

CITY MANAGER SHERYL M.M. LONG

# **YEAR IN REVIEW**

November 6, 2023



# Year in Review

## Mr. Mayor & Members of Council,

I am excited and humbled to have reached a major milestone in my career as a public servant: one year as City Manager, at a moment when the Administration, Mayor, and Council are auspiciously aligned in our efforts to lead the great city of Cincinnati. As many of you have heard me describe, a major theme of my first year as City Manager—and one that I expect to maintain going forward—is the notion of *breaking things down to build them back up*.

Thank you for the opportunity to review my first year as City Manager. I look forward to our future success as leaders, collaborators, and public servants.



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## Mission Statement

Introduction of the new City of Cincinnati mission statement.

## 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.

## What's Next

Outline goals for the year ahead.



## Excellent & Equitable Service Delivery

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

## Growing Economic Opportunity

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

## Fiscal Sustainability

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



## 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 Execution 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



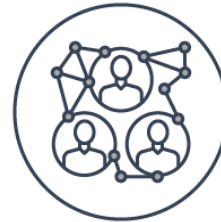
## Leadership

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



# EXCELLENT & EQUITABLE SERVICE DELIVERY



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

# 01

## Strategic Improvements

With a focus on successfully driving key strategic initiatives, our team has executed several data-driven improvements in key service areas.



# 03

## Communication & Outreach

Being available, making information easy to find, and answering questions are all fundamental components of building trust; but beyond this, intentional and proactive outreach is necessary to reach people where they are.



# 02

## Employee Development

Attracting, retaining, and developing talent was a priority for me in my first year as I focused on our workforce and filling key director-level vacancies.





## Strategic Improvements

From a strategic framework for executing city-wide goals to monitoring department performance and improving in key service areas, these major projects capture some of our top priorities in year one of my administration.



### Data-Driven Projects

SIET, Performance Management, Data Solutions, Procurement Innovation Working Group, HR Innovation



### IT Systems & Organizational Improvements

OnBase, CAGIS Realignment, 311 Cincy Customer Service Program



### Accessibility Improvements

Americans with Disabilities Act (ADA) Self Evaluation and Improvement Plan RFP, CAFE, GARE



# CINCINNATI, OH

IS A WHAT WORKS CITIES  
GOLD-CERTIFIED CITY!

*Recognized for excellence in  
data-driven local government*

[WhatWorksCities.org/Certification](https://WhatWorksCities.org/Certification)

Bloomberg  
Philanthropies

What Works Cities  
Certification

RESULTS  
FOR AMERICA



# Employee Development

It is my goal to create disciplined leaders at all levels of City operations that are passionate and committed to our mission, and who work effectively to accomplish it.



## Filling Critical Vacancies

Selected new leaders for key roles in various departments, including the 16th Police Chief. Extensive search process exemplifies my commitment to transparent processes and hearing community voices.



## Professional Development

Fostered my team's professional development through leadership training with the ICMA Leadership Academy, national conference options, and executive-level coaching for our directors to strengthen their skillsets.



## Recruitment

Building the right team and providing stability for our staff City-wide. City staff are the heartbeat of our City, and I have worked hard to incorporate a variety of participatory events to bolster employee morale and pride.



# Communication & Outreach

Exceptional communication is paramount to government transparency. I am not satisfied to expect Cincinnatians to always engage with City government only when we invite them to. Instead, it is my priority to bring the work of the Administration into the community where people already are, and to engage with them in frictionless ways.



## Internal Communication

Goal is to always be accessible as City Manager, and to lead via conversation. Proactively created a monthly newsletter to Council and City employees with important Administrative updates.



## Community Outreach

Extensive community engagement at local events and the creation of Rock the Block, a signature project that invites staff members to more directly engage with residents everywhere.



## Emergency Communications

Expanded our emergency communications operations to include alerts to our elected officials and a new, detailed process to alert the public in the case of an emergency.

city of  
**CINCINNATI**  
OFFICE OF  
THE CITY MANAGER



### What's New at City Hall?

#### Sheryl's Shout Outs



What a summer! Cincinnati has been in the spotlight for huge concert series, Black Tech Week, Music Fest and the Black Family Reunion. The past few months have been jam-packed with fun events that have highlighted our city. None of it is possible without your help. City staff have been working at every hour, day and night, to keep our city clean, make sure it is safe and be the best host to tens of thousands of guests. I so appreciate all your hard work this summer and for choosing to be #TeamCincy!





