Miami	10,728
Colerain	58,499	Springfield	36,319
Columbia	4,532	Sycamore	19,200
Crosby	2,767	Symmes	14,683
Delhi	29,510	Whitewater	5,519
Green	58,370	**Total**	**287,610**
Harrison	4,037		

Population by Jurisdiction. *The total county population, according to the 2010 census, is 802,374. Populations for cities with an asterisk (*) above include only those portions within Hamilton County.*

PENGAD 800-631-6989
EXHIBIT
4.2
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2012 General Fund Budget

Function/Department	Revenues	Expenses	FTEs [1]
Public Safety			
Communications Center - 911 Call Center	--	869,739	-- [2]
Coroner	854,200	3,307,799	44.33
Emergency Management	--	290,000	-- [2]
Prosecutor	1,847,603	10,859,403	152.38
Sheriff	14,270,075	57,517,333	732.40
Judicial			
Clerk of Courts	14,259,780	10,566,809	179.96
Court of Appeals	100	50,000	-- [3]
Court of Common Pleas	47,988	6,957,114	38.25
Court of Domestic Relations	338,000	3,256,283	50.01
Court Reporters	1,000	2,457,003	39.50
Juvenile Court	7,657,000	18,512,760	298.10
Municipal Court	138,105	4,716,267	77.58
Probate Court	1,373,990	2,771,124	40.00
Probation	355,869	6,719,045	124.25
Public Defender	5,139,861	14,108,336	127.61
General Government			
Auditor	129,826,223	1,839,334	20.19
Board of Elections	1,411,000	10,310,339	46.40
Commissioners and County Administration	1,037,238	4,186,227	49.87
Communications Center - Telecommunications	60,000	1,430,568	8.58
Contracts and Subsidies	324,150	1,045,380	--
County Facilities	3,062,959	17,466,108	92.25
Non-Departmentals	1,730,567	6,164,006	2.00
Recorder	3,100,000	1,410,746	24.00
Treasurer	9,300,200	786,265	5.65
Debt Service	--	9,072,511	--
Public Works			
Planning & Development - Building, Planning & Zoning	2,523,500	2,553,906	37.45
Planning & Development - Sewer District	2,776,544	2,776,544	2.59
County Engineer	--	561,976	-- [2]
Social Services			
Job and Family Services	--	843,260	-- [2]
Veterans Service Commission	213,000	1,578,783	10.46
Economic Development	64,150	1,826,765	2.90
Total General Fund	**201,713,102**	**206,811,734** [4]	**2,206.71**

[1] *An FTE is the equivalent of one full-time employee.*

[2] *Employees of these departments are accounted for in restricted funds supported in part by the indicated general fund subsidies.*

[3] *Court of Appeals staff are employees of the State of Ohio.*

[4] *Budgeted expenditures exceed revenues in 2012 due to the use of general fund reserves for 2012 Presidential election costs ($3.2M), non-recurring debt service ($800K), a facilities master plan ($300K) and a contingency budget in Veterans Services ($100K). It also assumes a $700,000 equity transfer from the Sheriff's rotary fund (not reflected in revenue).*

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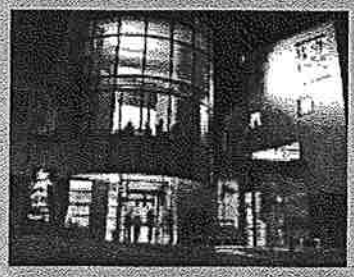

2011
Budget in Brief

Hamilton County, Ohio

Board of County Commissioners

Greg Hartmann, President

Chris Monzel, Vice President

Todd Portune, Commissioner

County Administrator

Patrick Thompson

PENGAD 800-631-6989
EXHIBIT
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2011 General Fund Budget

Function/Department	Revenues	Expenses	FTEs [1]
Judicial			
Clerk of Courts	14,014,400	10,595,108	185.38
Court of Appeals	100	54,041	-- [2]
Court of Common Pleas	65,488	7,024,293	37.25
Court of Domestic Relations	322,540	3,496,652	54.00
Court Reporters	1,000	2,457,173	39.50
Juvenile Court	8,167,000	20,077,248	306.67
Municipal Court	138,105	4,863,245	77.58
Probate Court	1,282,000	2,780,387	41.00
Probation	330,250	6,731,481	122.75
Public Defender	5,039,050	13,770,143	120.50
Public Safety			
Communications Center - 911 Call Center	--	1,329,108	-- [3]
Coroner	857,200	3,548,765	44.33
Emergency Management	--	227,000	-- [3]
Prosecutor	1,854,859	10,421,666	156.58
Sheriff	12,285,180	55,891,180	706.40
General Government			
Auditor	137,845,129	2,110,477	19.69
Board of Elections	236,000	7,108,760	46.40
Commissioners and County Administration	1,320,458	4,279,039	48.63
Communications Center - Telecommunications	60,000	1,339,322	8.58
Contracts and Subsidies	324,150	1,063,026	--
County Facilities	5,057,111	19,723,406	95.50
Non-Departmentals	2,071,501	7,361,753	2.00
Recorder	3,012,700	1,546,470	26.00
Treasurer	9,535,200	838,533	6.80
Debt Service	--	11,135,804	--
Public Works			
Planning & Development - Building, Planning & Zoning	2,517,700	2,908,685	41.57
Planning & Development - Sewer District	3,292,210	3,292,211	2.64
County Engineer	--	561,976	-- [3]
Social Services			
Job and Family Services	--	1,148,793	-- [3]
Veterans Service Commission	213,000	1,575,240	11.15
Economic and Community Development			
Planning & Development - Home Improvement	--	15,401	--
Economic Development	62,887	1,411,355	1.91
Total General Fund	**209,905,218**	**210,687,741** [4]	**2,202.81**

[1] *An FTE is the equivalent of one full-time employee.*

[2] *Court of Appeals staff are employees of the State of Ohio.*

[3] *Employees of these departments are accounted for in restricted funds supported in part by the indicated general fund subsidies.*

