

CITY MANAGER SHERYL M.M. LONG

YEAR END REPORT

November 19, 2024



YEAR END REPORT

Mr. Mayor & Members of Council,

As I reflect on my second year as City Manager and begin my third, I am struck by the continued alignment of the Administration, Mayor, and City Council in addressing Cincinnati's needs and defining a vision for our collective future.

Thank you for the opportunity to tell my leadership story and share the many successes of our City employees. I continue to be heartened and humbled by the incredible work that our 6,000+ public servants do every day.



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Strategic Goals & Management Priorities

As defined by Council in October 2023.

Growing Economic Opportunity

Ensure all residents and businesses have access to the tools they need to achieve economic stability and prosperity.

Fiscal Sustainability & Strategy

Ensure the City plans for long-term financial stability that can support a budget that reflects the needs of the community.

What's Next

Outline goals for the year ahead.



Public Safety & Health

Reduce crime and improve the wellbeing of all residents, communities, and neighborhoods.

Thriving Neighborhoods

Ensure all residents have access to affordable, clean, resilient, and beautiful neighborhoods.

Excellent & Equitable Service Delivery

The City will deliver best-in-class services to all residents.



MISSION STATEMENT

Through collaboration with our community and partners, we will work to preserve and improve our residents' lives by delivering effective, friendly, and efficient services.

We will employ the following strategies in pursuit of our mission:

People | Create disciplined leaders at all levels of City operations that are passionate and committed to our mission, and who work effectively to accomplish it.

Accountability | Develop a culture and practice that understands the importance of setting performance goals, measuring our progress, and following through on direction and obligations.

Focus | Create strategic alignment around a common set of outcomes and prioritize resources and actions to advance them.

Collaboration | Develop a culture and practice of collaborating, listening, and communicating with our colleagues, elected officials, partners, and community.

Impact | Maximize impact through efficient use of resources, leveraging technology, optimizing revenues, and continual evaluation of the effectiveness of existing resource investments.

Equity | Adopt an intentional, aggressive, and transparent approach to addressing inequities in our community through action at every level of city operations.

Strategic Initiative **Executive Teams**

Created to establish the framework and supporting routines needed for a more proactive, collaborative, and disciplined approach to citywide decision-making.



Excellent & Equitable Service Delivery

People-Centered Leadership | Customer Experience |
Data-Driven Culture | Equity-focused Delivery |
Open Dialogue with Community



Thriving Neighborhoods

Affordable Housing | Tenant-Centered Housing |
Climate Resilience | Desirable Destination



Public Safety & Health

Violence Reduction | Diversion | Emergency Readiness |
Protective Health



Fiscal Sustainability

Transparent, Collaborative Budgeting | Financial Resilience |
Evaluate Proportional Allocations | Asset Management



Growing Economic Opportunity

Job Mobility | Racial Wealth Equity | Business Expansion |
Conducive Infrastructure

Management Priorities

Priorities agreed upon by Council on October 30, 2023.



Management

Recruitment | Retention | Employee Morale | Major Hires |
Culture of "Yes, And" | Remove Bottlenecks



Leadership

Ability to prioritize, delegate, and lead



Government Efficiencies

Remove Unnecessary Bureaucracy | Move Projects Forward |
Use Data-Driven Approach



Relationship & Collaboration

with Council, Mayor, and Community Partners



Communication Skills

Internal | External



PUBLIC SAFETY & HEALTH



Reduce crime and improve the wellbeing of all residents,
communities, and neighborhoods

01

Comprehensive Violence Reduction



03

Responding to Crisis



02

Police & Fire Operations



Comprehensive Violence Reduction



Hospital-based Violence Intervention Program

Cincinnati has launched the nation's first combined adult and pediatric Hospital Violence Intervention Program (HVIP) in partnership with UC Medical Center and Cincinnati Children's Hospital, providing comprehensive support for gun violence victims. This program aims to break the cycle of violence by offering medical, psychological, and community resources to support long-term recovery and safety.



Problem-solving Projects

The City has launched community-based initiatives like the Main Street and Government Square Working Groups to reduce crime in key areas. The Main Street Task Force has achieved over a 60% reduction in violence through placemaking efforts, creating a safer, more vibrant environment.



Violence Reduction Manager

Gabriel Fletcher has joined the City as the Gun Violence Reduction Manager, bringing expertise in legal advocacy and community engagement. He will lead strategic initiatives, foster partnerships, and implement data-driven approaches to reduce gun violence.

Police & Fire Operations



Police Operations & Climate Assessment

Following the CPD Climate Assessment, the Senior Command Staff prioritized improving communication, increasing direct information sharing, and posting regular updates. CPD is also reviewing data on discipline and bias issues with OPDA, progressing on a Facilities Master Plan with completed initial data collection, and conducting quarterly traffic blitzes targeting high-risk areas, yielding over 5,500 citations for offenses like speeding and failure to yield.



Fire Operations & Climate Assessment

CFD's Climate Assessment, conducted with Matrix Consulting Group and involving extensive staff input, is nearly complete, with a report expected soon to address identified issues. Meanwhile, CFD continues to work toward a diverse workforce, and has begun construction on a new Fire Training Campus, set for completion in summer 2025.



Responding to Crisis



Place-based Initiatives Manager & Homelessness Response

The City's Place-Based Initiatives Manager has introduced a new approach to address homelessness, involving three stages of support from social workers, outreach workers, and housing specialists. This initiative relies on partnerships with Path Behavioral Healthcare, GeneroCity 513, and collaboration across City departments like ARC, CPD, and Public Services.



