



# City of Cincinnati

801 Plum Street  
Cincinnati, OH 45202

## Agenda

### Economic and Cultural Opportunity

*Chairperson Jan-Michele Kearney*  
*Vice Chair Seth Walsh*  
*Councilmember Scotty Johnson*  
*Councilmember Albi*

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Monday, June 15, 2026

10:00 AM

Council Chambers, Room 300

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#### PRESENTATION

#### 3CDC PUBLIC SPACE MANAGEMENT

Paula Boggs Muething, COO

David Vissman, VP of Operations

Marissa Reed, Director of Operations

#### AGENDA

1. [202602281](#) **PRESENTATION** submitted by Vice Mayor Jan-Michele Lemon Kearney regarding 3CDC Public Space Management.

**Sponsors:** Kearney

**Attachments:** [Powerpoint](#)

#### ADJOURNMENT

The logo for 3CDC, where the '3' is red, the 'C' is green, the 'D' is blue, and the 'C' is grey.

CINCINNATI  
CENTER CITY  
DEVELOPMENT  
CORPORATION





# Agenda

- Public Space Management
- GeneroCity 513
- Operations Staff
- 3CDC Development/Shelter Collaboration

# How we support vulnerable populations

## Prevention & Early Engagement

- **Daily Ambassador Presence:** Hospitality, safety, and cleaning teams build relationships, identify concerns early, and de-escalate situations before crisis.
- **Consistent Outreach:** Trained outreach staff engage unsheltered individuals with care and repeated contact builds trust over time.
- **Public Space Management:** Activation, maintenance, and visible staffing to address public safety concerns.

## Coordinated Response & Service Connection

- **Connecting Individuals to Housing and Services:** 3CDC team is on the ground everyday to engage with individuals and coordination with outreach providers, shelters, and case management organizations.
- **Mental Health Crisis Response:** Collaboration with mobile crisis teams, EMS, hospitals, and public safety partners for behavioral health interventions.
- **Substance Use Support:** Harm reduction strategies including naloxone training for ambassador staff, overdose response team collaboration, and outreach staff referrals to treatment and recovery services.

## Employment & Stabilization

- **Fair Chance Hiring:** Employment pathways for individuals with lived experience, justice involvement, or other barriers to employment.
- **Wraparound Support:** Coaching, supervision, referrals, and growth opportunities to improve long-term stability.

# Public Space Management



## Public Space Management



**On a daily basis, Ambassadors engage with individuals struggling with homelessness, mental illness, and addiction.**

- First touch point with individuals in need
- Build relationships and identify immediate needs
- Connect with Outreach team

**Ambassadors provide clean & safe services across the Special Improvement Districts (SIDs), including:**

- Litter and large item removal
- Graffiti/sticker/poster removal
- Alley cleanup
- Seasonal tasks – weeding, pressure washing, leaf removal, snow removal
- Safety escorts
- Business check-ins
- Reporting of safety issues to CPD
- Reporting of city infrastructure issues to 311

# Public Space Management

## Ambassadors work in the following 3CDC managed Civic Spaces across downtown and OTR:

- Fountain Square
- Court Street Plaza
- Elm Street Plaza
- Washington Park
- Ziegler Park
- Imagination Alley