[4] *Budgeted expenditures exceed revenues in 2011 due to the planned use of resources accumulated in prior years by the Juvenile Court.*

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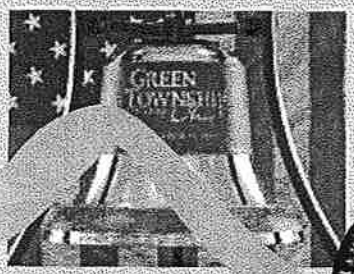
2010
Budget in Brief

Hamilton County, Ohio



Board of County Commissioners

David Pepper, President

Todd Portune, Vice President

Greg Hartmann, Commissioner

County Administrator

Patrick Thompson

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2010 General Fund Budget

Function/Department	Revenues	Expenses	FTEs [1]
Public Safety			
Communications Center - 911 Call Center	--	1,375,180	-- [2]
Coroner	1,007,700	3,745,659	42.33
Emergency Management	--	454,000	-- [2]
Prosecutor	2,089,145	10,548,145	163.13
Sheriff	9,460,180	58,909,410	723.40
Judicial			
Clerk of Courts	15,243,123	11,394,878	181.38
Court of Appeals	100	58,439	-- [3]
Court of Common Pleas	65,488	7,580,444	33.25
Court of Domestic Relations	422,500	3,694,122	57.00
Court Reporters	3,000	2,491,395	40.50
Juvenile Court	10,244,011	20,651,237	297.21
Municipal Court	145,924	4,915,894	76.31
Probate Court	1,228,000	2,782,124	40.00
Probation	369,471	6,461,583	120.75
Public Defender	4,800,900	12,962,000	109.50
General Government			
Auditor	135,832,258	2,072,752	22.07
Board of Elections	2,327,500	8,128,624	45.40
Commissioners and County Administration	6,170,054	2,208,183	22.92
Communications Center - Telecommunications	72,900	1,527,974	9.58
Contracts and Subsidies	260,000	1,147,568	--
County Facilities	1,820,282	20,369,552	101.50
Human Resources	5,000	2,330,731	27.31
Non-Departmentals	100,000	3,399,411	1.00
Recorder	3,450,000	1,682,664	26.00
Treasurer	11,930,350	832,000	6.60
Debt Service	--	10,237,525	--
Public Works			
Planning & Development - Building, Planning & Zoning	2,247,500	2,991,070	41.55
Planning & Development - Sewer District	2,181,770	2,135,792	2.64
County Engineer	--	571,508	-- [2]
Social Services			
Job and Family Services	--	1,312,688	-- [2]
Veterans Service Commission	213,000	1,527,272	10.15
Economic and Community Development			
Planning & Development - Home Improvement	--	15,564	--
Economic Development	62,887	1,228,947	1.95
Total General Fund	**211,753,043**	**211,744,337**	**2,203.43**

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[3] *Court of Appeals staff are employees of the State of Ohio.*

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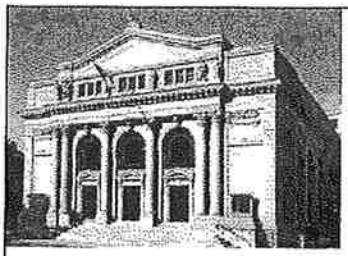

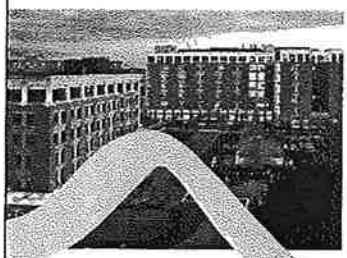

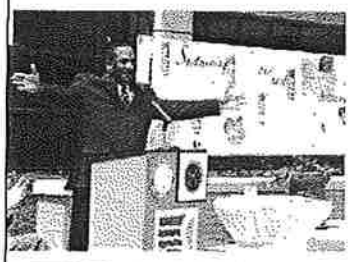

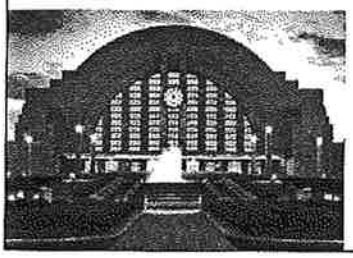

2009
Budget in Brief

Hamilton County, Ohio

Board of County Commissioners

David Pepper, President

Todd Portune, Vice President

Greg Hartmann, Commissioner

County Administrator

Patrick Thompson

PENGAD 800-631-6989

EXHIBIT

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2009 General Fund Budget

Function/Department	Revenues	Expenses	FTEs [1]
Judicial			
Clerk of Courts	15,550,500	12,540,593	206.31
Court of Appeals	100	75,360	-- [2]
Court of Common Pleas	67,612	8,501,628	64.60
Court of Domestic Relations	715,276	4,423,797	74.00
Court Reporters	33,000	2,726,838	42.50
Juvenile Court	14,034,011	25,992,287	361.72
Municipal Court	146,141	6,518,743	99.70
Probate Court	879,500	3,018,584	43.93
Probation	399,340	8,468,976	140.00
Public Defender	4,081,439	13,530,234	109.50
Public Safety			
Communications Center - 911 Call Center	--	1,867,518	-- [3]
Coroner	1,006,700	3,913,427	44.01
Emergency Management	--	586,522	-- [3]
Prosecutor	1,936,099	12,304,206	157.01
Sheriff	9,900,550	62,817,111	758.40
General Government			
Auditor	147,681,499	2,573,329	24.27
Board of Elections	400,000	7,148,113	40.40
Commissioners and County Administration	13,409,502	2,736,380	29.80
Communications Center - Telecom	855,000	1,932,320	11.08
Contracts and Subsidies	259,312	2,019,997	3.00
County Facilities	1,877,607	28,059,001	135.00
Human Resources	5,000	2,950,419	33.31
Non-Departmentals	1,400,000	3,364,941	1.00
Recorder	3,800,000	1,858,078	32.50
Treasurer	16,472,450	984,313	7.25
Debt Service	--	9,733,404	--
Social Services			
Job and Family Services	--	1,208,020	-- [3]
Veterans Service Commission	213,000	1,527,273	10.15
Public Works			
Building & Development - Building Inspections	2,079,400	2,012,667	27.00
Building & Development - Sewer District	769,909	770,012	2.10
Building & Development - Stormwater	1,192,724	1,202,824	15.05
County Engineer	--	571,509	-- [3]
Economic and Community Development			
Building & Development - Home Improvement	--	27,239	0.18
Building & Development - Planing & Zoning	179,500	426,508	7.19
Economic Development	64,738	1,017,738	1.25
Total General Fund	**239,409,908**	**239,409,908**	**2,482.21**