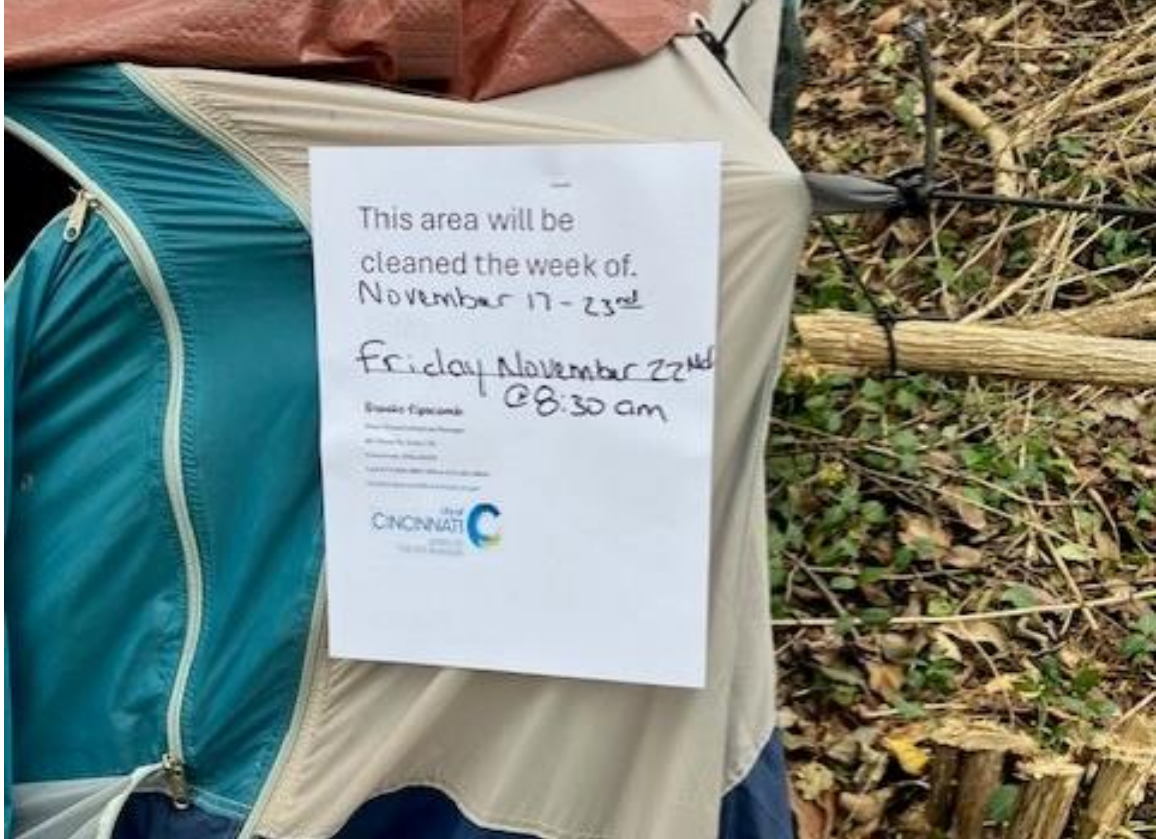
Alternative Response to Crisis (ARC)

The Alternative Response to Crisis (ARC) team, a non-police resource for low-risk behavioral health crises, was piloted in July 2022 and became a permanent city program in 2023. In June 2024, a second team was added, doubling the City's capacity to respond to crises involving mental health, public health, and poverty-related issues.



Emergency Communications Center (ECC)

ECC has enhanced quality assurance by reviewing call-taker performance with national standards set by the International Academies of Emergency Dispatch (IAED). ECC is actively pursuing IAED's Accredited Center of Excellence (ACE) designation, having met ACE benchmarks for the first time in 2024, with ongoing improvements toward future accreditation.





GROWING ECONOMIC OPPORTUNITY



Ensure all residents and businesses have access to the tools
they need to achieve economic stability and prosperity

