

CITY MANAGER SHERYL M.M. LONG

YEAR END REPORT

December 9, 2025

✓ YEAR END REPORT

Mr. Mayor & Members of Council,

I am pleased to once again present my Administrative Year in Review report to our elected officials. This presentation serves as both an honest look-back and a meaningful check-in on the work I and my Administration have done over the past year.

I have proactively prepared this report-out to bolster transparency and accountability—two priorities that are so crucial to this Mayor, Council, and Administration. In fact, I would say that a highly transparent and accountable working relationship is the defining aspect of our three years working together so far.

Throughout, you'll find updates on large projects; detailed analysis of City operations, programs, and services; and highlights of another great year.

Thank you for the opportunity to share information and explain the work of our 6,000+ City employees. Each year, this report is a reminder of just how much we accomplish when we work together.





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 Goals

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



Public Safety & Health

Violence Reduction | Diversion | Emergency Readiness |
Protective Health



Growing Economic Opportunity

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



Thriving Neighborhoods

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



Fiscal Sustainability

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



Excellent & Equitable Service Delivery

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



PUBLIC SAFETY & HEALTH



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

Public Safety & Health



Achieving Change Together (ACT) for Cincy

Launched in January 2025, Achieving Change Together (ACT) for Cincy is the City's comprehensive, community-driven strategy to reduce gun violence. In its first year, ACT united City departments, partners, and residents around shared goals—contributing to a 12.5% reduction in citywide shooting incidents (16.4% below the three-year average).

Built on five strategic pillars, ACT's first-year successes span neighborhood revitalization, youth support, firearm safety, mental health partnerships, and policing innovations, including the opening of a new Main Street community office to strengthen on-the-ground engagement.



Public Safety & Health



Shooting & Violent Crime Data

From September 2024 to September 2025, Cincinnati saw **37 fewer shooting incidents** and **61 fewer shooting victims**, continuing a multi-year downward trend even after a historically low year in 2024. While overall Part 1 violent crime shows mixed patterns—with robberies and aggravated assaults increasing—rape and homicide have both declined, including a **17.7% drop in rapes** from 2024 to 2025.



Summer Activity

Summer 2025 was particularly challenging. Despite the overall reduction in crime, criminal activity and disorder increased during the summer, especially in the Downtown and OTR, and we saw a concerning amount of young people involved as either perpetrators or victims. In response, CPD and the City Manager’s Office rapidly deployed new investments, resources, and strategies to curb the trend. These interventions proved effective, with Downtown and OTR violence dropping from a 6% increase in June–July to a **29% decrease** from July–August, alongside significant reductions in shootings both citywide and in the urban core.

Criminal Shootings (September 1, 2024 through August 31, 2025)

	2025	2024	2023	Change 2024-2025	Change 2023-2025
Shooting Incidents	260	297	311	▼ -12.5% (-37)	▼ -16.4% (-51)
Shooting Victims	301	362	382	▼ -16.9% (-61)	▼ -21.2% (-81)
Non-Fatal Victims	242	298	317	▼ -18.8% (-56)	▼ -23.7% (-75)
Fatal Victims	59	64	65	▼ -7.8% (-5)	▼ -9.2% (-6)

Violent Crime (September 1, 2024 through August 31, 2025)

	2025	2024	2023	Change 2024-2025	Change 2023-2025
Homicide	71	77	72	▼ -7.8% (-6)	▼ -1.4% (-1)
Rape	190	231	283	▼ -17.7% (-41)	▼ -32.9% (-93)
Robbery	740	646	652	▲ 14.6% (+94)	▲ 13.5% (+88)
Aggravated Assault	771	736	749	▲ 4.8% (+35)	▲ 2.9% (+22)

Public Safety & Health



Police Operations

The City continues to prioritize rebuilding and strengthening CPD's workforce through expanded recruiting, lateral hiring, and the new Police Understudy Program, creating a more reliable pipeline of future officers. These coordinated efforts, alongside several operational wins, reflect a focused strategy to maintain effective staffing and advance innovative policing citywide. Key initiative highlights include:

- **PIVOT Unit:** Expanded to an eight-person team with enhanced training and analytical support, while launching new community-building efforts in future PIVOT areas.
- **Community Problem-Oriented Policing (CPOP):** Increased public reporting and transparency, 9 community presentations, a new annual problem-solving report, and award-winning projects in OTR and Government Square.
- **Crime Gun Intelligence Center (CGIC):** Processed 6,378 ballistic entries into NIBIN, contributing to multiple state and federal arrests, and expanded ballistic-processing capacity across all CPD districts.



