City of Cincinnati

Agenda - Final

Major Projects & Smart Government

Chairperson Greg Landsman
Councilmember Chris Seelbach
Councilmember David Mann
Councilmember Wendell Young
Councilmember Jan-Michele Kearney

Tuesday, September 15, 2020	**1:00 PM**	**Council Chambers, Room 300**

ROLL CALL

PRESENTATIONS

WHAT WORKS CITIES CERTIFICATION REPORT
by Nicollette Staton from OPDA

EFFORTS TO SUPPORT SCHOOLS AND REDUCE DAILY NEW CASES OF COVID19
by Assistant City Manager John Juech.

Also, in attendance, CRC Director Daniel Betts, Environmental Health Director Antonio Young, CPD D5 Capt. Gregorie, Supervising Epidemiologist Dr. Amin, and Assistant to the City Manager Kelly Carr.

AGENDA

1. 202001342   ORDINANCE, submitted by Councilmember Landsman, dated August 27, 2020, AMENDING Section 874-5, "General Obligations of Owners and Persons in Control of Residential Rental Properties," of the Cincinnati Municipal Code to modify the registration information required by owners of residential rental properties, in order to address privacy concerns of business operators of residential rental properties as the city-wide rental registration program is being implemented.

Sponsors: Landsman

Attachments: 202001342 ORDINANCE

202001342 TRANSMITTAL

2. 202001441   REPORT, dated 9/2/2020, submitted by Paula Boggs Muething, Interim City Manager, regarding efforts to help schools reopen safely and to reduce daily new cases of COVID19.

Sponsors: City Manager

Attachments: Efforts to Help Schools Reopen Safely and Reduce Daily New Cases of

Attachment COVID19 - Safe and Healthy Schools Program

3.   202001476   APPOINTMENT, submitted by Councilmember Landsman, WE MOVE that City Council hereby appoints Valarie Boykins to the Internal Audit Committee for a two-year term ending on September 30, 2022. Ms. Boykins represents the Democratic Party appointment per the requirements of Article II, Section 15 of the Administrative Code. (Female/AA)

   Sponsors: Landsman

   Attachments: APPOINTMENT 202001476

   RESUME 202001476

4.   202001527   REAPPOINTMENT, submitted by Councilmember Sundermann, WE MOVE that City Council hereby reappoints Vale Croxton to the Internal Audit Committee for a two-year term ending on January 25, 2022. Mr. Croxton represents the Republican Party appointment per the requirements of Article II, Section 15 of the Administrative Code. (Male/White)

   Sponsors: Sundermann

   Attachments: Vale Croxton

5.   202001457   PRESENTATION submitted by Paula Boggs Muething, Interim City Manager, dated 9/15/2020, regarding What Works Cities Certification Report 2020.

   Sponsors: City Manager and City Solicitor Boggs Muething

   Attachments: Transmittal - What Works Cities Presentation Report 2020

   Attachment - What Works Cities Certification Report 2020

ADJOURNMENT

City of Cincinnati

An Ordinance No. _____ - 2020

AMENDING Section 874-5, "General Obligations of Owners and Persons in Control of Residential Rental Properties," of the Cincinnati Municipal Code to modify the registration information required by owners of residential rental properties, in order to address privacy concerns of business operators of residential rental properties as the city-wide rental registration program is being implemented.

WHEREAS, there are approximately 80,000 residential rental units in the City of Cincinnati, which constitutes half of all of the City's housing stock; and

WHEREAS, the actual number of residential rental properties and rental units in the City of Cincinnati is unknown, in part, because owners of residential rental property often fail to register their rental properties; and

WHEREAS, in order to address these concerns, City Council passed Ordinance No. 406-2019 in October 2019, enacting Chapter 874 of the Cincinnati Municipal Code, "Residential Rental Registration," to enhance and update registration requirements for residential rental properties and to increase the penalties for failure to comply with such requirements, which Chapter has an effective date of September 1, 2020; and

WHEREAS, as the provisions of Chapter 874 are being implemented, the City acknowledges the privacy concerns of its residents and business operators and has established policies and procedures consistent with these concerns regarding the information gathered pursuant to this ordinance, which policies and procedures comport with applicable public records laws, which concerns are further addressed by the amendment to Chapter 874 contained herein; now, therefore,

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

Section 1. That Section 874-5, "General Obligations of Owners and Persons in Control of Residential Rental Properties," of Chapter 874, "Residential Rental Registration," of Title VIII, "Business Regulations," of the Cincinnati Municipal Code is hereby amended to read as follows:

Sec. 874-5. - General Obligations of Owners and Persons in Control of Residential Rental Properties.