01

DCED Operations & Major
Development Projects



03

Federal Grants

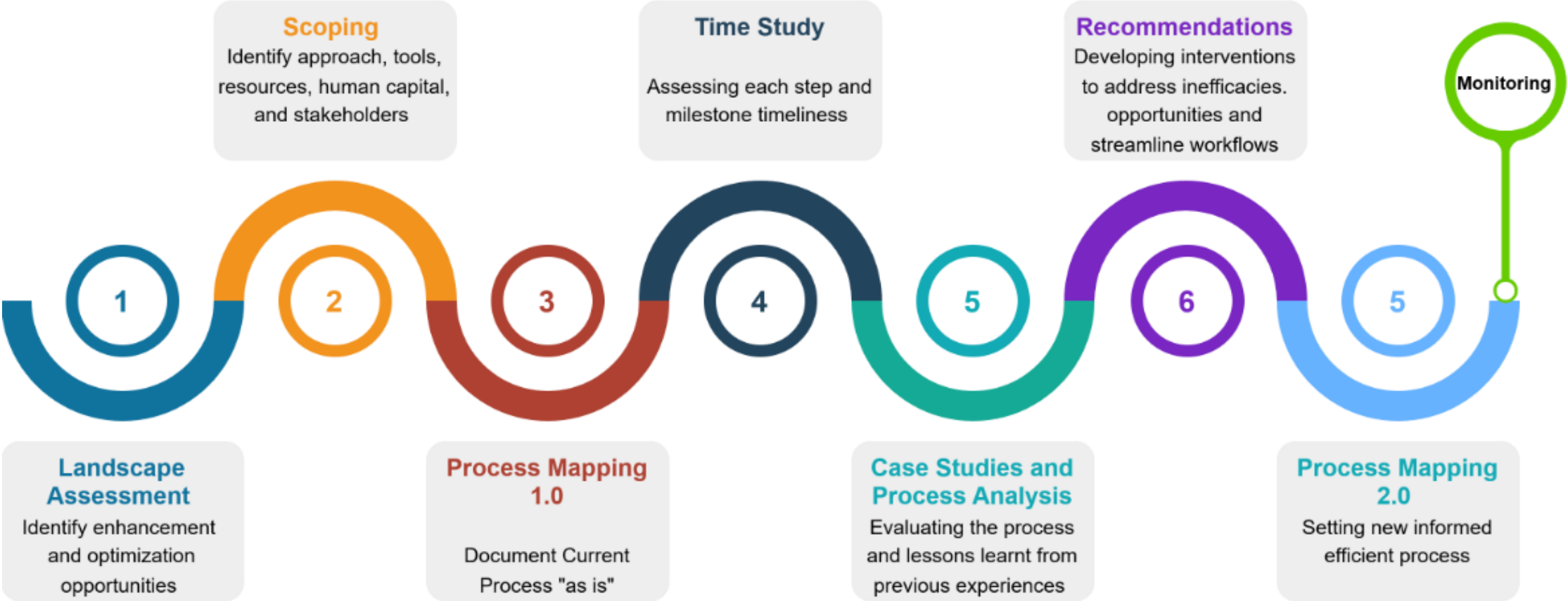


02

Uplifting & Protecting
Cincinnatians



DCED Operations



Major Development Projects



Duke Energy Convention Center

The City, partnering with 3CDC and Hamilton County, finalized funding for a \$250 million renovation of the Duke Energy Convention Center, set to transform the urban core into a vibrant convention district. Additionally, after a thorough RFP process, ASM Global was selected as the new manager to oversee and book events, ensuring high-quality management for the updated facility.



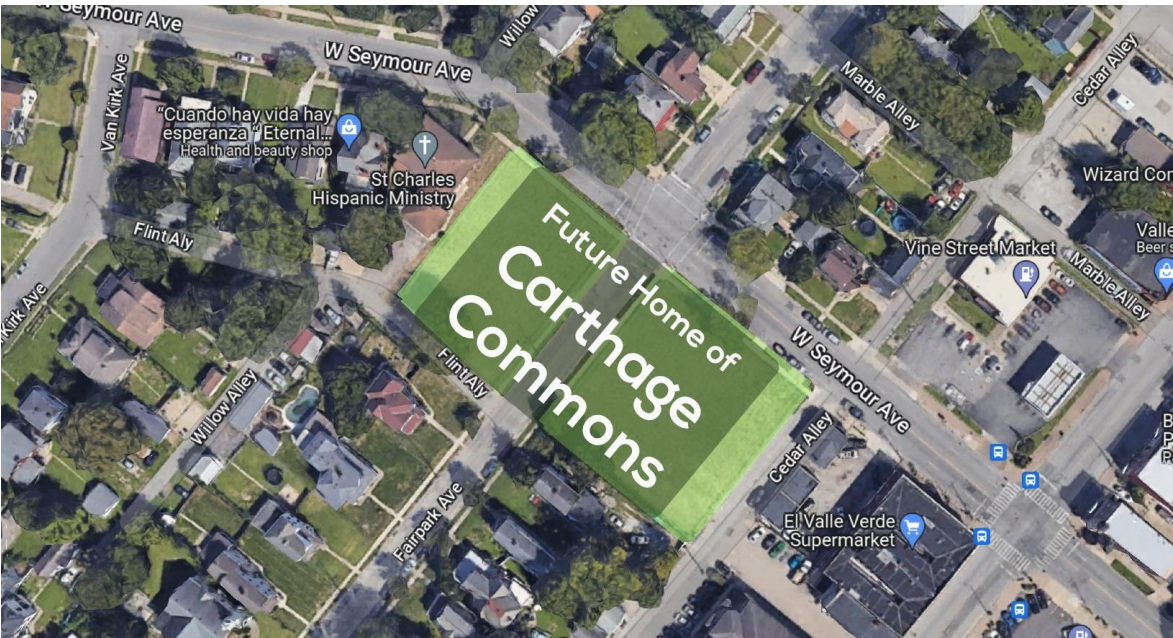
Saks/Paycor

The City facilitated Paycor’s headquarters relocation to the former Saks building downtown, bringing increased activity and economic energy to the area. This project demonstrates the City’s commitment to a business-friendly environment, highlighted by proactive property acquisition, maintenance, and collaboration with 3CDC to secure incentives for new development.



Neighborhood-level Projects

Numerous smaller, street-level development projects are made possible by City funding and other initiatives. Neighborhood developments—like Carthage Commons, the \$10 million Warsaw Creative Commons in East Price Hill, and the Keymark revitalization in College Hill—are the beating heart of the City.



Uplifting & Protecting Cincinnatians



Buildings & Inspections Academy

B&I has launched an in-house training program for building inspectors, allowing candidates to be hired based on interest rather than years of experience, addressing staffing challenges and increasing department diversity. This initiative, which has earned the International Code Council's 2024 Innovation in Code Administration Award, will reduce backlog, enhance community trust, and ensure City inspectors better represent the communities they serve.