# PUBLIC SAFETY & HEALTH



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

# 01

## Innovative Problem-Solving

Building a strong partnership with the community is essential. Engaging citizens in ensuring safety can lead to better outcomes and greater trust in law enforcement.



# 03

## Recruitment & Retention

Both CPD and CFD face looming retirements in the next four years, spurring a need for additional recruitment now. Through collaboration between my office and OPDA, we are launching new ways to attract candidates.



# 02

## Violence Reduction

2023 saw an overall reduction in violent crime in Cincinnati.



## Innovative Problem-Solving

CPD and the City Manager's Office continue to work together to identify meaningful ways to collaborate directly with the public, especially to augment the work of existing groups and to respond to crime in specific priority areas.



### Alternative Response to Crisis

Alternative Response to Crisis (ARC) is a City of Cincinnati program designed to help those in crisis using the most appropriate and least invasive intervention available. This year we allocated additional funds to expand the response area.



### Community Working Groups

The City Manager's Office has convened several working groups aimed at strategically addressing safety and disorder challenges in target areas. These areas include Main Street OTR, CUF, the Banks, and Government Square.



### Summer in Cincy

Created an information hub, available on the City website, that provided summer resources for youth and their families.



# Violence Reduction

2023 saw an overall reduction in violent crime. Thankfully, this decline reflects a reduction in gun violence as well—the number of shooting victims in 2023 is down 13% compared to the three-year average.



## PIVOT

PIVOT is a strategy developed to address small areas where gun violence has been chronic and sustained. This strategy focuses on identifying place networks that facilitate violence. The goal is to disrupt offenders' ability to cause harm using a problem-oriented approach that capitalizes on focused deterrence and place network interventions.



## Crime Gun Intelligence Center

CGIC puts people representing different parts of the justice system in one place to pinpoint the source of gun violence across the Tri-State.



## Violent Crime Reduction

2023 saw an overall reduction in violent crime, including the number of shooting victims going down by 13% compared to the three-year average. CPD and the Law Department successfully shut down several facilities contributing to the number of shootings in specific areas throughout the City.



City-wide Shooting Victim Counts, January 1 - August 31

| Shooting Victim Type | 2020       | 2021       | 2022       | 2023       | Change from 2022 |              | Change from 3-Year Average |               |
|----------------------|------------|------------|------------|------------|------------------|--------------|----------------------------|---------------|
|                      |            |            |            |            | Count            | % Change     | Count                      | % Change      |
| Fatal                | 62         | 49         | 41         | 45         | 4                | 9.8%         | -6                         | -11.2%        |
| Non-Fatal            | 291        | 215        | 239        | 216        | -23              | -9.6%        | -32                        | -13%          |
| <b>Total</b>         | <b>353</b> | <b>264</b> | <b>280</b> | <b>261</b> | <b>-19</b>       | <b>-6.8%</b> | <b>-38</b>                 | <b>-12.7%</b> |

# Recruitment & Retention

Key to our recruiting efforts is reducing the amount of time it takes to hire candidates while ensuring each applicant is properly vetted.



## Ongoing Hiring Process

Working with Central HR to move to online testing and a monthly cadence of in-person testing. The hiring process is now ongoing so that candidates can complete applications at any time.



## Supportive Training Process

To reduce the loss of candidates during the initial CPD fitness exam, Recruitment and Background has voluntary workouts, three times per week, to help candidates prepare. Currently we average 20-25 applicants per session, meaning CPD has a touchpoint to keep candidates involved in the process.



## Building a Pipeline of Talent

CPD is developing the Police Understudy and Apprenticeship programs; CPD, CFD, and ECC all collaborate with Cincinnati Public Schools on the Public Safety Academy.







# GROWING ECONOMIC OPPORTUNITY



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

# 01

## Career Pathways

Geared towards youths aged 14-24, CPI features three tracks: expanding youth jobs within city departments and community partnerships, connecting young adults to entry-level city employment, and fostering entrepreneurship.



# Cincinnati Financial Freedom Blueprint

The goal of this blueprint is to ensure every resident has the opportunity to achieve financial freedom through asset ownership.



# 02

## Financial Freedom

The Cincinnati Financial Freedom Blueprint was the culmination of a yearlong collaboration with the Mayor's Office to develop a strategy to address the racial wealth gap in Cincinnati.

# 03

## Delivery of Financial Support

We have made critical process improvements to help us more efficiently distribute financial assistance to our partners and residents in need.



# Career Pathways

Geared towards young Cincinnatians aged 14-24, CPI features three tracks: expanding youth jobs within city departments and community partnerships, connecting young adults to entry-level city employment, and fostering entrepreneurship.