(a) The owner or person in control of a Residential Rental Property must file a Residential Rental Property registration with the director within 60 calendar days of the effective

date of this ordinance or within 60 calendar days of assuming ownership, whichever is later.

(b) All Residential Rental Property registrations shall be made on forms and in the manner prescribed by the director, and shall include the following information:

(1) The name, address, and telephone number of the owner;

(2) If the Residential Rental Property is owned by a trust, business trust, estate, partnership, limited partnership, limited liability company, association, corporation, or any other business entity, the name, address, and telephone number of the following:

a. A trustee, in the case of a trust or business trust;

b. The executor or administrator, in the case of an estate;

c. A general partner, in the case of a partnership or a limited partnership;

d. A member, manager, or officer, in the case of a limited liability company;

e. An associate, in the case of an association;

f. An officer, in the case of a corporation;

g. A member, manager, or officer, in the case of any other business entity.

(3) The name, address, and telephone number for any and all persons in control of the Residential Rental Property, including, but not limited to, a professional property management company or on-site maintenance personnel, who have been designated by the owner as the party responsible for responding to emergency or maintenance issues for the Residential Rental Property and who can be reached 24 hours a day, 7 days a week, 365 days a year. At least one person in control must reside within 100 miles of the registered Residential Rental Property.

(4) The street address and permanent parcel number of the residential rental property.

(5) The ~~monthly rent charged and the number and~~ size of each rental unit located in each residential rental property, including the number of bedrooms, bathrooms, and approximate square footage of the unit.

(c) The owner and any designated person in control of a registered Residential Rental Property have a continuing obligation to notify the director in writing of any changes, including, but not limited to:

(1) Any change in information on the Residential Rental Property registration form.

2

(2) Any change in ownership.

(3) Any change in use of the Residential Rental Property, including, but not limited, to the property becoming and remaining vacant for a period of sixty days or more.

(d) All Residential Rental Registrations shall be accompanied by the applicable fee necessary to recover the cost and expense of the administering the registry, which fee shall not exceed $1.00 per registered rental unit.

Section 2. That existing Section 875-5 is hereby repealed.

Section 3. That this ordinance shall be an emergency necessary for the preservation of the public peace, health, safety, and general welfare and shall, subject to the terms of Article II, Section 6 of the Charter, be effective immediately. The reason for the emergency is the immediate need to modify the current provisions of the city-wide rental registration program, Chapter 874, "Residential Rental Registration," which has an effective date of September 1, 2020, in order to include the amended language to address privacy concerns of business operators of residential rental properties as this program is being implemented.

Passed: _____, 2020

_____
John Cranley, Mayor

Attest: _____
           Clerk

_____
Deleted language indicated by strikethrough.

Date: August 27, 2020

To: Councilmember Greg Landsman

From: Andrew Garth, Interim City Solicitor

Subject: **Ordinance – Amending Section 874-5 Residential Rental Registration Criteria Modification**

Transmitted herewith is an ordinance captioned as follows:

AMENDING Section 874-5, "General Obligations of Owners and Persons in Control of Residential Rental Properties," of the Cincinnati Municipal Code to modify the registration information required by owners of residential rental properties, in order to address privacy concerns of business operators of residential rental properties as the city-wide rental registration program is being implemented.