[1] *An FTE is the equivalent of one full-time employee.*

[2] *Court of Appeals staff are employees of the State of Ohio.*

[3] *Employees of these departments are accounted for in restricted funds supported in part by the indicated general fund subsidies.*

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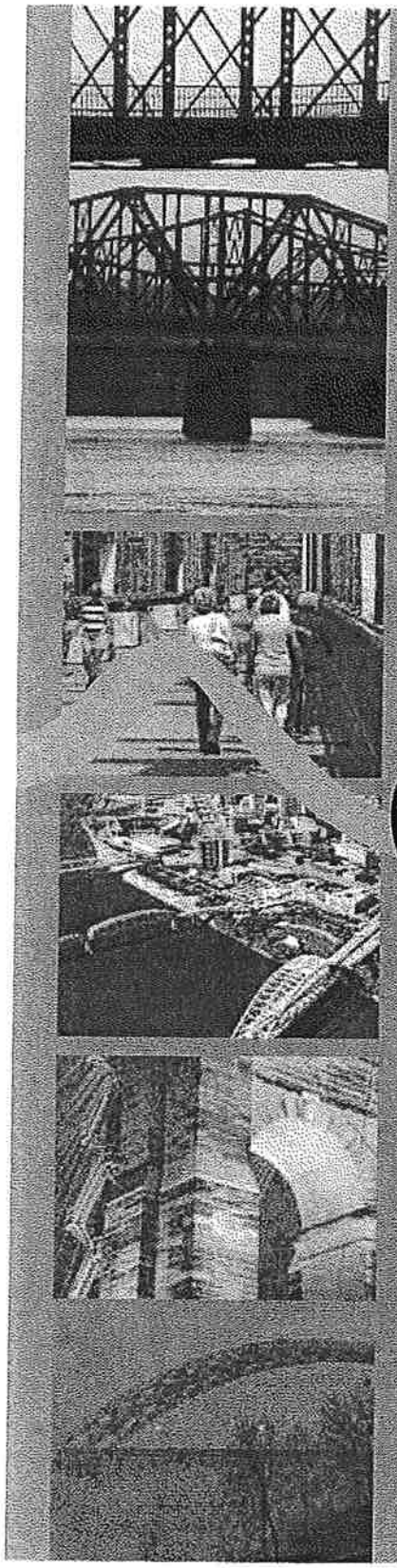

2008 Budget in Brief

Hamilton County, Ohio

Board of County Commissioners

Todd Portune, President

David Pepper, Vice President

Pat DeWine, Commissioner

County Administrator

Patrick Thompson

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EXHIBIT

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2008 General Fund Budget

Function/Department	Revenues	Expenses	FTEs*
Judicial			
Clerk of Courts	15,425,800	15,903,541	274.09
Court of Appeals	500	74,461	--
Court of Common Pleas	62,500	8,350,556	74.75
Court of Domestic Relations	895,204	4,843,238	78.00
Court Reporters	33,846	2,813,234	39.50
Juvenile Court	19,991,928	34,020,269	513.03
Municipal Court	154,371	7,650,880	112.40
Probate Court	952,500	3,242,531	44.93
Probation	473,329	8,871,527	157.50
Public Defender	3,882,668	13,401,306	113.00
Public Safety			
Communication Center - Telecom	1,350,000	2,016,583	12.08
Coroner	1,085,450	3,901,581	45.95
Emergency Management	--	349,000	--
Prosecutor	1,545,000	13,139,324	168.76
Sheriff	9,134,850	74,780,420	956.40
General Government			
Auditor	156,810,598	3,879,362	27.77
Board of Elections	1,587,650	9,418,925	42.40
Board of Zoning Appeals	17,000	75,497	1.00
Building Inspections	2,838,000	2,134,296	28.00
Commissioners/County Administration	13,828,631	4,376,183	37.25
Contracts and Subsidies	332,346	2,288,275	3.00
County Facilities	5,652,725	29,751,318	145.05
County Personnel	5,000	2,808,761	33.31
Info. Processing Advisory Committee	--	261,570	--
Non-Departmentals	1,510,000	5,034,155	--
Recorder	4,500,000	2,272,152	39.00
Rural Zoning Commission	233,516	414,449	6.60
Treasurer	21,215,700	1,330,287	15.70
Debt Service	--	8,963,703	--
Social Services			
Job and Family Services	--	1,110,661	--
Veterans Service Commission	213,000	1,424,043	10.15
Public Works			
County Engineer	--	933,470	--
Public Works Department	116,500	990,951	14.35
Economic Development	--	738,158	0.25
Total General Fund	**263,848,613**	**271,564,669**	**2,994.22**

** An FTE is the equivalent of one full-time employee.*

† Includes FTEs for two unappropriated agencies, the Regional Planning Commission and the Soil and Water Conservation District, with staff that are county employees.

‡ Personnel in these agencies are employed by the City of Cincinnati.