## Consistent Touchpoints

To date, CPI has had contact with more than 2,100 young people through visits to schools, at career fairs, and via connections with workforce development partners across the city.



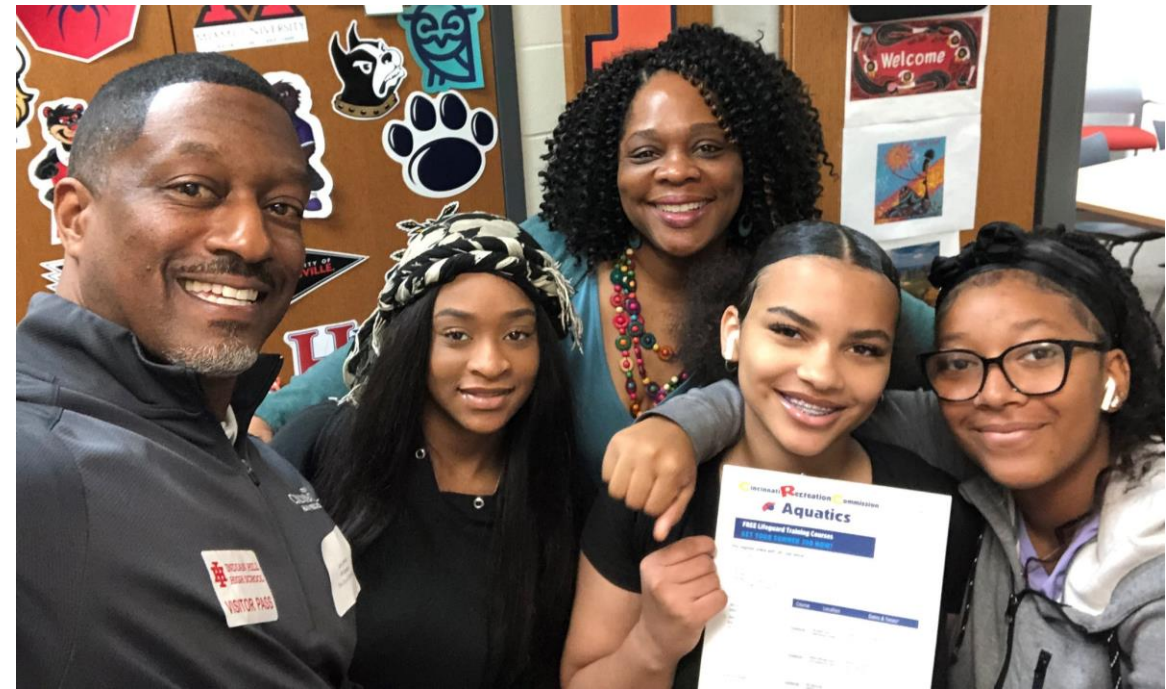
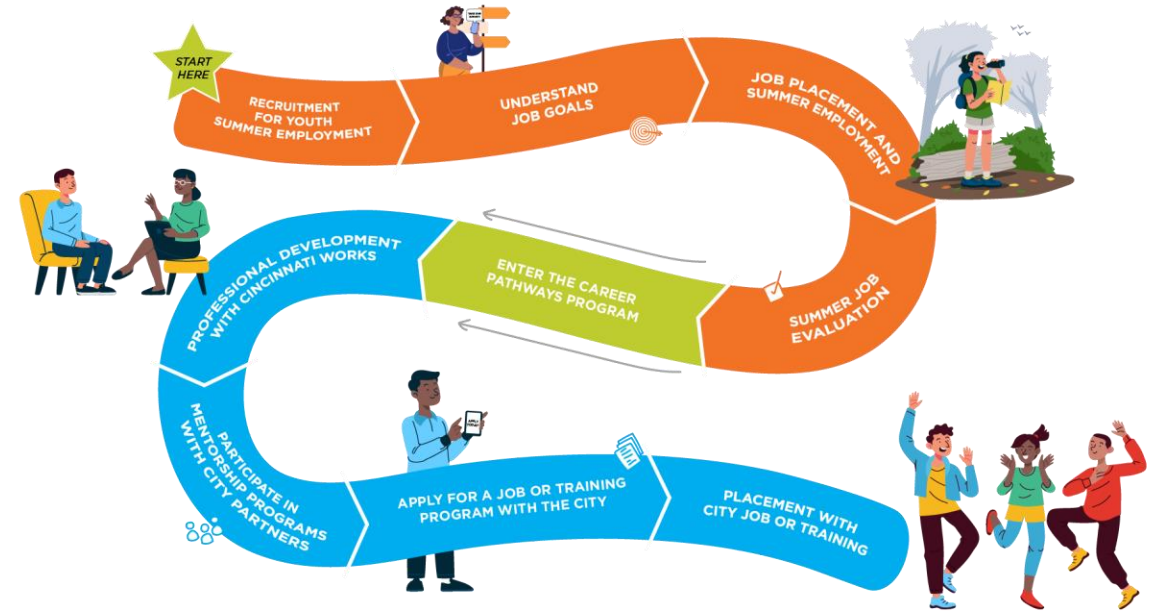
## Youth Employment