AWG/EEF/(lnk)
Attachment
319316

{00319338-1}

city of
CINCINNATI
Interdepartment Correspondence Sheet

September 2, 2020

To: Mayor and Members of City Council

From: Paula Boggs Muething, Interim City Manager

Subject: Efforts to Help Schools Reopen Safely and to Reduce Daily New Cases of COVID19

REFERENCE DOCUMENT #202000984

On June 24, 2020, the Major Projects and Smart Government Committee referred the following for a report:

> MOTION, submitted by Councilmember Landsman, Beating COVID-19 and Helping to Reopen Schools Safely; We have lost 77 Cincinnatians to COVID-19 and our 14-day average of new cases remains close to Many efforts, including a requirement to wear masks, have helped to lower new cases. However, we are not currently beating COVID-19. Cases have spiked before, and we continue to get new cases every day. As a result, more people will lose their lives, our economy cannot fully reopen, and children and teachers cannot go back to school normally.; To change course, and to do so in a way that could help schools reopen safely, we must act now to significantly reduce if not eliminate daily new cases and hospitalizations.; As such, WE MOVE that the Administrations work with the Cincinnati Health Department (CHD), Cincinnati Public Schools (CPS), and other regional and state partners to: * Supporting and Partnering with (CPS) on Reopening. In an effort to better support the district, attempt to…
> (BALANCE ON FILE IN CLERK'S OFFICE)

The following report details efforts made by the City of Cincinnati to support Cincinnati Public Schools and area businesses to reopen and to reduce daily new cases of COVID19.

SUPPORTING AND PARTNERING WITH CPS ON REOPENING.
The Cincinnati Recreation Commission (CRC) instituted all day, 7am to 6pm, childcare at 18 facilities in addition to 4 facilities providing typical "after-school" care, 2pm to 6pm to support Cincinnati Public Schools (CPS) fully remote start to the school year. Masks and temperature checks are required for entry at each facility and physical distancing guidelines will be observed with no more than 15 youth per room at any given time. 11 facilities will accept Ohio Department of Job and Family Service vouchers through the Publicly Funded

1

Child Care (PFCC) program with 7 other locations charging $150 per week, per child, for enrollment. Only a portion of the voucher covers the total cost accrued by CRC for all-day childcare. The Administration has requested, via email and phone conversations, that CPS partner with the City to help defray the $32k per week net cost to offer the program, not covered by voucher subsidy. CPS has yet to respond.

Registration launched August 21, 2020 and runs through September 18, 2020. However, CRC is prepared to continue the program if CPS extends virtual learning. Although programs at the Clifton and Oakley Recreational Centers are currently full, space is available at other sites. Location details are provided below and as of August 24, 2020, 333 students are enrolled, including 303 from CPS, of which141 enrolled with a PFCC voucher. Each facility also serves as a food distribution site, serving CPS school breakfasts and lunches to eligible enrollees. The Administration has requested that CPS promote this program, but CPS has yet to respond.

All Day Childcare voucher sites:
- Bond Hill, Bush, Corryville, Evanston, Lincoln, Madisonville, Mckie, Millvale, Price Hill, Sayler Park, and Winton Hills
- 7am-6pm, Monday – Friday, Weekly fees vary per site based on state ratings

All Day Childcare non-voucher sites:
- Clifton, College Hill, Dunham, Hirsch, Oakley, Pleasant Ridge, and Mt. Washington
- 7am-6pm, Monday-Friday, $150/child/week

Afterschool care only sites:
- Hartwell, Leblond, North Avondale, and Westwood Town Hall
- 2pm -6pm, Monday – Friday, $65/child/week

CRC's goal is to provide a safe environment during school hours for youth to participate in CPS remote learning and enjoy supplemental recreational programming. To ensure that students can securely connect to their virtual classrooms, CRC is working with Cincinnati Bell to purchase WiFi hotspots for its facilities. These hotspots are temporary in order to provide immediate wi-fi needed for remote learning. Due to the number of sites that require permanent wi-fi upgrades, Cincinnati Bell will install wi-fi upgrades in a phased manner during the month of September. The Cincinnati Bell solution is estimated to cost $120K for the one-time installation fees to permanently wire and install 21 Centers with new access points and needed equipment (excluding Dunham and Winton Hills which will require $78k to run fiber/cable). Ongoing monthly cost for the permanent wi-fi upgrades are estimated to be $4k per month for ongoing high-speed internet to all locations. CRC projects that permanent wi-fi upgrades in approximately seven recreation centers will be completed by the end of September 2020 with all recreation center completing permanent wi-fi upgrades by October 2020. The Administration requested that CPS partner with the City to assist in defraying a portion of the costs for the temporary WiFi hotspots, but CPS has yet to respond.