Access to Capital

DEI and the Urban League of Greater Southwestern Ohio have launched the Access to Capital Bootcamp to help historically marginalized entrepreneurs gain the skills and connections needed to secure funding. This program includes six workshops, coaching, and a \$1,000 scholarship for each of the 100 participants upon completion, with the first cohort starting on October 11.



Wage Enforcement Ordinance

In 2024, DEI has reviewed the City's Wage Enforcement Ordinance, which protects workers on city-funded construction contracts from wage theft. Through key partnerships, DEI aims to strengthen site visits and enforcement efforts to ensure compliance.



Federal Grants



Total Revenue

The City has increased federal grant revenue by 20% since FY22, securing over \$40 million in FY24 through proactive pursuit of state and federal funding opportunities. This growth strengthens budget resilience and supports City services, capital projects, and innovative investments.



Grant Highlights

Specific grant highlights include a \$10 million award from USDOT for hillside stabilization, \$50 million of State Community Infrastructure Funds toward the Convention Center District project, \$9 million in Water Resources Development Act funding for wastewater infrastructure, and \$3.5 million in pending Congressional requests for public safety initiatives.





THRIVING NEIGHBORHOODS



Ensure all residents have access to affordable, clean, resilient,
and beautiful neighborhoods

01

A Vibrant City



NEWS > LOCAL NEWS



City of Cincinnati sues Florida-based owner of five Cincinnati apartment complexes



The City of Cincinnati is cracking down on bad landlords and criminal hangouts like illegal hookah bars, using public nuisance laws to clean up problem properties.



02

Litigating Quality of Life Issues



03

Streets, Sidewalks, & Pedestrian Safety



A Vibrant City



Special Events

Cincinnati's appeal and hospitality shine through its thriving special events scene, with 413 permits issued this year. Highlights include signature events like Blink and the Flying Pig Marathon, major concerts, sports games, and diverse community celebrations.



Career Pathways & Adopt A Class

CPI continues to create opportunities for local youth by connecting them with City jobs and career pipelines, filling roles such as lifeguards, municipal workers, and CPD co-ops, and managing over 300 third-party youth employment contracts in 2024. We expanded our partnership with Adopt A Class, activating 30 teams to mentor students and earning the Spark Award for our impactful engagement.



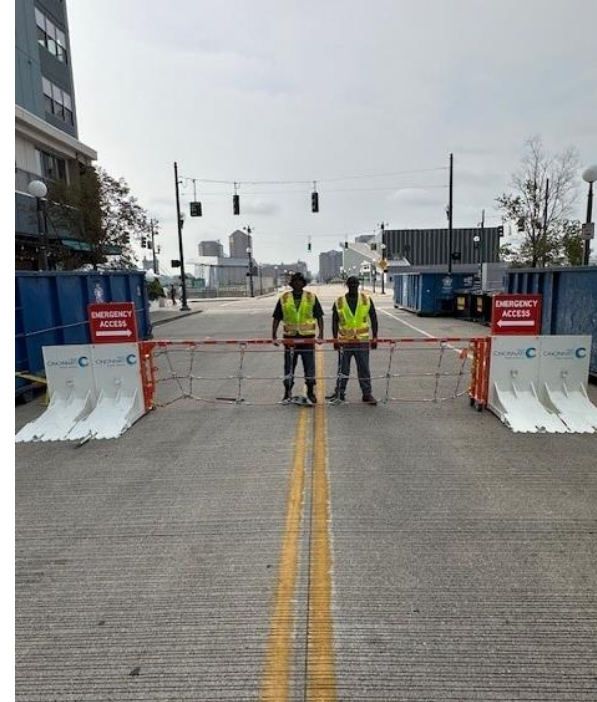
Connected Communities

Connected Communities, Cincinnati's comprehensive zoning and land use reform package, was passed in June after two years of collaboration led by the Mayor, Councilmembers Harris and Cramerding, and the Department of Planning & Engagement. The reforms simplify regulations, reduce parking minimums, and promote human-scale development, paving the way for sustainable and affordable growth aligned with community priorities.



Green Cincinnati

Supported by more than \$40 million in grants since 2023, the Green Cincinnati Plan is advancing ambitious sustainability goals, including transitioning City facilities and fleets to renewable energy and electric vehicles by 2035.



Litigating Quality of Life Issues



Overview

Over the past year, we have focused on improving residents' quality of life by filing more than 70 cases to address crime and blight at 90 properties across 25 neighborhoods, with an emphasis on housing conditions and violent crime reduction.