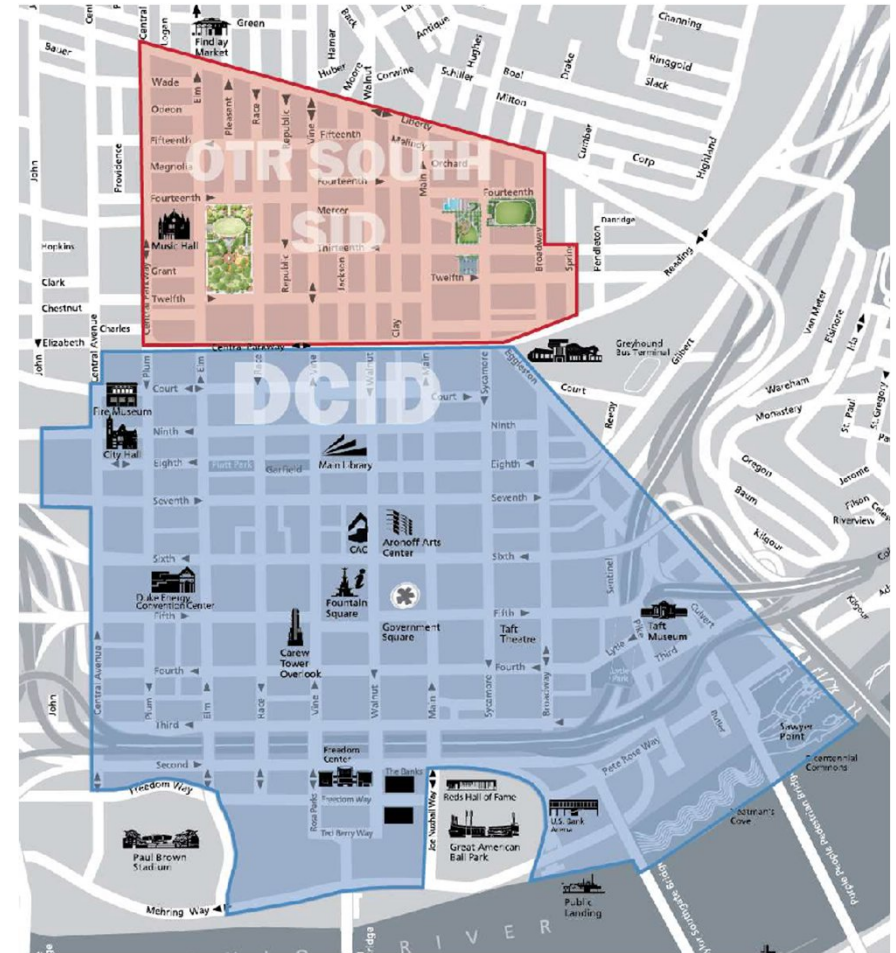
## Services Provided:

- Safe and Clean – Trash removal, maintenance, and customer service
- Public Restrooms – Clean and maintain 4 public restrooms, open daily with peak hours covered by bathroom attendants
- De-escalation, First Aid, and Narcan training – Each staff is equipped with training to help support patrons in need of assistance
- Event Support – Event setup, breakdown, and support, including rule enforcement



## Special Improvement Districts

- Structured method to raise funds in a defined area in order to manage & deliver critical services.
- **Downtown Cincinnati Improvement District (DCID)**
  - Formed in 1998
  - Contracts with DCI to carry out its services plan
  - DCI became a wholly owned subsidiary of 3CDC in January 2019
  - Current annual assessment of **\$3.4M**
    - **93%** of budget to Ambassadors, GeneroCity 513, & beautification
- **OTR South SID**
  - Formed in 2021
  - Contracts with 3CDC to carry out its services plan
  - 3CDC ran a privately funded program since 2012
  - Current annual assessment of **\$750k**
    - **92%** of budget to Ambassadors, GeneroCity 513, & beautification
- **84%** of funds collected through SID assessments are from **private property owners.**





# GeneroCity 513

## GeneroCity513 Overview

Provides local outreach and case management for individuals experiencing homelessness, including those struggling with addiction and mental illness.

- Operates within the boundaries of the two Special Improvement Districts and 3CDC managed Civic Spaces – within this area, GeneroCity 513 staff can serve anyone experiencing homelessness.
- Funding is provided by:
  - DCID and OTR South SID
  - Hamilton County Mental Health and Recovery Services Board
  - City of Cincinnati
  - Grants and Foundations
  - Individual donations

## Street Outreach Services

- 3CDC staffs GeneroCity513 through a contract with Greater Cincinnati Behavioral Health Services (GCB) – staff are trained mental health professionals
- Assist individuals on the street, regardless of their location, mental state, sobriety or housing situation
- Connect clients with social service agencies that provide housing, substance use treatment, mental health services, income and employment assistance, etc.
- Support Downtown Ambassadors and Cincinnati Police by offering resources and building relationships with their clients.
- 7 Outreach Workers on staff – deployed 7a-7p on weekdays, 9a-5p on weekends.