Fire Operations

As of September 1, the Cincinnati Fire Department has 886 firefighters, exceeding its full complement of 843—reflecting its continued reputation as a top-tier, highly sought-after department—and this year earned national Gold Status recognition from the American Heart Association for excellence in EMS care. In 2025, CFD advanced major operational improvements, including a strengthened Peak-Demand EMS Program, the full-time deployment of Medic 32 to enhance equitable service, and the completion of the new Fire Training Center.

Public Safety & Health



Alternative Response to Crisis (ARC)

Over the past year, the City's ARC program expanded from a successful pilot into a comprehensive system that now addresses both crisis and non-crisis quality-of-life issues through 911-dispatchable civilian teams. ARC has been fully integrated into day-to-day emergency operations while also conducting proactive outreach, and ECC has simultaneously launched and scaled the new Community Responder program to handle non-crisis calls and support safety around key public spaces.



Citizen Complaint Authority (CCA)

CCA has returned to a full complement of investigators and achieved a 16% reduction in backlog, including a 60% reduction in cases older than 180 days. The department has also reinstated its externship program and connected with UC Law School to strengthen relationships and build a career pipeline.

Public Safety & Health



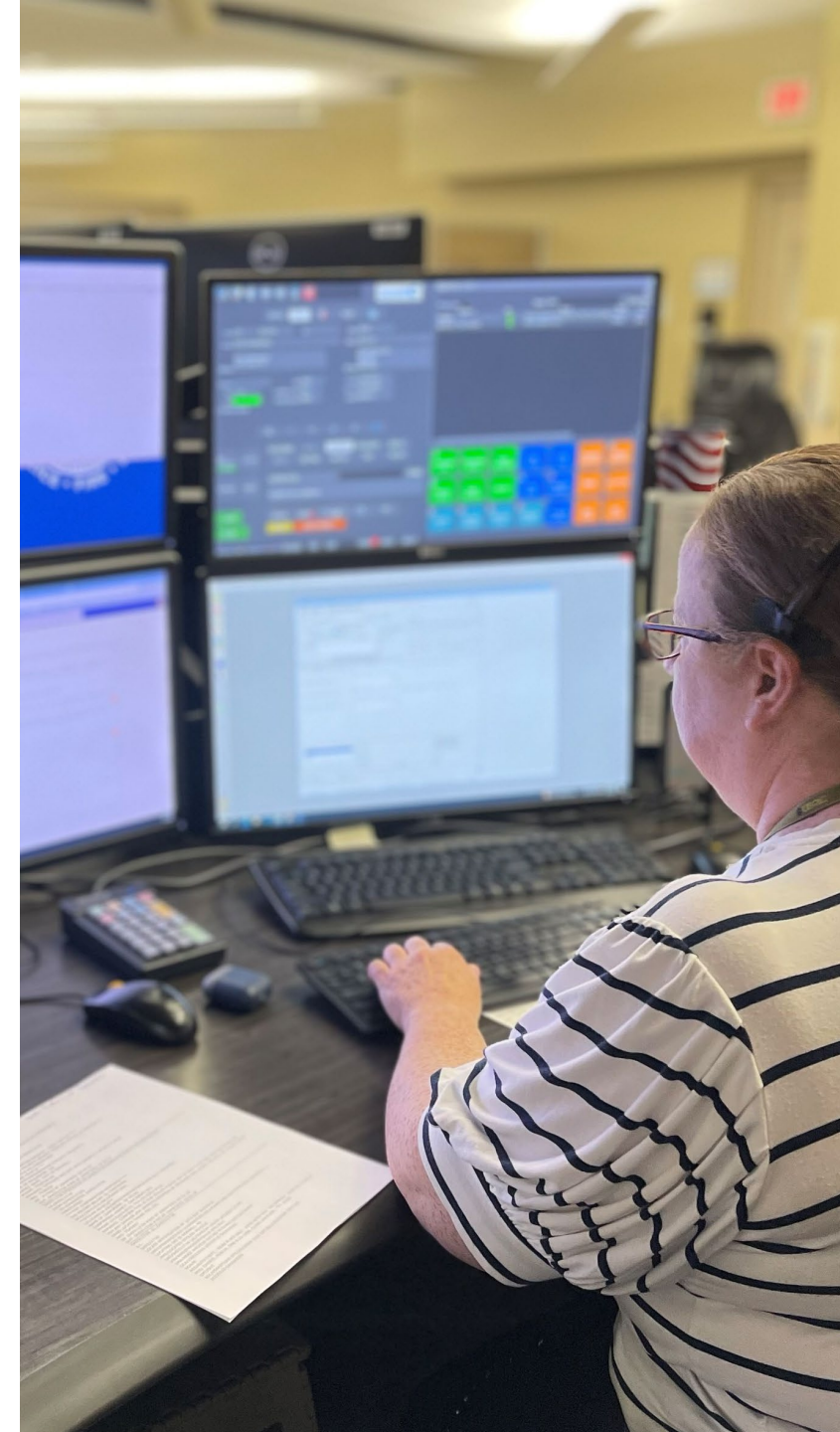
Emergency Communications Center (ECC)