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2008 Restricted Funds Budget

Function/Subfund	Revenues	Expenses	FTEs*
Social Services			
Public Assistance (JFS)	207,602,045	210,262,666	1,328.00
Children's Services (JFS)	98,129,878	96,339,370	--
Bureau of Child Support (JFS)	26,438,760	26,192,744	273.50
Senior Services Levy	20,871,210	20,131,685	--
Multi-County System Agencies	12,360,417	12,360,417	--
Workforce Investment (JFS)	9,135,774	9,135,772	--
All Other Subfunds (2)	1,139,000	2,660,765	20.76
Public Works			
Metropolitan Sewer District	194,240,000	178,655,140	-- ‡
Roads and Bridges (Engineer)	17,272,600	17,798,461	197.88
All Other Subfunds (4)	10,489,110	10,384,433	8.42
Health			
Board of Mental Retardation Levy	96,760,748	103,408,649	615.87
Mental Health Levy	32,841,747	36,939,230	--
Indigent Care Levy - Hospital Support	47,519,211	34,455,460	1.80
Drake Hospital Levy	16,003,882	12,483,306	0.80
Mental Health and Recovery Services	5,390,110	5,382,004	0.62
Hospital Facility Fund	26,200	26,200	--
Recreational Activities			
Paul Brown Stadium Debt/Operating	29,838,424	29,896,463	28.01
Great American Ballpark Debt/Operating	19,187,185	18,526,619	1.00
Zoological Gardens Levy	6,247,127	6,292,190	--
Riverfront Parking	7,000,000	6,228,904	--
All Other Subfunds (4)	6,484,951	5,943,226	--
General Government			
Real Estate Assessment (Auditor)	8,112,000	12,942,525	76.48
Convention Center	6,500,000	6,500,000	--
Workers Compensation Reserve	6,672,580	6,325,397	1.00
All Other Subfunds (11)	8,369,797	12,526,550	67.65 †
Public Safety			
Indigent Care Levy - Inmate Medical	248,390	8,491,444	32.00
Communication Center - 911	6,971,400	6,888,543	81.92
Crime Information Center Levy (CLEAR)	4,788,699	6,291,756	-- ‡
Sheriff's Township Patrol (Reimbursed)	5,199,500	5,199,500	--
All Other Subfunds (10)	6,063,200	7,731,095	65.79
Debt Service	30,802,716	31,023,839	--
Judicial (19 Subfunds)	7,031,126	16,755,656	96.07
Environmental Control			
Solid Waste Management	2,820,000	2,987,903	10.87
Economic Development			
Parking Garage	1,017,480	911,667	--
Total Restricted Funds	**959,575,266**	**968,079,579**	**2,908.44**

The figures above represent the calendar year adopted budget. They do not include the following grant-year budgets adopted by consolidated resolutions in June, September and December. Grant adjustments are made throughout the year to account for new and revised awards.

Grants	96,443,777	96,583,376	274.14

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EXHIBIT
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All Funds 2012 Budget Update - $1.3 Billion

($ in Millions)	2011 Approved Budget	2012 Approved Budget	2012 Approved Update	From 2011 $ Change	From 2011 % Change	From 2012 $ Change	From 2012 % Change
Operating Budget							
General Fund	$355.9	$339.1	$363.7	$7.8	2.2%	$24.6	7.3%
Restricted Funds	$546.1	$561.5	$580.0	$33.9	6.2%	$18.5	3.3%
Subtotal Operating Budget	$902.0	$900.5	$942.5	$41.6	4.5%	$43.1	1.2%
Capital Budget							
General Capital Budget	$55.8	$55.5	$54.8	($0.9)	-1.7%	($0.7)	-1.2%
Restricted Funds Capital	$266.0	$212.9	$295.4	$29.4	11.1%	$82.5	38.8%
Special Revenue/Matching Capital	$11.5	$7.2	$11.3	($0.2)	-1.8%	$4.1	56.9%
Subtotal Capital Budget	$333.2	$275.6	$361.4	$28.3	8.5%	$85.9	-33.1%
Consolidated Plan Budget	$21.3	$20.3	$17.7	($3.7)	-17.2%	($2.7)	-13.2%
Total Budget	$1,256.6	$1,196.4	$1,321.6	$66.3	5.2%	$126.4	-9.3%

city of CINCINNATI

EXHIBIT
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PENGAD 800-631-6989

City All Funds Budget

($ in Millions)	2009 Approved Budget	2010 Approved Update	From 2009 $ Change	From 2009 % Change
Operating Budget				
General Fund	$370.4	$359.4	($11.0)	-3.0%
Restricted Funds	$523.5	$524.1	$0.6	0.1%
Subtotal Operating Budget	$893.9	$883.5	($10.4)	-1.2%
Capital Budget				
General Capital Budget	$63.4	$63.1	($0.3)	-0.5%
Restricted Funds Capital	$292.9	$200.4	($92.5)	-31.6%
Special Revenue/Matching Capital	$45.8	$3.0	($42.8)	-93.4%
Subtotal Capital Budget	$402.1	$266.5	($135.6)	-33.7%
Consolidated Plan Budget	$20.4	$20.4	($0.0)	-0.1%
Total Budget	$1,316.4	$1,170.4	($146.1)	-11.1%

EXHIBIT
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PENGAD 800-631-6989

City All Funds Budget

($ in Millions)	2008 Approved Budget	2009 Approved Budget	$ Change	% Change	2010 Approved Budget	$ Change	% Change
Operating Budget							
General Fund	$363.5	$370.4	$7.0	1.9%	$375.6	$5.2	1.4%
Restricted Funds	$486.0	$523.5	$37.4	7.7%	$529.3	$5.8	1.1%
Subtotal Operating Budget	$849.5	$893.9	$44.4	5.2%	$904.9	$11.0	1.2%
Capital Budget							
General Capital Budget	$65.2	$63.4	($1.8)	-2.8%	$63.5	$0.1	0.1%
Restricted Funds Capital	$206.9	$292.9	$86.0	41.6%	$203.2	($89.7)	-30.6%
Special Revenue/Matching Capital	$6.4	$45.8	$39.4	615.6%	$2.2	($43.6)	-95.2%
Subtotal Capital Budget	$278.6	$402.1	$123.6	44.4%	$268.9	($133.2)	-33.1%
Consolidated Plan Budget	$20.6	$20.4	($0.2)	-1.0%	$20.4	($0.0)	-0.1%
Total Budget	$1,148.7	$1,316.4	$167.8	14.6%	$1,194.2	($122.3)	-9.3%

On motion of Mr. Hartmann, seconded by Mr. Monzel the resolution was adopted.