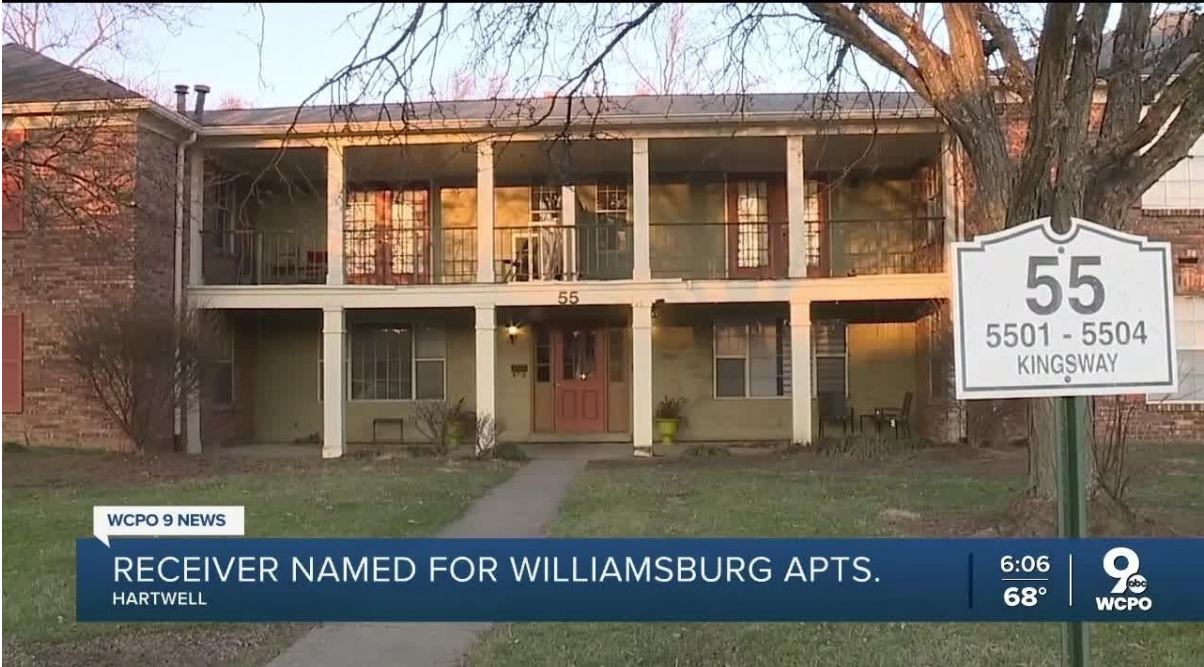
Landlord & Property Highlights

We are actively pursuing litigation to address unsafe housing conditions, impacting over 1,080 units owned by REM Capital, Alex Kogan, Avi Ohad, and Wallick, among others, with significant progress made in abating violations at Williamsburg Apartments and Vinebrook properties. Beyond litigation, the City has provided critical support to tenants affected by emergencies, such as the Guardian Apartments elevator failure and substandard conditions at the Garden Park nursing home.



Violent Crime Hotspots

We have prioritized abating violent crime on private properties, filing nine cases in the past year against locations linked to chronic shootings, including bars, hookah lounges, gas stations, and residential properties. Five cases have been successfully resolved, demonstrating progress in addressing these community safety concerns.



Streets, Sidewalks, & Pedestrian Safety



Complete Streets

Since the passage of the Complete Streets mandate in December 2022, the Department of Transportation and Engineering has made significant strides in enhancing safety and accessibility across Cincinnati streets. In 18 months, the City has implemented more than 500 safety improvements, 100 traffic-calming measures, 170,000 square feet of sidewalk upgrades, and over four miles of new bike facilities, with projects like Glenway Avenue already completed and more in progress.



Pedestrian Safety

Pedestrian safety remains a top priority, with over 60 projects planned for construction across 27 neighborhoods in 2024. Community feedback has been overwhelmingly positive, reflecting the Citywide impact of these efforts.





FISCAL SUSTAINABILITY



Ensure the City plans for long-term financial stability that can support a budget that reflects the needs of the community

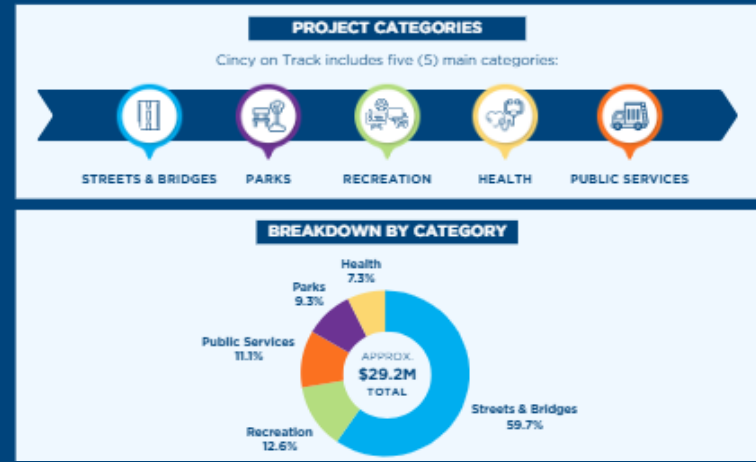
01

Performance Based
Budgeting



CINCY ON TRACK
FISCAL YEAR 2025 REVENUE ALLOCATION

The infographic below highlights the Approved Fiscal Year 2025 spending plan for revenue received from the Cincinnati Southern Railway. Funding from this source can only be used on existing City infrastructure projects.



03

Optimizing Our Resources



02

Cincinnati Southern Railway

Performance-Based Budgeting



Overview

The City is now entering the third year of a three-year transition to performance-based budgeting, aligning resource allocation with measurable outcomes and City goals.