Over the past year, the Emergency Communications Center strengthened its role as the City's 911 and 311 hub by advancing major initiatives in staffing, quality assurance, and alternative response. ECC reached its highest 911 staffing levels in years, reduced mandatory overtime, met or approached national call-taking quality benchmarks, and continued to exceed statewide 911 call-answering standards. The center also expanded employee wellness efforts, reinforcing a sustainable, high-performance environment for frontline emergency communications staff.



Place-based Initiatives

Over the past year, the City's Place-Based Initiatives team has advanced collaborative, community-centered efforts to improve neighborhood quality of life, including completing 51 encampment cleanups while connecting unhoused residents to essential services. The team also strengthened key partnerships—from improving bus use and safety around Government Square to enhancing student-community relations through UC's Town and Gown initiative. Additional work focused on addressing hoarding and unsafe living conditions through expanded outreach, particularly to seniors.





GROWING ECONOMIC OPPORTUNITY



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

Growing Economic Opportunity



Development Overview

Between September 2024 and September 2025, the City delivered strong development outcomes, executing 71 projects and generating hundreds of thousands of square feet of new commercial, office, and industrial space, alongside significant job creation, payroll growth, and major construction activity. These investments reflect a citywide commitment to transformative development, catalytic neighborhood revitalization, and long-term economic growth. Several major projects advanced this year, each contributing to a more vibrant and equitable Cincinnati.

Major Projects Advanced

- **Convention Center Hotel** – A \$560M+ hospitality anchor now in pre-development, supporting the future convention district.
- **Findlay Community Center** – A transformational North OTR community hub now under construction with robust public, private, and philanthropic investment.
- **Fourth & Walnut Center Hotel Conversion** – A historic office-to-hotel redevelopment creating new lodging, residential units, and parking downtown.
- **The Avant** – A major downtown office-to-residential conversion delivering 162 new apartments and mixed-use space.
- **FC Cincinnati North Campus** – A 1.27M sq ft mixed-use development advanced through major site-assembly actions.
- **Talbert House Crisis Center** – A new mental-health crisis care hub in Avondale serving an estimated 1,500 people annually.

These citywide upgrades were complemented by impactful neighborhood projects in the West End, Price Hill, Avondale, Northside, College Hill, Westwood, Madisonville, Mt. Washington, and Pleasant Ridge—each reinforcing the City’s commitment to equitable, community-driven growth.