CRC is also partnering with Envision Children to provide onsite tutors at each facility. Although CRC staff are not expected to provide direct classroom instruction, CRC staff will provide supervised homework assistance and cultural, STEM, arts, sports, fitness and

2

wellness programs. Finally, any child receiving Special Education services through an individualized educational program (IEP) or 504 rehabilitation plan, can request an accommodation from CRC Division of Therapeutic Recreation.

INCREASED ENFORCEMENT TO ADDRESS NON-COMPLIANCE.
Since March 2020, the Cincinnati Health Department's (CHD) Environmental Health Inspection team of Sanitarians have enforced orders issued by the Ohio Department of Health (ODH) Director.

Under the State's "Stay at Home" order, CHD Sanitarians responded to complaints related to business operation violations and guided essential businesses on how to safely operate under COVID19. When the stay at home order lifted and more businesses re-opened, complaints shifted to concerns over a lack of social distancing and proper cleaning. These complaints remain steady and occasionally increase with new business sectors reopening or as new laws or regulations are introduced.

On July 8, 2020, the ODH public facial covering order went into effect followed by the City's facial covering ordinance on July 9. Contrary to past directives that regulated businesses, the state and local mandates require the general public to wear a facial covering.

There are a few stark differences between the local ordinance and the state order that CHD Sanitarians must navigate. These differences include the beginning age that public facial covering violations can be enforced, the required areas for facial covering, when such mandates will conclude, and the penalties for violation. For example:

Cincinnati Facial Covering Ordinance	ODH Order
• Required for all individuals 6 years of age or older • Only pertains to indoor public spaces. • In effect until the pandemic ends. • Includes a less punitive civil citation option of $25.00.	• Pertains to individuals 10 years of age and older • Includes outdoor public areas, when not 6 feet apart – unless with members of the same household. • In effect until the Governor's Executive Order expires or the order is rescinded or modified by ODH. • Includes a penalty of up to 90 days in jail, and/or a $750.00 fine

In general, local ordinances and laws take precedence if more stringent; however, the City Law Department is currently reviewing the two mandates to determine if there are conflicts and assisting CHD on a case-by-case basis on enforcement protocols.

As of August 24, 2020, CHD Sanitarians responded to approximately 1050 complaints with over 90% of these complaints addressed and closed. Complaint response includes:
- Contacting the business owner to communicate that a complaint has been received
- Educating the business owner regarding compliance requirements and confirming that the business owner has a plan to comply, which may include a requirement for compliance documentation.

3

- Following up with the business owner to close the complaint or to issue a letter or civil fine if non-compliant.

To date no civil citations have been issued and only 5 letters have been released, with contacted businesses resolving their violation without further action needed.

During passage of the July 3, 2020, public face covering ordinance, Cincinnati City Council directed the administration to first provide education and guidance before issuing citations. In response, CHD adopted the following protocol for public mask complaint enforcement:
- When approaching an offender, an inspector will politely engage and offer a mask while educating the violator on the importance of wearing a facial covering.
- If the offender refuses the mask, a verbal warning and penalty information is provided.
- If all avenues to achieve compliance have been exhausted, a civil citation may be issued.
- If the offender is no longer present in the location, education is provided to the manager or point of contact onsite. These points of contact receive information about the ordinance parameters and the establishment's rights and responsibilities to create restrictive policies and procedural guidelines. The inspector may provide or identify a resource to obtain a copy of the applicable ordinances, a mask poster to display in the window of the establishment, or other materials as needed upon the visit.
- For any in-person visits after hours or in potentially unsafe situations, Cincinnati Police are contacted for assistance.

Under normal circumstances, Sanitarians are required to respond to urgent environmental complaints within one business day. These complaints pertain to issues such as no heat, no water, food sanitation and post restaurant fire inspections. With the additional requirement to enforce COVID-19 related mandates, Sanitarians are challenged to address these priority complaints within 24 hours. Therefore, face covering complaints are not necessarily at the level of immediate response and it is unlikely that an inspector will arrive to the scene of a complaint before a violator leaves the location or can be offered a mask. In result, no citations for facial covering violations have been issued to date.