COM'RS MIN.
VOL. 324
NOV - 2 2011
IMAGE 4179

RESOLUTION ESTABLISHING GENERAL FUND EXPENDITURE LEVELS
FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2012

WHEREAS, the Board of County Commissioners was presented a recommended general fund budget of $208.4 million by the County Administrator on October 10, 2011; and

WHEREAS, due to revised building inspection fee estimates, an additional $285,000 in revenue will be available in the 2012 general fund budget and will be allocated in the following manner:

- $110,000 to the Cincinnati USA Regional Chamber in support of the JobsOhio program to encourage business development,
- $75,000 to the Hamilton County Development Company to offset reduced community development block grant funding, and
- $100,000 to fund a joint City-County Shared Services Commission; and

WHEREAS, due to revised revenue related to electronic filing in the courts, an additional $180,000 in appropriations will be allocated to the Court of Common Pleas and the Municipal Court; and

WHEREAS, the Board of County Commissioners wishes to establish 2012 expenditure levels for all general fund departments so that the departments may complete budget entry while maintaining total general fund expenditures within available resources; and

WHEREAS, the 2012 budget maintains the Board's commitment to its 2011-2012 policy agenda to support and strengthen the environment for job creation, address strategic issues affecting the fiscal health of the county, kick-start new cost saving measures, defend public safety needs, and reduce property taxation; and

WHEREAS, the Board further asserts its commitment to pursue the following agenda items during 2012:

- Strategic facility planning that emphasizes the need for criminal justice treatment space and the sale of county property based upon Board legislation,
- Township patrol transition funding of $2.0 million, earmarked for 2012 only, from the county general fund for the Sheriff's Office as part of township patrol contract negotiations,
- Continued efforts to ensure a strong county workforce through the exploration of options that allow for appropriate compensation adjustments,
- Elimination of annual roll-over of employee vacation leave accrual for Board-controlled departments through a "use it or lose it policy" beginning January 1, 2012,
- Development services improvement recommendations anticipated from County Administration in the first quarter of 2012; and
- Investment in department capital needs as permitted by year-end 2011 finances;

NOW THEREFORE BE IT RESOLVED by the Board of Commissioners of Hamilton County, Ohio that all general fund departments shall develop 2012 budget plans that maintain expenditure levels within the limits established in ATTACHMENT A, totaling two hundred eight million, eight hundred eighty-five thousand, five hundred twenty-one dollars ($208,885,521).

BE IT FURTHER RESOLVED that the Clerk of the Board certify copies of this resolution to Christian Sigman, County Administrator.

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COM'RS MIN.
VOL. 324
NOV - 2 2011
IMAGE 4180

ADOPTED at a regularly adjourned meeting of the Board of Commissioners of Hamilton County, Ohio this second day of November 2011.

Mr. Hartmann YES Mr. Monzel YES Mr. Portune YES

CERTIFICATE OF CLERK

IT IS HEREBY CERTIFIED that the foregoing is a true and correct transcript of a resolution adopted by the Board of Commissioners of Hamilton County, Ohio in session the second day of November 2011.

IN WITNESS WHEREOF, I have set my hand and affixed the Official Seal of the Board of Commissioners of Hamilton County, Ohio, the second day of November 2011.

Jacqueline Panioto, Clerk
Board of County Commissioners
Hamilton County, Ohio

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COM'RS MIN.
VOL. 324
NOV -2 2011
IMAGE 4181

2012 General Fund Expenditure Levels

ATTACHMENT A

Department	2012 Admin Recommend	Changes to Recommend	2012 BOCC Budget Levels
Auditor	1,839,343	-	1,839,343
Board of Elections	10,310,339	-	10,310,339
Clerk of Courts	10,566,808	-	10,566,808
Commissioners & County Admin	3,991,101	-	3,991,101
Communications Center	2,300,306	-	2,300,306
Contracts and Subsidies	1,045,380	-	1,045,380
Coroner	3,307,799	-	3,307,799
County Engineer	561,976	-	561,976
County Facilities	17,542,266	-	17,542,266
Court of Appeals	50,000	-	50,000
Court of Common Pleas	6,827,114	130,000	6,957,114
Court of Domestic Relations	3,256,283	-	3,256,283
Court Reporters	2,457,003	-	2,457,003
Debt Service	10,546,928	-	10,546,928
Economic Development	1,656,784	185,000	1,841,784
Emergency Management	290,000	-	290,000
Job and Family Services	843,260	-	843,260
Juvenile Court	18,512,760	-	18,512,760
Municipal Court	4,666,268	50,000	4,716,268
Non-Departmentals	6,259,547	100,000	6,359,547
Planning and Development	5,846,116	-	5,846,116
Probate Court	2,772,300	-	2,772,300
Probation	6,719,044	-	6,719,044
Prosecutor	10,859,403	-	10,859,403
Public Defender	14,108,336	-	14,108,336
Recorder	1,410,746	-	1,410,746
Sheriff	57,517,751	-	57,517,751
Treasurer	786,265	-	786,265
Veterans Service Commission	1,569,298	-	1,569,298
Total	$ 208,420,521	$ 465,000	$ 208,885,521

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City of Cincinnati

Interdepartment
Correspondence Sheet

201000770

Date: April 28, 2010

TO: Councilmember Jeff Berding

FROM: John P. Curp, City Solicitor

SUBJECT: **RESOLUTION – COMMISSION ON FISCAL RESPONSIBILITY AND REFORM**

Transmitted herewith is a resolution captioned as follows:

> **EXPRESSING** Council's intention to work in cooperation with County representatives to create a Joint Commission on Fiscal Responsibility and Shared Services ("Commission"), for the purpose of analyzing opportunities to increase efficiency in governance and delivery of services provided by Hamilton County and City of Cincinnati

JPC/RDH/(jk)
Attachment
(Council) Berding Comm. On Fiscal Responsibility and Reform 0410-RDH

17S-B FVU

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EXHIBIT
5-1
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RDH JPC/RDH

RESOLUTION NO. _____-2010

EXPRESSING Council's intention to work in cooperation with County representatives to create a Joint Commission on Fiscal Responsibility and Shared Services ("Commission"), for the purpose of analyzing opportunities to increase efficiency in governance and delivery of services provided by Hamilton County and City of Cincinnati.