Growing Economic Opportunity



Affordable Housing

Between September 2024 and September 2025, the City advanced a strong pipeline of affordable housing, supporting developments across a range of income levels—from deeply affordable units at 30% AMI to workforce housing at 120% AMI. With more than \$256 million in total development activity and over \$15 million in City investment, these projects are expanding housing access, stabilizing neighborhoods, and delivering high-quality homes for residents. The three largest projects reflect a balanced strategy focused on seniors, people exiting homelessness, and mixed-income communities.

Major Affordable Housing Projects

- **Alexandra Apartments (Walnut Hills – 83 units)** – Redevelopment of a historic building into senior housing at 50% AMI and below, supported by \$800,000 in City capital.
- **Gloria’s Place (OTR – 44 units)** – A housing-first project creating deeply affordable homes (30–50% AMI) with 24/7 wraparound services for residents experiencing or at risk of homelessness.
- **Thatcher Flats II (Walnut Hills – 36 units)** – New construction delivering 36 affordable units (30–50% AMI) and achieving LEED Silver certification, supported by \$2.3 million in City funding.

Growing Economic Opportunity



Uplifting Cincinnatians & Growing Wealth

Since its launch in April 2025, the Office of Opportunity has advanced the City's Financial Freedom Blueprint through data-informed, resident-centered strategies that expand access to economic mobility, food, and housing. Meanwhile, the Office of Human Services (OHS) continues to strengthen community resilience by funding programs that promote workforce development, youth gun violence prevention, housing stability, and community-led public safety initiatives. Together, these offices align resources, partners, and systems to improve quality of life and opportunity citywide.

Key Initiatives:

- **Winton Hills Grocery Delivery Pilot** – Partnering with Kroger to improve food access in an underserved neighborhood.
- **CityWise Housing Platform** – Provides real-time access to affordable and market-rate housing options.
- **Medical Debt Relief (OHS)** – Eliminated \$220 million in medical debt for over 119,000 Cincinnati residents.
- **Access to Counsel (OHS)** – Provided free legal representation to 779 households facing eviction, preventing displacement for 86%.
- **Children's College Savings Accounts (OHS)** – Enrolled 50+ preschoolers with seed deposits and incentives for families.
- **Transgender Youth Mental Health & Safety Funding (OHS)** – \$500,000 allocated to nine agencies supporting mental health, safety, and enrichment programs.
- **Boots on the Ground & Safe & Clean Grants (OHS)** – Funded 61 grassroots and youth-led projects, engaging over 1,400 volunteers.
- **Impact Award (OHS)** – \$2.1M deployed for homelessness prevention (2024) and \$850K for food insecurity (2025).
- **Project Lift & IDA Accounts (Office of Opportunity)** – Workforce development and financial coaching to support residents pursuing homeownership.

Growing Economic Opportunity



Investing in Our Youth

The City's Career Pathways Initiative (CPI) develops a future-ready workforce by connecting young people to public service careers through outreach, employment, and financial empowerment. Between September 2024 and September 2025, CPI engaged 54 high schools and 14 colleges, maintained 90+ education and workforce partnerships, and employed 315 youth through the Youth to Work program across multiple City departments. Additionally, 201 participants received financial literacy training supported by a \$20,000 Cities for Financial Empowerment grant.



Federal Grants

Despite challenging uncertainty originating at the federal level, the Office of Grant Administration & Government Affairs has successfully leveraged our expertise and strong relationships to secure 29 federal awards and subawards totaling nearly \$165 million.





THRIVING NEIGHBORHOODS



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

Thriving Neighborhoods



Streets, Sidewalks & Pedestrian Safety

Since December 2022, DOTE has implemented the Complete Streets mandate to enhance pedestrian, bicycle, and non-automobile safety whenever streets are built or repaved. In 2024, the department added 1,291 safety features, 258 traffic-calming measures, and over 109,000 square feet of new or improved sidewalks, with more than 45 projects planned across 21 neighborhoods. Looking ahead, DOTE will invest over \$66 million in grant funding to build additional bike and pedestrian infrastructure, including the Lick Run Connector Trail and new bikeways on key corridors.