Through CPI, the City has employed more than 700 youth (ages 14-24) as City employees in a variety of positions.



## Promote Public Service Careers

The Pathways team works to communicate that a career in public service can provide not only an opportunity to grow professionally, but a chance to give back to the community you came from or plan to be a part of in the future.



## Financial Freedom

Whether through research and policy recommendations or the work happening every day in our departments, it's my goal that all residents and businesses have access to the tools they need to achieve economic stability and prosperity.



### Financial Freedom Blueprint

The Cincinnati Financial Freedom Blueprint was the culmination of a yearlong collaboration with the Mayor's Office to develop a strategy to address the racial wealth gap in Cincinnati.



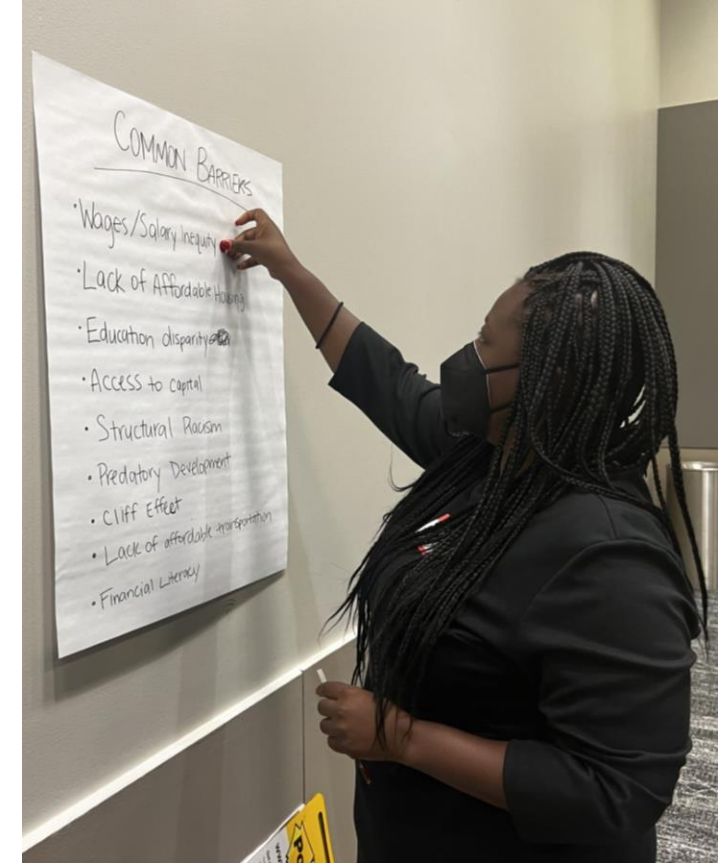
### Certified Business Efforts

The Department of Economic Inclusion continues to make strides in engaging minority business owners and building relationships across the City to promote equity in our business contracts. They've hosted several events throughout the year, including the second annual Business Enterprise Expo.



### Training & Support

In addition to large-scale events, DEI has launched an event series focusing on access to capital, including business financial seminars and open houses aimed at relationship-building between certified MBE/WBE/SBEs and local financial institutions.



## Delivery of Financial Support

We have made critical process improvements to help us more efficiently distribute financial assistance to our partners and residents in need.



### Community Development Block Grants

With a lot of heavy lifting by the expanded Office of Grant Administration and several departments, we've achieved HUD's timeliness objective for CDBG deployment for the first time since 2016.



### Neighborhood Catalytic Capital Improvement Program

Under my leadership and in coordination with Council, the Administration established and executed a new program to review funding requests for neighborhood capital projects and to make recommendations to Council.