Our Work So Far

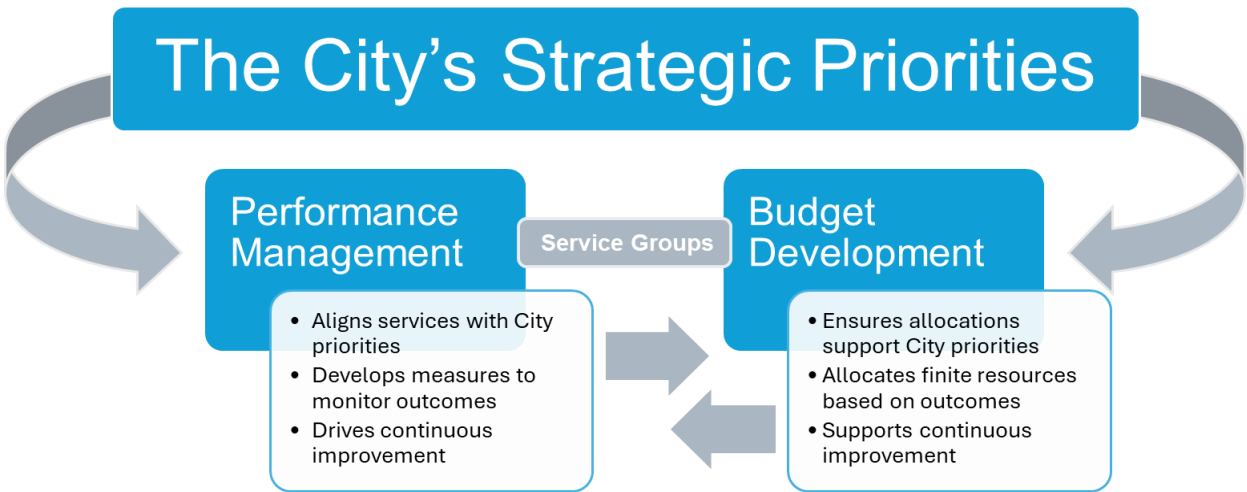
Through the Performance Management process, the City has already developed clearly defined goals and objectives, crafted performance measures, and begun regular performance monitoring.



A New Budget Process

Beginning in late 2024 and early 2025, departments will realize a new, three-part budget development process:

1. Executive Finance Review
2. Executive Performance Review
3. Executive Budget Review



Cincinnati Southern Railway



Status Update

Following voter approval of the Cincinnati Southern Railway sale, the Administration launched efforts to transition from lease payments to the infrastructure trust and developed communication tools to showcase the sale's impact.



Cincy on Track

The *Cincy on Track* initiative, introduced in the FY25 capital budget, provides unprecedented transparency into capital investments funded by the sale. A public-facing dashboard is now live, enabling residents to track how these funds are being used across the City.

CINCY ON TRACK

FISCAL YEAR 2025 REVENUE ALLOCATION

The infographic below highlights the Approved Fiscal Year 2025 spending plan for revenue received from the Cincinnati Southern Railway. Funding from this source can only be used on existing City infrastructure projects.

STREETS & BRIDGES

(Department of Transportation & Engineering)



\$17.4M

- Street Rehabilitation
- Traffic Signal Infrastructure Improvements
- Victory Parkway Complete Street Project

PARKS



\$2.7M

- Park Infrastructure Rehabilitation

RECREATION



\$3.7M

- Recreation Facilities Renovation
- Outdoor & Athletic Facilities Renovation
- Aquatic Facilities Renovation

HEALTH



\$2.1M

- Health Facilities Renovation & Repairs
- Health Property Structural Integrity
- Price Hill Health Center Parking Lot Expansion

PUBLIC SERVICES



\$3.2M

- City Facilities Renovation & Repairs

FOR MORE DETAILED INFORMATION
ABOUT CINCY ON TRACK, PLEASE VISIT

bit.ly/cincyontrack

Optimizing Our Resources



Finance Department Fee Audit

The Finance Department created a comprehensive master fee database this year, capturing current fees, historical context, and update timelines. This new process will guide annual reviews in collaboration with departments, ensuring fees remain effective and account for service delivery costs.



Admission Tax Updates

City Council recently updated the Admission Tax code to address modern ticket sales, including secondary markets like StubHub and Ticketmaster. These changes require third-party platforms to collect and remit taxes, clarify taxable events, streamline administration, and are expected to boost City revenue.