WHEREAS, governments at all levels, including Hamilton County and the City of Cincinnati, are facing unprecedented financial challenges due to current economic weakness and persistent revenue shortfalls; and

WHEREAS, the City of Cincinnati and Hamilton County governments were built to their current sizes based on serving larger populations in more robust economic times; and

WHEREAS, the City of Cincinnati has been plagued by structurally imbalanced budgets that have provided annual services despite the fact that expenses exceeded annual revenues; and

WHEREAS, Hamilton County has seen a dramatic reduction of its workforce and overall budget; and

WHEREAS, taxpayers are paying for numerous services that are duplicated at the City and County levels, including Purchasing, Facilities, Public Works, Fleet Management & Maintenance, Misdemeanor Prosecutions, Public Finance & Administration, Employee Benefits & Administration, Human Resources, Information Technology (IT) services, Business & Zoning Departments, Planning, Economic Development Functions, and Public Safety services such as 911 Dispatch; and

WHEREAS, savings and efficiencies clearly exist with respect to these and other services through structural reform, better use of technology, and consolidation or sharing of numerous County and City services, both those that are provided directly to citizens as well as "internal" services provided to County and City departments; and

WHEREAS, preliminary analyses of particular areas, such as Emergency 911 Services, income tax collection and sharing of heavy equipment, reveal that millions of dollars could potentially be saved through the sharing and consolidation of services; and

WHEREAS, any savings gained through implementing such reforms and consolidations will minimize the need to reduce levels of basic services provided to citizens, as well as minimize the need for layoffs of front-line public employees providing such services; and

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WHEREAS, while often discussed, such reforms will only take place after thorough, independent and rigorous analysis of potential savings, costs and benefits, as well as the implementation steps necessary to effectuate each one; now, therefore,

BE IT RESOLVED by the Council of the City of Cincinnati, State of Ohio:

Section 1. That the Council hereby declares its intent to work in cooperation with County representatives to create a Joint Commission on Fiscal Responsibility and Shared Services ("Commission"), the mission of which shall be to analyze opportunities to increase efficiency in governance and delivery of services of Hamilton County and City of Cincinnati.

Section 2. That the Council supports the creation of a Commission developed in the following manner and with the following directives:

- **Membership:** The Commission shall be led by 2 senior members of the Cincinnati business community, the Presidents of the University of Cincinnati and Xavier University, and 2 civic leaders, all of whom will serve as co-chairs. The co-chairs will select a chair and assemble the members, who will be representatives of the private or non-profit sectors with sufficient expertise in the study areas.
- **Mission:** The Commission shall propose recommendations that (1) coordinate the structure of each government with the most efficient and economical delivery of services, and (2) structurally balance the budgets of both governments in a long-term sustainable manner.
- **Reports:** The Commission shall report back to the City Council and the County Commission according to the following schedule:

  - No later than July 31, 2010, the Commission shall submit a preliminary report with an update of its work and any immediate recommendations for savings and/or consolidations.

  - No later than December 1, 2010, the Commission shall vote on the approval of a final report containing a set of recommendations to achieve the mission set forth in section 1. The report shall require the approval of not less than 7 of the 10 members of the Commission.

  - The report, once approved, shall be submitted to the Hamilton County

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Commission and City Council for their consideration, and shall be afforded a vote for approval within 30 days of its submission.

- **Administration:** The Commission shall have a staff member to serve as Executive Director, funded by private contributions and selected by the chair, and any additional funds needed for professional services shall also be funded by private contributions. The Administrations of each government shall work cooperatively and expeditiously to provide information upon request of the Commission. The Commission shall terminate 45 days after submitting its final report.

Section 3. That this resolution be spread upon the minutes of Council and that copies be sent to David Pepper, President, Hamilton County Commissioners; Greg Hartmann, Hamilton County Commissioner; and Todd Portune, Hamilton County Commissioner.

Passed: _____, 2010

_____
Mayor

Attest: _____
Clerk

Submitted by Councilmember Jeff Berding

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Local Government Innovation Fund Project Selection Methodology

Completeness and Eligibility Review

Eligibility Item	Description	Complete	Incomplete
Financial Information	*Did the applicant include each of the following documents: 1) Three years of financial history (income statement, balance sheet and statement of cash flows); 2) The amount and type of funds requested; 3) The percentage of local matching funds available; 4) Information about in-kind contributions; 5) At least three years of financial projections; 6) If applicable, a description of the expected savings?*	X	
Executed Partnership Agreement	*Did the applicant include an* ***executed*** *partnership agreement that 1) separately lists each of the partners involved in the project, 3) outlines the nature of the partnership, and 3) explains how the main applicants and partners will work together on the proposed project?*	See Section 2, Question 2 of Application	
Resolution(s) of Support	*Did the applicant include a resolution of support from its governing entity? If the application includes collaborative partners, is there a resolution of support for each of the collaborative partners named in the application?*	X	
Demonstration of Match Requirement	*Did the applicant demonstrate a match investment* ***equal to at least 10 percent*** *of the total costs of the eligible project? (Please note, match investments may include any combination of local, public or private funds).*	X	
Complete and Eligible	*Is the application complete and eligible for review?*	X	

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Local Government Innovation Fund Project Selection Methodology