Green Cincinnati

The City continues to advance the Green Cincinnati Plan, with 107 of 129 strategic actions underway or complete, keeping Cincinnati on track to meet its 2030 carbon-emissions reduction target. Key initiatives include developing the Center Hill Landfill solar project, expanding municipal renewable energy to 102.5MW, and growing the electric and hybrid vehicle fleet with supporting charging infrastructure. The Office of Environment and Sustainability has also invested over \$500,000 in 104 community-led climate projects, including 29 youth-led initiatives, to foster local climate solutions across the city.



Thriving Neighborhoods



A Vibrant City

From September 2024 to September 2025, the City's Special Events team issued 420 permits for a wide range of events, from signature parades and marathons to sold-out concerts and new events like the Queen City Triathlon. The Cincinnati Recreation team also successfully opened all 24 City-owned pools with extended hours and programs, and advanced major recreational projects like the Oskamp Recreation Complex to improve accessibility and amenities. City initiatives such as Rock the Block, the Pet Adoption Event, and Adopt A Class engaged neighborhoods, schools, and students, providing hands-on community service, youth mentorship, and tangible benefits for residents and local nonprofits. These efforts collectively highlight the City's commitment to vibrant, accessible, and community-centered programming.



Thriving Neighborhoods



Litigating Quality of Life Issues

Since September 2024, the Law Department has actively pursued accountability in housing, public safety, and health, filing 88 new cases impacting over 1,500 housing units and closing more than 1,500 health and building violations. The Department has managed high-profile property cases—including Vinebrook Homes, Williamsburg Apartments, REM Capital, Second Avenue, and Vision & Beyond—ensuring compliance, property investment, and protections for residents. Enforcement efforts also addressed crime and disorder, resulting in closures of multiple nightclubs and pioneering use of court action to enforce the Ohio Smoke Free Workplace Act. Additionally, the Law Department supported legislative initiatives and updated Board of Health regulations to strengthen tenant protections, nuisance enforcement, and public health standards.

Thriving Neighborhoods



Greater Cincinnati Water Works

GCWW continues to lead nationally in utility management, recognized for customer service, technical innovation, and financial stewardship. In FY25, GCWW replaced 1,640 lead service lines to reduce health risks and coordinated with SMU and MSD to prevent billions in potential flood damage during a heavy April rainfall, protecting \$3 billion in property. The utility also launched Greater Cincinnati Water University, educating 300+ students on the importance of water, and maintained its AAA credit rating from S&P Global, ensuring continued low-cost investment in safe, reliable water services.



Metropolitan Sewer District

MSD has secured regulatory approval to launch the next phase of its Wet Weather Improvement Program under the federal consent decree. Between 2025 and 2035, it will deliver seven major projects at the Mill Creek and Little Miami treatment plants—more than \$1 billion in critical upgrades. MSD also secured two major low-interest loans from the Ohio Water Development Authority, saving customers over \$100 million while advancing key sewer upgrades. A \$355 million loan for the new 700-million-gallon-per-day Mill Creek pump station will avoid about \$99 million in borrowing costs and boost capacity during heavy rains.



Thriving Neighborhoods



Helping Homeowners

B&I's HARBOR program has helped 24 homeowners maintain safe and livable homes over the past year, providing financial support for repairs ranging from hazardous tree removal to roof and structural improvements. The program strengthens neighborhoods, preserves housing stock, and promotes stability for long-term residents. Meanwhile, the Neighborhood in Focus Avondale Rental Rehab Program supports small-scale landlords in maintaining safe, code-compliant rental units, with 13 units currently enrolled and several projects either completed or underway. Together, these programs enhance housing quality and neighborhood resilience across the city.