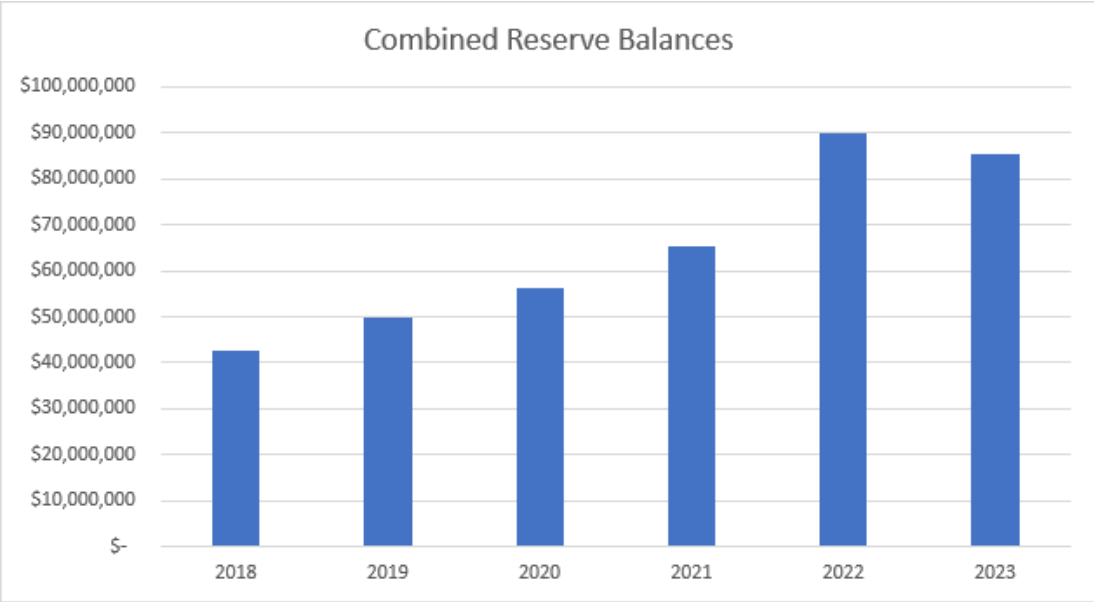
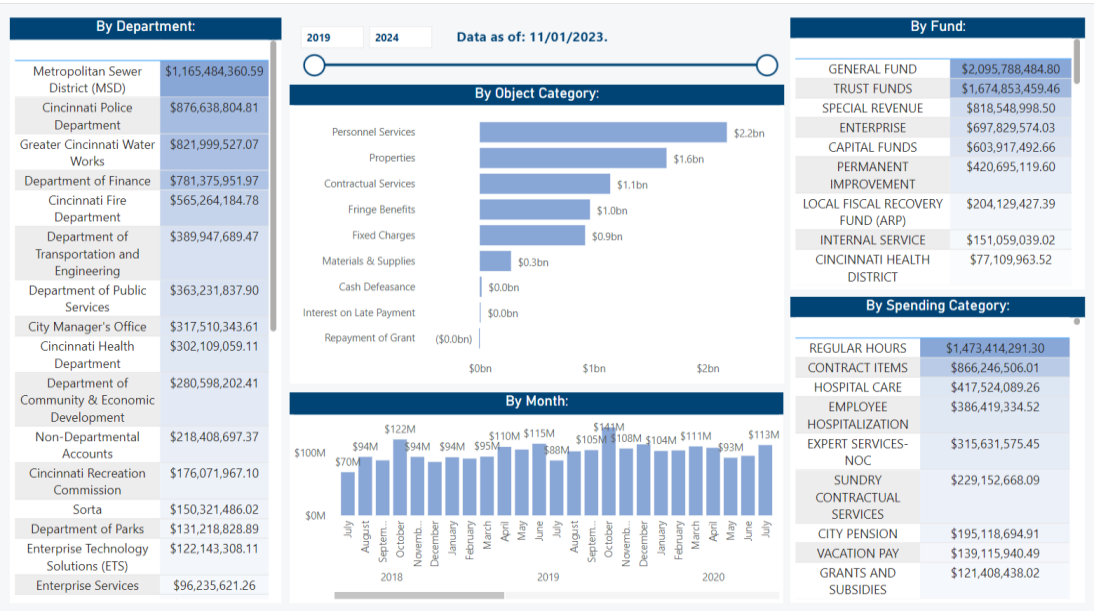
Parking

The Parking Division, through the SIET process, identified strategies to improve public service and boost on-street parking revenue, including hiring more Parking Enforcement Officers. A new route- and zone-based staffing model ensures comprehensive coverage across all parking zones, with a tracking and impact report underway to assess its effectiveness.



Fleet Innovation

Fleet Services is driving innovation and cost savings through preventative maintenance, vehicle reallocation, and telematics, achieving a 76% compliance rate for on-road vehicles and working to optimize the City's fleet distribution and usage.





EXCELLENT & EQUITABLE SERVICE DELIVERY



The City will deliver best-in-class services
to all residents

Community Engagement




03

Investments in Technology

02

Improving Procurement



[BUSINESSES](#) |
 [RESIDENTS](#) |
 [VISITORS](#) |
 [SERVICES](#) |
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COMMUNITY ENGAGEMENT MENU






- [Welcome](#)
- [Framework](#)
- [Toolkit](#)
- [Training](#)
- [History of Engagement in Cincinnati](#)
- [Our Key Focus](#)
- [Policy Feedback](#)
- [Engagement Calendar](#)
- [City Employee Department Champions](#)


QUICK CONTACTS

Department of City Planning & Engagement
 513-352-4845
engage@cincinnati-oh.gov

Framework

The International Association for Public Participation (IAP2) is a global organization that seeks to promote and improve the practice of public participation. The City of Cincinnati has adopted the IAP2 engagement framework and will be used to guide City-led engagements. We highly encourage City staff and the community use this tool during and throughout the public participation process. To get started, use the questionnaire below to find out the recommended level of engagement for an upcoming project.

				
Inform	Consult	Involve	Collaborate	Own
Provide the community with balanced and objective information to assist them in understanding the problems, alternatives, opportunities, and/or solutions	Obtain community feedback on analysis, alternatives, and/or decisions	Work directly with the community throughout the process to ensure their concerns and aspirations are consistently understood and considered	Partner with the community in each aspect of the decision, including the development of alternatives and the identification of the preferred solution	Place the final decision making in the hands of the community


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CAGIS

ezTrak

LOCAL GOVERNMENT SERVICES


Hamilton County • Cincinnati

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Featured Program

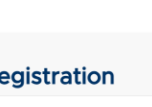
Cincinnati Food License Renewal

Watch the informational video.



ezTrak Overview

0:00 / 0:57



ezTrak Tour


0:00 / 1:22

Other Help/Videos

Check out our ezTrak video library.


[TAKE ME TO THE VIDEOS](#)

ezTrak Account Registration



Account Recommendations

Want to know how to create an ezTrak account? Creating an account for a business is a little bit different than creating a personal account. Check out our account management tips before creating



New Users

Once you have read the Account Management Tips, you'll be ready to create an account using the register button.

Community Engagement



Community Engagement Policy

The City has finalized its new Community Engagement Policy, following years of collaborative effort. Initiated by a 2021 City Council ordinance, these resources were developed through extensive community input and benefited from a Bloomberg Center for Public Innovation grant to support strategic and inclusive engagement.