Section 1: Financing Measures

Financing Measures	Description	Criteria	Max Points
Financial Information	*Applicant includes financial information (i.e., service related operating budgets) for the most recent three years and the three year period following the project. The financial information must be directly related to the scope of the project and will be used as the cost basis for determining any savings resulting from the project.*	Applicant provides a thorough, detailed and complete financial information	5
		Applicant provided more than minimum requirements but did not provide additional justification or support	*
		Applicant provided minimal financial information	*
		Total Possible Points	**5**
Repayment Structure (Loan Only)	*Applicant demonstrates a viable repayment source to support loan award. Secondary source can be in the form of a debt reserve, bank participation, a guarantee from a local entity, or other collateral (i.e., emergency fund, rainy day fund, contingency fund, etc.)*	Applicant clearly demonstrates a secondary repayment source.	N/A
		Applicant does not have a secondary repayment source.	N/A
		Total Possible Points	**N/A**
Local Match	*Percentage of local matching funds being contributed to the project. This may include in-kind contributions.*	70% or greater	5
		40-69.99%	-
		10-39.99%	-
		Total Possible Points	**5**
Total Points Available		**10**	

Section 2: Collaborative Measures

Collaborative Measures	Description	Criteria	Points
Population	*Applicant's population (or the population of the area(s) served) falls within one of the listed categories as determined by the U.S. Census Bureau. Population scoring will be determined by the* ***smallest*** *population listed in the application. Applications from (or collaborating with) small communities are preferred.*	Applicant (or collaborative partner) is not a county and has a population of less than 20,000 residents	-
		Applicant (or collaborative partner) is a county but has less than 235,000	-
		Applicant (or collaborative partner) is not a county but has a population 20,001 or greater.	-
		Applicant (or collaborative partner) is a county with a population of 235,001 residents or more	3
		Total Possible Points	**3**
Participating Entities	*Applicant has executed partnership agreements outlining all collaborative partners and participation agreements and has resolutions of support. (Note: Sole applicants only need to provide a resolution of support from its governing entity.*	More than one applicant	-
		Single applicant	1
		Total Possible Points	**1**
Total Points Available		**4**	

***The proposed project is a feasibility study. We have included a budget for the scope of work for the feasibility project, however, operating budgets and percentage of savings based on costs will be determined once a focus area for shared services is determined.**

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Local Government Innovation Fund Project Selection Methodology

Section 3: Success Measures

Success Measures	Description	Criteria	Points
Expected Return	*Applicant demonstrates as a percentage of savings (i.e., actual savings, increased revenue, or cost avoidance) an expected return. The return must be derived from the applicant's cost basis. The expected return is ranked in one of the following percentage categories:*	75% or greater	30
		25.01% to 74.99%	*
		Less than 25%	*
		Total Possible Points	30
Past Success	*Applicant has successfully implemented, or is following project guidance from a shared services model, for an efficiency, shared service, coproduction or merger project in the past.*	Yes	5
		No	-
		Total Possible Points	5
Scalable/Replicable Proposal	*Applicant's proposal can be replicated by other local governments or scaled for the inclusion of other local governments.*	The project is both scalable and replicable	10
		The project is either scalable or replicable	-
		Does not apply	0
		Total Possible Points	10
Probability of Success	*Applicant provides a documented need for the project and clearly outlines the likelihood of the need being met.*	Provided	5
		Not Provided	-
		Total Possible Points	5
Total Points Available		50	

Section 4: Significance Measures

Significance Measures	Description	Criteria	Points Assigned
Performance Audit Implementation/Cost Benchmarking	*The project implements a single recommendation from a performance audit provided by the Auditor of State under Chapter 117 of the Ohio Revised Code or is informed by cost benchmarking.*	Project implements a recommendation from an audit or is informed by benchmarking	-
		Project does not implement a recommendation from an audit and is not informed by benchmarking	0
		Total Possible Points	0
Economic Impact	*Applicant demonstrates the project will a promote a business environment (i.e., demonstrates a business relationship resulting from the project) and will provide for community attraction (i.e., cost avoidance with respect to taxes)*	Applicant clearly demonstrates economic impact	5
		Applicant mentions but does not prove economic impact	-
		Applicant does not demonstrate an economic impact	-
		Total Possible Points	5
Response to Economic Demand	*The project responds to current substantial changes in economic demand for local or regional government services.*	Yes	5
		No	-
		Total Possible Points	5
Total Points Available		10	

Section 5: Council Measures

Council Measures	Description	Criteria	Points Assigned
Council Preference	*Council Ranking for Competitive Rounds*	The applicant demonstrates innovation or inventiveness with the project	10
		Total Possible Points	10
Total Points Available		10	
		Total Points	84
		Total Points Possible	95

***The proposed project is a feasibility study. We have included a budget for the scope of work for the feasibility project, however, operating budgets and percentage of savings based on costs will be determined area for shared services is determined.**

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Ohio Senate
Senate Building
Columbus, Ohio 43215
614-466-5980
614-466-4120 Fax

Minority Leader
Eric H. Kearney
9th District

February 27, 2012

Ohio Department of Development
Local Government Initiatives Grant
77 South High Street
Columbus, OH 43216

Dear Members of the Local Government Innovation Council:

As State Senator of the 9th District of Ohio and resident of Cincinnati and Hamilton County's business community, I would like the attached proposal for a $100,000 grant to support a comprehensive joint organizational review of city and county government be considered for approval.

In late 2011, Hamilton County Commission President Greg Hartmann and Cincinnati Mayor Mark Mallory formed the City-County Shared Services Task Force, with the support of the Hamilton County Commission and City Council.

The approval of this grant will allow the City-County Shared Services Task Force to review and consider the proper coordination and alignment options related to duplicated services, overlapping departmental functions, competing initiatives, joint economic development strategies, and the pooling of resources. The Task Force is designed to ensure that local government structures and operations are as streamlined and competitive as possible into the future. The Task Force will identify and recommend organizational changes and improvements conducive to a more efficient, cost effective provision of services between County and City governments. The $100,000 grant request under this application will allow the funding needed to complete the review process.

I believe this comprehensive joint organizational review is important for the future success of our region. Please give their joint application full consideration.