Subway Tunnels: A Unique Opportunity

Cincinnati's urban core contains historic, unused subway tunnels, presenting a unique opportunity to transform a long-abandoned space into a generational asset. While the tunnels pose physical and logistical challenges—including water and telecom infrastructure, poor ventilation, and limited lighting—the City is exploring innovative uses as the water main reaches the end of its life. Creative proposals have been received through a Request for Information, ranging from culinary and cultural spaces to transportation and recreation, and the City is now reviewing RFP submissions to advance the project. This initiative reflects a bold vision to repurpose a hidden asset for the benefit of the community.





FISCAL SUSTAINABILITY



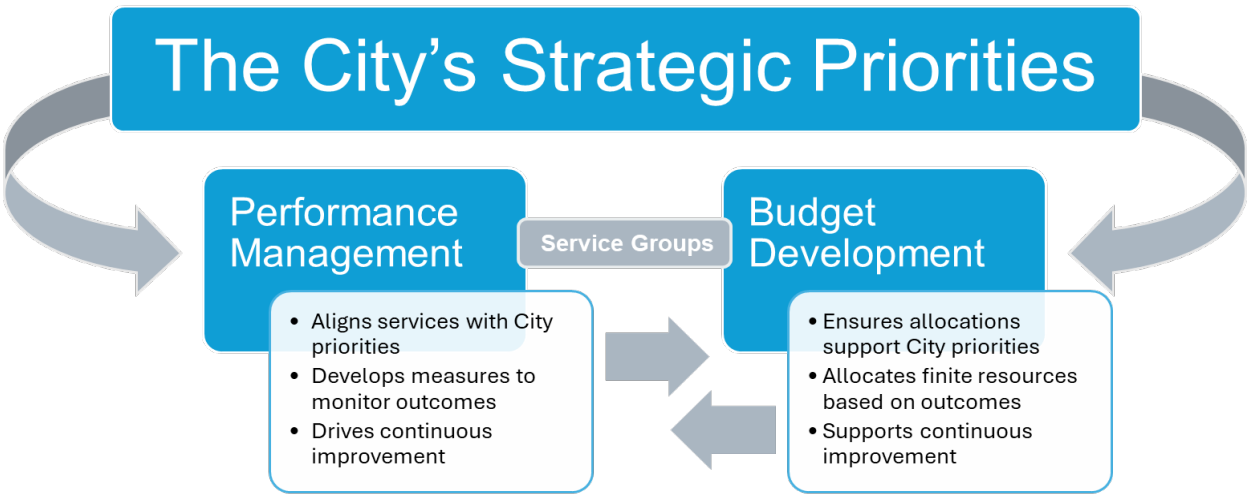
Ensure the City plans for long-term financial stability that
can support a budget that reflects the needs of the community

Fiscal Sustainability



Performance-based Budgeting

The City has completed its three-year transition to performance-based budgeting (PBB), linking performance management directly to budget decisions. PBB combines Executive Finance Review, Executive Performance Review, and Executive Budget Review to align departmental performance metrics with fiscal planning. This process allowed the City to make informed budget allocation decisions and close the FY26 General Fund deficit efficiently. By integrating performance data with financial planning, PBB enhances transparency, accountability, and strategic resource use across departments.



Fiscal Sustainability



Bond Rating Affirmed

Cincinnati's AA bond rating was affirmed by both S&P Global Ratings and Moody's Investors Service, with a stable outlook, reflecting strong fiscal management and leadership. This high rating supports the City's ability to fund capital projects—like fleet, facilities, and infrastructure—at lower borrowing costs. Maintaining this rating helps ensure cost-effective delivery of essential city services.



Cincy on Track

Disbursements from the Cincinnati Southern Railway (CSR) Infrastructure Trust began in FY26 with a first annual allocation of \$56 million, supporting more strategic and equitable capital planning across City departments. Departments are using a formal methodology to prioritize projects and plan in phases, enhancing transparency and impact.

Key criteria for CSR project allocation include:

- Infrastructure condition
- Equity
- Operating budget impact
- Project readiness
- Strategic importance and service delivery impacts

CINCY ON TRACK

FISCAL YEAR 2026 REVENUE ALLOCATION

The infographic below highlights the Approved Fiscal Year 2026 spending plan for revenue received from the Cincinnati Southern Railway Infrastructure Trust disbursement. Funding from this source can only be used on existing City infrastructure projects.