**OUTREACH HOTLINE: (513) 498-6192**

**MORE INFO: [www.generocity513.org](http://www.generocity513.org)**



## Chronic Case Management

- At GeneroCity 513, we recognized that 15-20 clients accounted for the majority of Outreach staff time, along with frequent calls to Police, Fire, and EMS.
  - Clients were often chronically unhoused – defined by HUD as an individual with a documented disability who has been unhoused for at least 12 months.\*
- To address this issue, 3CDC entered a partnership with the Hamilton County Mental Health & Recovery Services Board (HCMHRSB) and Greater Cincinnati Behavioral Health Services (GCB) to **add two Case Managers** to the GeneroCity 513 team.
  - Case Managers are assigned 5-10 clients and stay connected until their clients find housing stability and are connected to all needed services, providing a needed layer of extra support.

*\*Full definition available on [HUD's website](#).*

## **Collaboration**

### **Monthly Operational Meeting**

- GCB, CPD, Hamilton County's Quick Response Team, and a representative from the City Manager's Office meet monthly to discuss encampments, clients, monthly reporting, and other operational items.

### **Monthly Systems Change Meeting**

- Focused on ending chronic homelessness in Hamilton County using data to identify gaps in the system and implement solutions.
- 3CDC, GCB, STEH, and several housing and service providers.

### **Winter Shelter Partnership**

- Outreach Worker stationed at Winter Shelter up to 3 days a week to complete housing assessments –
  - 86 completed this winter.

### **Education & Awareness**

- GeneroCity 513 presents to partner organizations, property managers, resident groups, or others with an interest in learning more or partnering to improve service delivery for clients.
- Distribute documents which provide attendees with more information on this program and other resources available for individuals experiencing homelessness, including a daily meals schedule.

## Program Investment

- 3CDC has continued to increase resources for GeneroCity 513
  - Increased number of outreach workers from 3 to 7 over the past 7 years
  - Increased budget from \$173,500 to \$638,500 over this timeframe (268% increase)

### **Cumulative Program Results:**

- 600 individuals connected to permanent housing
- Over 1,100 connections to services (e.g. shelter, mental and physical healthcare, SUD treatment)
- Over 18k client encounters – averaging ~3k encounters annually

# Operations Staff



## Operations Staff

- 3CDC is committed to fair chance hiring. Approximately 50% of our operations staff face barriers to employment.
- Our staff are hardworking and dedicated to the organization mission. We experience low turn-over in full-time staff, only 15%
- Average Wages
  - Management: \$29.40
  - Full-Time Ambassador: \$21.60
  - Part-Time Ambassador: \$17.74

## Full-time Staff Benefits Overview

- Health and dental insurance offered at no cost
- 403(b) retirement plan – company matches 100% of the first 5% contributed
- Employer paid insurance for long-term disability, life, and AD&D coverage
- Generous PTO plan offered



## Additional Employee Support

- **Employee Assistance Program (EAP)**
  - Available to all employees and their families
  - Provides counseling and other supports to manage both personal and professional challenges.
- **Resource Coordination Program**
  - In-house social worker available to all employees to connect with resources related to housing, childcare, finances, education, and more.
- **Fair Chance Housing**
  - Pilot program for individuals facing barriers to housing (e.g., prior criminal records, recovery, etc.)
  - 2 projects – Findlay Flats and Russ Flats. Collectively 26 buildings with 120 units, **57 affordable units at or below 80% AMI**



Findlay Flats



Russ Flats



# **3CDC Development/Shelter Collaboration**



## Shelter & Supportive Housing

3CDC developed **3 comprehensive residential and service facilities** for the unhoused as part of the Homeless to Homes initiative at a total cost of \$42 million.

- Esther Marie Hatton Center for Women (Shelterhouse) – 20,000 SF, **60 beds**
- David & Rebecca Barron Center for Men (Shelterhouse) – 79,000 SF, **150 beds**
- City Gospel Mission – 63,000 SF, **110 beds**

Additionally, 3CDC provided financial support for the **Lighthouse Youth Center**, serving young adults ages 18-24.



**3CDC**

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THANK YOU