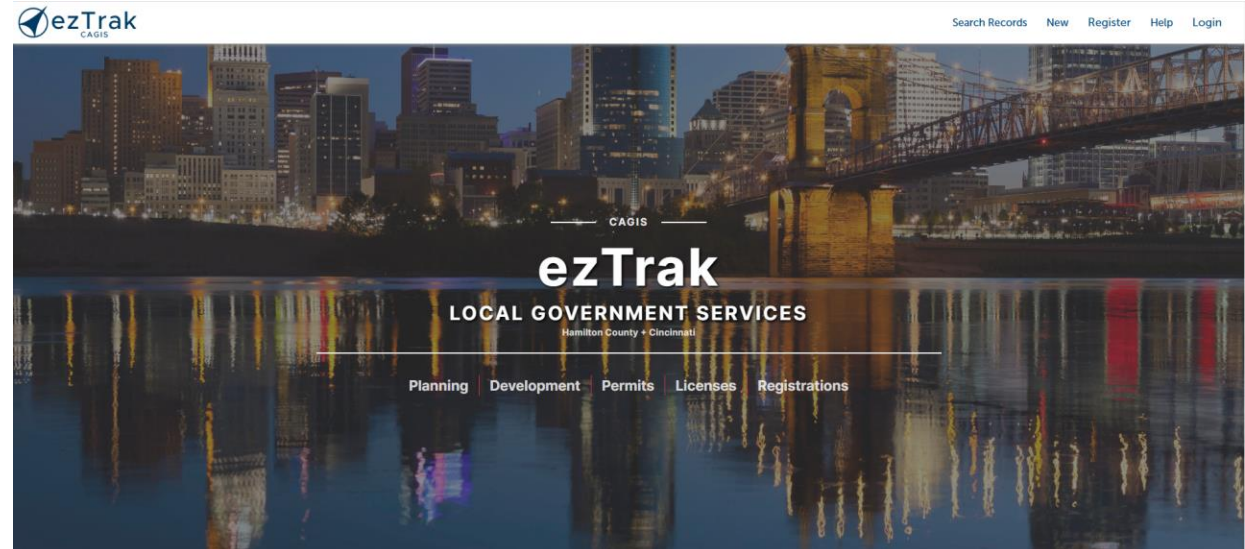
### Leveraged Support Application Process

Updated process allowed the Administration to make informed decisions regarding the recommended allocations to Council in the FY24 budget.



### Residential CRA Online Application

The application went live recently to support the changes to the Residential CRA program that were made by Council and effective September 1, 2023.





# THRIVING NEIGHBORHOODS



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

# 01

## Quality of Life

Our strategies are designed to address both the physical and social aspects of housing, with a focus on promoting the well-being of residents and preserving the fabric of historically marginalized neighborhoods.



# 03

## Policy Improvements

My Administration is actively creating meaningful, community-centered policy changes that improve livability in Cincinnati.

# 02

## Pedestrian Safety

The City established its own Pedestrian Safety Program Team in order to expedite pedestrian safety projects while simultaneously saving City resources.



## Quality of Life

Our strategies are designed to address both the physical and social aspects of housing, with a focus on promoting the well-being of residents and preserving the fabric of historically marginalized neighborhoods.



### Code Enforcement Response Team (CERT) and Place-Based Initiatives Manager

CERT brings City enforcement teams together to align around complex or multidisciplinary code enforcement issues. The multi-departmental response, in partnership with our new Place-Based Initiatives Manager role, aligns goals and makes more efficient use of available resources.



### Improved Homeless Encampment Response

Worked to reorient response to homeless encampments to include effective collaboration with local street outreach teams, housing providers, emergency shelter providers, and others.



### Prosecution of Bad-Acting Landlords

We have taken steps to hold landlords accountable to make sure habitable, affordable housing is available to all City residents.



### Affordable Housing Communication & Service Delivery

Created an affordable housing dashboard, maintained effective working relationships with affordable housing providers and developers, and appropriated 3-4 times more funding to affordable housing projects in partnership with the Mayor and Council.





# Pedestrian Safety

The City established its own Pedestrian Safety Program Team in order to expedite pedestrian safety projects while simultaneously saving City resources.



## Centerline Hardening Pilot Project

Designed and implemented the Centerline Hardening Pilot Project.



## Concrete Speed Cushions

Designed and installed Cincinnati's first two sets of concrete speed cushions.



## Community Council Partnerships

Worked with community councils to identify priority improvement locations and begin design on 40 projects.



## Ped Bike Crew

The Ped Bike Crew has completed four repairs and nine projects.



# Policy Improvements

My Administration is actively creating meaningful, community-centered policy changes that improve livability in Cincinnati.