Whereas, CHD Sanitarians respond to Health-related code enforcement, since July 31, 2020, the Cincinnati Police Department (CPD) has handled local enforcement of Gov. DeWine's executive order to require all bars and restaurants in Ohio close by 10 p.m. Enforcement of this order is a complaint-driven process and mirrors existing CPD policy for the enforcement of State liquor laws. Under this process, residents alert the City of possible violations of the order by calling CPD's non-emergency number at (513) 765-1212. To date, CPD has received only a small number of reports regarding after-hours liquor service. Upon receipt, such reports are referred to CPD Vice Squad and the Ohio Investigative Unit for further investigation.

CPD also responds to complaints of large house parties. With students returning to area universities, CPD is proactively working to prevent large off-campus gatherings. Specifically, District Five, the primary law enforcement agency surrounding the University of Cincinnati (UC), is collaborating with UC to disseminate COVID19 materials to the

4

student body. This information is shared through social media, classroom settings, and signage throughout the campus. UC expects approximately 70% of their student body to undergo online learning for the 2020/2021 school year. Although most students will be learning remotely, District Five anticipates an increase in complaints and has proactively identified locations likely for large gatherings, such as specific streets and area parks. In response, District Five provided the Cincinnati Park Board with recommendations for altering the physical characteristics of certain areas and their operations to prevent large congregations. And, when District Five officers respond to these designated areas, body worn cameras will be immediately activated. Observation of criminal activity will be addressed onsite and all video footage of large gatherings is provided to the Health Department for review and further enforcement.

In addition, the District Five Neighborhood Liaison Unit, in conjunction with UC Police and UC Student Affairs, continues to engage off campus students and remind them of good neighbor skills and the potential administrative and/or criminal sanctions that could be of consequence through the University or City law enforcement. The District Five Neighborhood Liaison Unit is also communicating with property owners and landlords whose premises are observed with frequent large crowds. In order to minimize these crowds and promote social distancing, adjacent property owners are informed of the Department's chronic nuisance program and its ability to address negative community impacts such as disorderly conduct and curfew violations. CPD will continue to work with local universities and neighborhoods, including UC and uptown neighborhoods, as necessary to address similar concerns.

To improve or increase enforcement, technology upgrades are needed. The City's current permitting system is several decades old and presently undergoing a multi-year upgrade to meet the demands of current operations. Upgrades for CHD are estimated to cost between $100K to $1M to obtain a centralized software application that can be used for all environmental enforcement, including COVID-19. The Accela migration for CHD was quoted at $800K to $900K; however, other options such as Health Space, geared toward sanitarian inspection applications and license processing, is an estimated $100K to $200K. Hardware would be an additional estimated $50K. This cost would not include needed resources for additional educational materials or mask distribution in target areas, that cost could range between $1k to $15k depending upon the volume of masks ordered.

Despite some challenges, overall, enforcement is going well. CHD Sanitarians are working in tandem with CPD, while conferring with the Solicitor's Office as new information and guidance is released from the State.

MAKE IT EASIER TO OPEN OUTDOOR SPACES.
As the country works to recover from the devastation of COVID-19, the City of Cincinnati continues its work with neighborhood leadership, residents, and private business owners to help Cincinnatians return to a sense of normalcy in their day-to-day lives.

One way the City has responded has been with the development of the Outdoor Dining Program. This pilot program is an expedited permit process that enables restaurants and bars to temporarily expand their outdoor dining and service areas onto the public right-of-way (public sidewalk or street) or into privately owned parking facilities. This effort requires

5

a team of City staff across several departments to expedite application review and onsite inspections. Specifically, CHD Environmental Health Sanitarians visit applicant sites to educate business owners and ensure public health regulations are followed. To date, the City has approved 59 street dining applications and 14 private property applications.

Also, under the joint emergency order No. 13, issued by Mayor John Cranley and City Health Commissioner Melba R. Moore, the City Manager's Office created the "Safe and Healthy Schools," program. Launched August 6, 2020, the program allows existing schools providing pre-K through 12 grade instruction to temporarily expand their facilities for the 2020/2021 school year. Much like the Outdoor Dining Program, the Safe and Healthy Schools program suspends certain City laws that govern the use and development of land in order to address public health concerns. Program details are attached. Although the Administration worked to create this mechanism for area schools, specifically CPS, to quickly expand their facilities for reopening, as of August 24, 2020, CPS has yet to take advantage of the opportunity or communicate any intent to do so.