Serving: Hamilton County
senatorkearney@maild.sen.state.oh.us

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Sincerely,

Eric H. Kearney
Ohio Senate Minority Leader
9th District

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Cincinnati USA
Regional Chamber

Ellen G. van der Horst
President & CEO

February 16, 2012

Ohio Department of Development
Local Government Initiatives Grant
77 South High Street
Columbus, OH 43216

Dear Members of the Local Government Innovation Council:

On behalf of the Cincinnati USA Regional Chamber and the nearly 5,000 member businesses and 310,000 employees we represent, I am writing to express my strong endorsement of the attached proposal for a $100,000 grant to support a comprehensive joint organizational review of City and County government. As we have stated in "Redesigning Ohio: Transforming Government into a 21st Century Institution", the Chamber strongly believes that local government reform is critical to Ohio's future, as it will help establish an environment for businesses to create jobs and expand our economy.

Southwest Ohio has already taken initial steps to address this important topic. In late 2011, Hamilton County Commission President Greg Hartmann and Cincinnati Mayor Mark Mallory formed the City-County Shared Services Task Force, with the support of the Hamilton County Board of County Commissioners and Cincinnati City Council. The Task Force will consider coordination and alignment options related to duplicated services, overlapping departmental functions, competing initiatives, joint economic development strategies, and the pooling of resources. The Chamber believes this effort is necessary to ensure that local government structures and operations are more efficient and cost-effective.

Three local leaders have agreed to co-chair the Task Force: Cynthia Booth, owner of several local McDonald's restaurants; retired Federated executive Thomas Cody; and current Cintas Chairman Robert Kohlhepp. Fourteen (14) other Task Force members will come from all political parties, neighborhood associations and non-profit agencies to help ensure that the final Task Force recommendations and their implementation will be broadly supported.

The total budget for the City-County Shared Services Task Force is $400,000 comprised of $100,000 each from the County, City and Cincinnati Business Committee. The $100,000 requested under this application will provide the remaining funds required for the scope of work.

The Chamber believes this comprehensive joint organizational review is critical to the future success of our region, and encourages you to approve this grant proposal.

Sincerely,

Ellen G. van der Horst

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300 Carew Tower
441 Vine Street
Cincinnati, Ohio 45202-2812
phone 513.579.3175
fax 513.562.8460
evanderhorst@cincinnatichamber.com

cbc | Cincinnati Business Committee

600 Vine Street, Suite 1908
Cincinnati, OH 45202

telephone [513] 241.9111
facsimilie [513] 241.5260

February 24, 2012

Ohio Department of Development
Local Government Initiatives Grant
77 South High Street
Columbus, OH 43216

Members of the Local Government Innovation Council:

The Cincinnati Business Committee has long supported efforts to promote collaboration and efficiency in local governments in Hamilton County. Today, I am writing to express the Cincinnati Business Committee's support for the attached application for a grant from the Local Government Innovation Council.

Last fall, Hamilton County Commission President Greg Hartmann and Cincinnati Mayor Mark Mallory formed the City-County Shared Services Commission. Three co-chairs have agreed to lead the Commission: Cynthia Booth CEO of COBCO Enterprises a privately held company operating six local McDonald's franchises; Tom Cody, former vice chairman of Macy's Inc.; and Cintas Chairman of the Board Bob Kohlhepp. Fourteen other Commission members from all political parties, neighborhoods and non-profit agencies will also help to ensure that the Commission's final recommendations for shared services are supported broadly in the community.

The Commission will identify and recommend organizational changes and improvements conducive to a more efficient, cost effective system of service delivery between County and City governments. We believe this effort is necessary to ensure that both governments are as streamlined and competitive as possible to promote the conditions for job and business growth.

As a sign of our commitment to the project, **we have pledged to contribute up to $100,000 in matching funds toward the City-County Shared Services Commission**, pending similar commitments from the City and County and final agreement of the Commission's structure.

This comprehensive joint organizational review is critical for the future success of our region, and we fully support and endorse this application for funding to allow this effort to succeed.

Sincerely,

Gary Lindren
Executive Director

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Agenda 360
A Regional Action Plan

February 15, 2012

Ohio Department of Development
Local Government Initiatives Grant
77 South High Street
Columbus OH 43216

To Members of the Local Government Innovation Council:

As executive director of Agenda 360, our regional action plan to grow talent, jobs, and economic opportunity, I strongly endorse the attached proposal for a $100,000 grant to support a comprehensive joint organizational review of city and county government. Government collaboration is a priority focus area for Agenda 360 and we believe that cooperation between the City of Cincinnati and Hamilton County is central to achieving more collaboration across jurisdictional boundaries throughout the region.

The work has already begun. In late 2011, Hamilton County Commission President Greg Hartmann and Cincinnati Mayor Mark Mallory formed the City-County Shared Services Task Force, with the support of the County Commission and City Council. The task force will consider coordination and alignment options related to duplicated services, overlapping departmental functions, competing initiatives, joint economic development strategies, and the pooling of resources. The Task Force will identify and make recommendations regarding organizational changes and improvements conducive to a more efficient, cost-effective provision of services between the county and city governments.

We share the view of Cincinnati's business community that this effort is necessary to ensure that local government structures and operations are streamlined and competitive for the future.

Three prominent local leaders have agreed to co-chair the Task Force: Cynthia Booth, owner and operator of several local McDonald's restaurants; retired Macy's executive Thomas Cody; and current Cintas chairman Robert Kohlhepp. Fourteen additional Task Force members will be drawn from all political parties, neighborhood associations, and non-profit organizations to ensure that the Task Force's recommendations will have a broad base of support in implementation.

The budget for the City-County Shared Services Task Force is $400,000, funded to date by $100,000 each from Hamilton County, the City of Cincinnati and the Cincinnati Business Committee. The $100,000 requested through this application will provide the remaining funds required for the scope of work.

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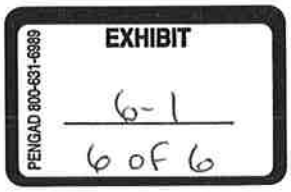
We believe this comprehensive, joint organizational review is critical to the future success of our region, and urge your approval of the grant that will support the process and ultimately, more effective provision of services for our region's core.

Sincerely,

Mary Stagaman
Executive Director