## Connected Communities

The Department of City Planning and Engagement is working hard on the development of Connected Communities—a series of policy proposals, including zoning changes, that aim to increase housing production and affordability.



## Green Cincinnati Plan

This year, the City completed its 5-year update to the Green Cincinnati Plan (GCP), establishing Cincinnati as a national leader in sustainability and setting ambitious goals for the future. GCP specifically recognizes the inequities in our communities and provides solutions to increase tree canopy, promote green infrastructure, and eliminate disparities in our communities.





# FISCAL SUSTAINABILITY

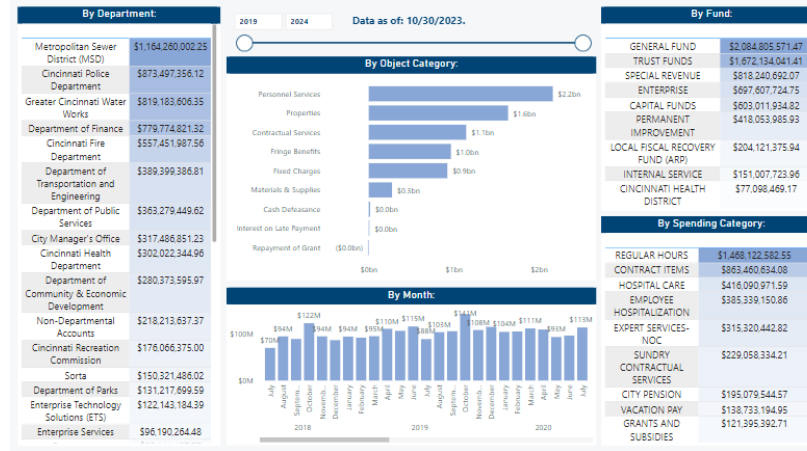


Ensure the City plans for long-term financial stability that can support a budget that reflects the needs of the community

# 01

## Improved Budget Process

We improved the efficiency and smoothness of the biennial and fiscal budget process through intentional administrative processes.



# 03

## Sustainability

As another planning measure for future fiscal years, I have directed an internal facing initiative to explore where there are opportunities for better financial management and revenue enhancements.



# 02

## Performance-Based Budgeting

As part of preparations for future operating budget deficits, I am leading a move to performance-based budgeting over three fiscal years.



# Improved Budget Process

This process started by establishing a budget development schedule and pace that allowed for engagement and informed decision-making, for both the Administration and Council. It also relied on clear communication—both internal and external—including robust education and engagement with the public.



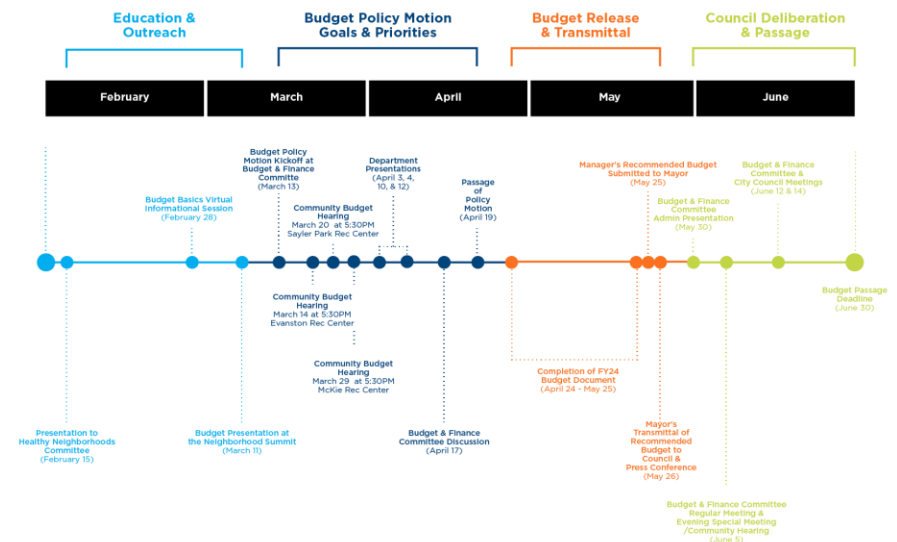
## FY24-25 Biennial Budget

The budget process started earlier, allowing the Administration to more effectively communicate (internally and externally) what steps would be happening and when. Going slow and allowing the process to take more time resulted in the most transparent budget experience in recent memory.



## Engagement & Education

Each Department was required to establish clear and data-based key performance indicators and a more robust internal process was set up for reporting on these indicators. When we took the budget process to the public, we relied on engaging, informative experiences, including "Budget Basics" and a mock game show.