STREETS & BRIDGES

(Department of Transportation & Engineering)



\$34.5M

- Street Rehabilitation
- Speed Hump Modernization
- Victory Parkway Complete Street Project
- State to Central: Building Better Neighborhoods

PARKS



\$7.2M

- Owl's Nest Park Rehabilitation
- McEvoy Park Renovation
- Sawyer Point & Yeatman's Cove Bike Trail

RECREATION



\$7.9M

- Dunham Rec Center Renovation
- Outdoor & Athletic Facilities Renovation
- Recreation Facilities Renovation

HEALTH



In FY 2026 the Health Department is being provided with other capital resources for their facility needs, outside of the Cincy on Track investments.

PUBLIC SERVICES



\$6.4M

- Fleet Facility Renovation
- City Facility Renovations & Repairs
- Electrical Upgrades

Fiscal Sustainability



Optimizing Revenue

The Finance Department implemented a master fee database and review process to ensure City fees are effective and account for service delivery costs. Early successes include a 20% year-over-year growth in parking fine revenues and updates to the Admission Tax, generating an additional \$1.1 million in FY25. The department also pursued Ground Emergency Medical Transport (GEMT) fee enhancements, with the first supplemental Medicaid payment expected in November 2026, potentially adding \$6.3 million annually. These initiatives reflect a more strategic and data-driven approach to City revenue management.



Fleet Innovation

The Fleet Services Division, in partnership with OPDA, has streamlined operations and increased capacity through dedicated staff and enhanced data analysis support. Fleet maintenance compliance is now at 88% of the 90% goal, and a new process allows under-repair vehicles to be backfilled with usable ones, saving costs and improving efficiency. A citywide dashboard tracks fleet replacement needs, ensuring capital funds are allocated where most needed, while underutilized vehicles are reassigned to maximize use. These innovations collectively strengthen fleet management and operational effectiveness.





EXCELLENT & EQUITABLE SERVICE DELIVERY



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

Excellent & Equitable Service Delivery



311 Cincy: All-in-One Customer Service

311Cincy remains the City's central hub for resident service requests, with a new service structure and dashboard improving departmental coordination and data-driven insights for leadership. Snow removal operations were modernized with advanced routing, in-cab navigation, a Snowplow Tracker, and fleet readiness dashboards, enhancing transparency and preparedness. Beautification and litter removal services were also optimized to be more efficient, data-driven, and responsive to community needs.



Technology Improvements: CAGIS & OnBase

The City has successfully implemented digital workflows through CAGIS Edge (ezTrak) and OnBase, modernizing permitting, planning, and administrative processes for B&I, City Planning, and Law. Hamilton County has also gone fully digital, allowing residents and businesses to submit and track permits online, saving time and reducing the need for in-person visits. These upgrades improve efficiency, transparency, and customer experience, with plans to expand the system to the Cincinnati Health Department next year.



24/7 Connection to Cincinnati Customer Service

Request A Service
Service Dates
My Service Requests

Excellent & Equitable Service Delivery



Community Engagement

Since September 2024, the City Manager's Community Engagement Policy has guided staff training and strengthened community relationships. Nearly 1,300 employees completed the training module, supported by an online Resource Guide, and 53 staff members have become Engagement Champions, deepening their skills and fostering a culture of engagement across departments.



Performance Management

Over the past year, the City's performance management program has expanded, with Performance-Based Budgeting fully implemented and more dashboards in use. OPDA developed dashboard tools for multiple departments, resulting in total report views nearly doubling from 2024 to 2025 and more than tripling since 2023. This growth reflects stronger Citywide partnerships and has driven operational efficiencies and cost savings.