Community Engagement Plan & Resource Guide

Building on lessons from Bloomberg, we developed a City-wide community engagement plan and resource guide with input from the SIET Action Team. After internal vetting and public feedback, the Community Engagement Policy and Plan were finalized, with training for City staff and ongoing updates to the Resource Guide now underway.

COMMUNITY ENGAGEMENT MENU

- Welcome
- Framework
- Toolkit
 - Inform
 - Consult
 - Involve
 - Collaborate
 - Own
 - Centering Equity
 - City Employee Engagement Forms
 - Community Engagement User Guide
- Training
- History of Engagement in Cincinnati
- Our Key Focus
- Policy Feedback
- Engagement Calendar
- City Employee Department Champions

QUICK CONTACTS

Department of City Planning & Engagement
513.353.4845

Toolkit

Welcome to the Community Engagement Toolkit—a hub of resources designed to support community engagement initiatives. Our curated collection of tools are here to support your efforts. From facilitation guides, checklists and feedback templates, we've got you covered. We encourage you to explore, learn, and share your feedback!

Inform



Inform is the first level of engagement. At this level, the key is to inform your audience about a specific topic. It is preferable to inform the public prior to a decision being made. For City Staff, please ensure that you are following any legal regulations regarding notification of the public. This guide does not set a precedent over any legal expectation.

The inform level of engagement can be used:

- When there is a legal requirement.
- Any time you have new information regarding an ongoing project.
- To send notice of an upcoming public meeting.
- Anytime you want to notify a group about any topic.

PROGRAM FLYER TEMPLATE

EVENT FLYER TEMPLATE

CITY OF CINCINNATI COMMUNICATION TOOLKIT



Improving Procurement



Pilot Program Status Updates

In response to departmental requests, Procurement launched a pilot program allowing non-competitive awards for contracts valued at \$50,000 or less, aiming to streamline the process and expand opportunities for small business enterprises. Departments must designate a Professional Service Contract Liaison, who receives specialized training and ensures tracking of MBE, SBE, and WBE participation. This initiative enhances efficiency while prioritizing equity in the procurement process.



Investments in Technology



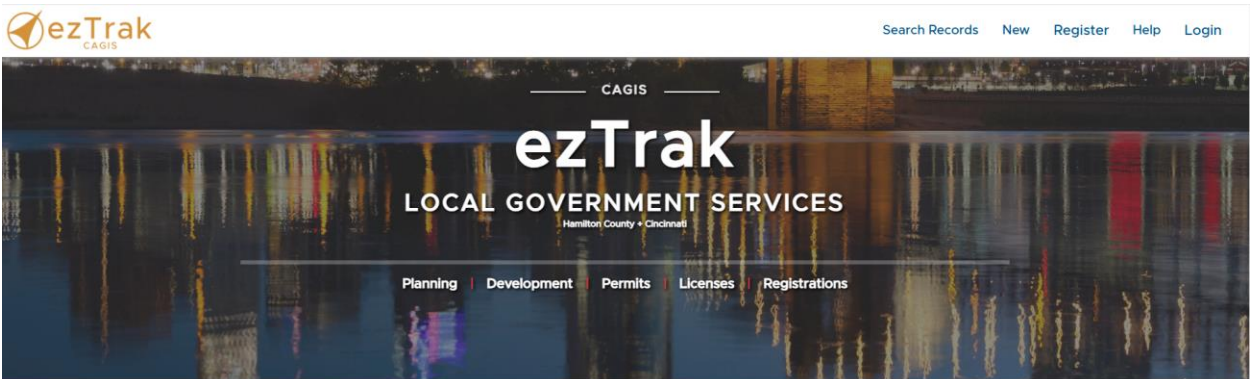
OnBase

Our expanded use of OnBase has streamlined processes and improved efficiency across departments. Requests for Legal Services, tax compliance workflows, and employee complaint investigations now benefit from enhanced document organization, reduced data entry, and real-time tracking, leading to faster completion times and greater visibility.



CAGIS Edge

CAGIS plays a vital role in the City's IT infrastructure, including supporting the building permit system. After years of delays, the Administration has successfully initiated critical upgrades to the new CAGIS Edge platform by realigning reporting lines, collaborating with Hamilton County to revamp governance, and allocating additional resources.



Featured Program

Cincinnati Food License Renewal
[Watch the informational video.](#)

Building into Community



Building into Staff



What's Next

We will continue to improve upon the foundational changes we have identified and increase accountability, expand our use of new tools, and responsibly prepare for the future.



Public-Facing Technology Tools

Expand our use of OpenCounter and improve technology workflows where they meet the public



Leveraging Unique Physical Assets

Think creatively and plan boldly for the future of Cincinnati's unique physical assets—including disused subway tunnels



Operational Efficiency

Following our success in DCED, take a close look at department operations to improve efficiency and effectiveness



Investing in Professional Development

Continue empowering our Directors to do their best work, in collaboration with each other and City leadership



In Conclusion

Last year, I spoke to the enormous responsibility of the City Manager role and the significance of that weight that I feel every day. When I took the job, Cincinnati was in an uneasy place—still coming out of the pandemic, and still adjusting to a new Mayor and Council as we looked to leave major corruption scandals behind us.

A year later, we are undeniably moving in the right direction, with enormous momentum and potential. The opportunities we have and the changes we've made—from the Duke Energy Convention Center to Connected Communities, from Career Pathways to the prospect of welcoming the Sundance Film Festival—are truly generational.

Thank you for the opportunity to serve as City Manager and for your support as members of #TeamCincy



THANK YOU

Shu Ley