# Performance-Based Budgeting

As part of preparations for future operating budget deficits, I am leading a move to performance-based budgeting over three fiscal years.



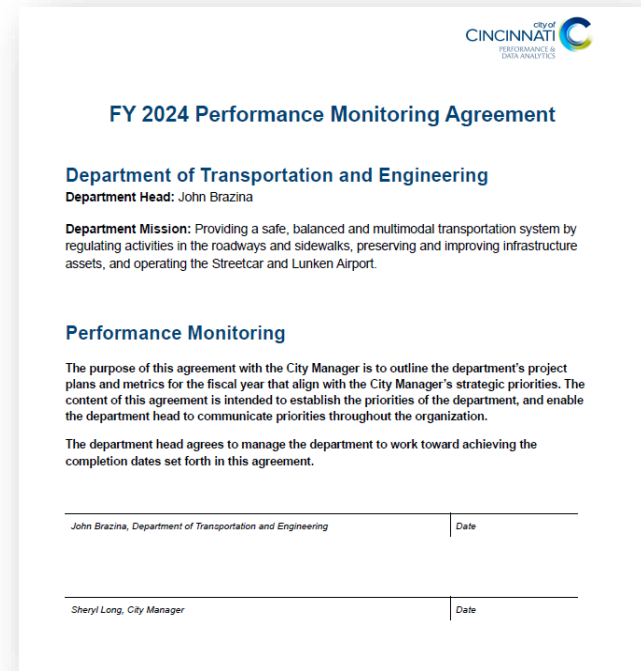
## Performance Agreements

Each department was required to establish clear and data-based key performance indicators, and a more robust internal process was set up for reporting on these indicators.



## Service Catalogues and Performance Measures

During this year, the City Manager's Office, Budget, and OPDA have been working to build and launch a department-by-department program to help each department establish a clear service catalogue and performance measures.



## Department Metrics

### Pedestrian Safety Program

*These metrics are reported quarterly to CMO throughout FY24.*

**Number of pedestrian-involved accidents by month:**

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

**% met goal (quarter):**

**Number of staff processing:**

**THRIVING NEIGHBORHOODS**

Strategic Initiative Executive Tool (SIET) Cohort or Working Group:

- Pedestrian Safety, Sustainability & Transportation Infrastructure

# Sustainability

As another planning measure for future fiscal years, I have directed an internal facing initiative to explore where there are opportunities for better financial management and revenue enhancements.



## Revenue Enhancements

The two most prominent components of this initiative are research into fees that the City charges, as well as a deep dive into our parking system.