Improving Procurement

Since Laura Castillo's appointment as Interim Director of Procurement in April 2025, the department's 100-Day Procurement Reform Plan has modernized and streamlined City purchasing processes, increasing transparency and cross-department collaboration. Key improvements include a visual procurement tool, standardized buyer training, joint compliance sessions with Law and Finance, and updated procedures to simplify small or time-sensitive purchases. The plan also extended the Professional Services Pilot Program to evaluate long-term impacts.



Management Priorities

Priorities agreed upon by Council on October 30, 2023.



Management

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



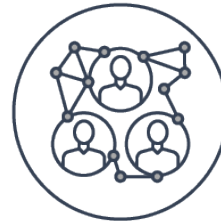
Leadership

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

Internal | External

Management Priorities



Management

The City has strengthened workforce development and employee engagement through a combination of studies, surveys, professional development, and structural improvements. The Classification & Compensation Study with The Segal Group ensures job structures and pay practices remain relevant, while the annual City Manager “temp check” survey provides insights into employee satisfaction and workplace culture. Leadership training, recognition programs, and teambuilding activities support morale and retention, complemented by strategic hires and departmental restructuring. Internal policies were updated to clarify expectations and compliance, and new committees were formed to guide inclusive recruitment and ethical AI adoption.

Highlights include:

- Classification & Compensation Study to update job structures, pay practices, and promotional pathways
- Third annual City Manager “temp check” survey to track workforce trends
- Leadership training expanded to emerging middle management
- Major hires and departmental restructuring (e.g., Parking Enforcement to DPS, Cincinnati Retirement System to Finance)
- Updated policies on ERGs, political activity, parental leave, nepotism, and on-the-job injuries
- New Inclusive Recruitment Committee and AI Governance Committee
- Recognition with 2025 Governor's Inclusive Employer Award from Opportunities for Ohioans with Disabilities



Management Priorities



Leadership

In 2025, the City successfully completed collective bargaining negotiations with AFSCME, CODE, Cincinnati Building Trades, and the Teamsters, achieving contracts that balance strong employee benefits with fiscal responsibility. All agreements were reached collaboratively, without the need for fact-finding or conciliation, reflecting strong labor relationships. Internal processes were revamped to gather departmental input, and biweekly coordination meetings ensured alignment across the City Manager’s Office, HR, Finance, Law, and Communications.



Government Efficiencies

The Strategic Initiative Execution Teams (SIET) program provides the City with a cross-departmental framework to turn strategic priorities into measurable results, with new focus areas on employees and technology to enhance impact. OPDA continues to support departments with data analysis, dashboards, and process improvements, including modernization of the public safety testing process and civil service exam updates to improve transparency and fairness. A new agreement with The Port will align priorities and more effectively deploy City resources. Process mapping in DCED streamlined funding workflows, nearly tripling the number of new or preserved affordable housing units, while audits of REDI Cincinnati led to stronger oversight and performance reporting.

Management Priorities



Relationship & Collaboration with Council, Mayor, and Community Partners

We've expanded our lobbying and engagement efforts to directly include City Council offices, holding office hours briefings twice per month and better engaging Councilmembers about the topics they want to engage with as they shape their future policy priorities. We have expanded the capabilities of our RAVE system to share emergency alerts directly with the Mayor and Councilmembers and worked to tailor specific communications approaches depending on how elected officials best receive information.



Communication (Internal & External)

The City's Strategic Communications Plan, launched in 2024, ensures consistency and clarity of messages across teams, projects, and audiences. A complete renovation of City Hall Room 115, including upgraded technology and accessibility resources, has greatly improved our capabilities for both internal meetings and external media events.





In Conclusion

Three years in, I am as proud, humbled, and honored to be City Manager as my first day on the job. I do not take lightly the responsibility of solving City-sized problems, nor do I take for granted the incredible opportunity to craft a City-sized future.

Thank you for your partnership as we lead this City together.

I would also like to thank everyone who helped craft this report: our ACMs, department directors and leadership staff, and my Chief of Staff and Communications team.

More importantly, thank you to each of the thousands of City employees who do the incredible work. You are the reason Cincinnati is the unique, wonderful place it is, and you are the reason that I take such pride in being City Manager.



THANK YOU

Shu Ley