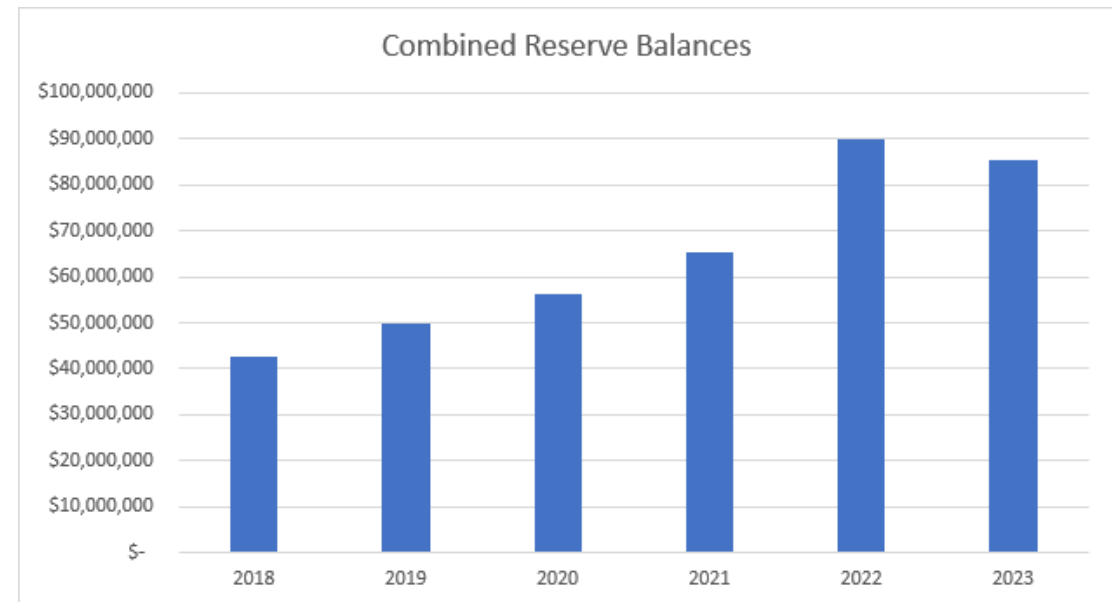
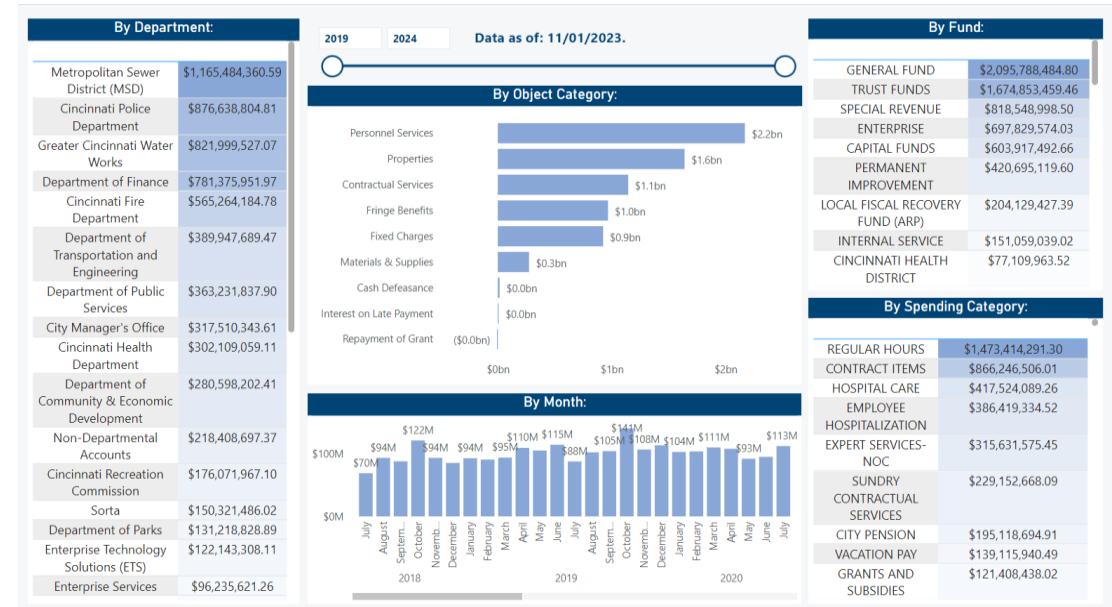
## Rollback Policy

This year, under the leadership of the Mayor and Council, my recommendation to end the tax rollback policy was accepted. This is an important pivot point for diversifying the City's operating revenue sources



## Reserve Balances

The City's new reserve balance represents a more than 100% increase over the last five years and is a testament to sound financial management of both expenses and revenues.



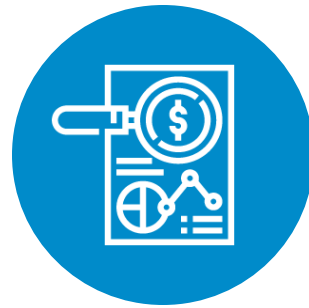
# What's Next

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.



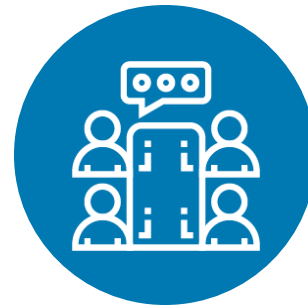
## IT Investments

Expand our use of OnBase to improve efficiency and effectiveness



## Performance-based Budgeting

Connect performance management and resource allocation decisions



## Matrix Assessments

Perform workforce climate assessments with City Departments



## Cincy on Track

Prioritize projects and engage communities ahead of infrastructure investment



## Futures Commission

Taking proactive steps to anticipate the report's recommendations, so we can make decisions quickly and confidently





# In Conclusion

The opportunity to serve the City of Cincinnati in the highest professional capacity is an enormous one, and the responsibility that comes with the role of City Manager is not one I take lightly. I began my career as a public servant by wondering what I could do to alleviate housing and quality of life issues I saw every day; now, as administrative leader of a major U.S. city, I still place human consequences at the center of each decision I make.

When we work transparently, we can better invite the public to join us. When we collaborate seamlessly, we grow pride in local government. And when we strategize intentionally, we find solutions that make our city the best it can be.

**Thank you for the opportunity to serve as City Manager and for your support in my first year of work.**



**THANK YOU**

*Shelley*