The above efforts have focused on "reducing or eliminating permitting fees and bureaucracy" where possible, and it will continue to be a goal the City Manager's Office when pursuing future opportunities for promoting access to outdoor spaces. However, it should be noted, that the City is limited by state building code and similar laws and orders in what barriers may be removed by local authority. Further, because permit fees are collected to offset the expense the City incurs in delivering services, there is a direct budget impact associated with eliminating fees.

In addition to complaint response and inspections, Environmental Health Sanitarians also provide courtesy reviews of re-opening plans across multiple business sectors. This service complements efforts by the Department of Community and Economic Development (DCED) to help local businesses survive closure and reopen. For April, May, and June DCED deferred all loan payments under its MicroCity Loan program and helped propagate messages by area partners about available funding. Through its vast network, DCED helped spread the word to area businesses about local grant opportunities, relief funding, and small business administration and paycheck protection program assistance.

DCED has also teamed up with the African American Chamber and other partners to plan virtual conferences aimed at educating local businesses on strategies for handling times of crisis. Interested companies can register for the September 14, 2020, conference by visiting: https://hopin.to/events/wmb2020.

Along with DCED's efforts to support local businesses, the City Manager's Office works with the CPD Special Events Unit to help event producers navigate restrictions by the State and make necessary changes to their event proposals for permitting. For example, the Cincinnati Heritage Event, "Black Family Reunion," is typically a large two day festival; however, due to COVID19 concerns and restrictions, the City worked with the event producer to permit the event as a motorcade type COVID19 testing site with the distribution of sponsorship gift bags to participants. Although many large events have been canceled this year and Cincinnati's local special events do not mirror prior year experiences, the City continues to work with the events community to find creative solutions when possible.

Finally, to help local businesses, the City of Cincinnati participates in "Restart Cincinnati," a regional task force comprised of the Cincinnati Regional Chamber, the Cincinnati Regional Business Committee, and REDI Cincinnati, focused on economic recovery under COVID19. This partnership includes assistance by the City's Office of Performance and Data Analytics for the creation of a public dashboard detailing where local businesses may obtain Personal Protective Equipment (PPE) resources. These resources can be found at https://restartcincinnati.com/

EXPAND, COORDINATE, AND MAKE PUBLIC TRACING EFFORTS.
As of August 3, 2020, the Cincinnati Health Department (CHD) has hired 26 new contact tracers, for a total of 50 Full-time-employee positions (FTE). Included within the 50 FTEs are trained contact tracers provided by the Ohio Department of Health (ODH) to supplement CHD internal resources. Specifically, 5 communicable disease nurses (CHD FT staff); 12 dental staff (CHD FT staff reassigned while the dental sites are not open); 26 contract employees (FT); and 7 FTE ODH staff (11 total contact tracers FT/PT) make up the total number of staff dedicated toward contact tracing. The number of ODH staff may shift depending on jurisdiction need and surges in other city or county jurisdictions. Beginning September 8, 2020, contact tracing efforts will be supported by a full-time liaison from the City Manager's office.

Within the slated 50FTE contact tracers, 5 contact tracers are specifically assigned to CPS, 3 to non-public schools and 3 to area universities. UC is conducting their own contact tracing as well; however, CHD is working with UC to determine how UC/City contact tracing information will be shared.

In addition to increased staffing, CHD revised the interview format for positive case investigations. This new format now captures data about large gatherings. This data will help CPD and CHD Sanitarians identify areas of concerns for response. This data is also available on the CHD website tab for COVID19 Case tracking. The large gathering data is based on asking the positive cases where they have been in the two weeks prior to the investigation. This gives CHD an idea of specific places that may have had frequent visitors. CHD then shares this information with Environmental Health to conduct an inspection or consultation with the business if needed. It is also shared with CPD if criminal enforcement is necessary. It does not mean transmission occurred at the large gathering, but it does help give a big picture understanding to the CHD/CPD team. It also helps stimulate thought for a positive case client to identify with whom they may have been within close contact.

CHD is also working with The Health Collaborative (THC) to determine the positivity rate for the City of Cincinnati using regional Hospital Lab data. CHD has worked with THC and Cincinnati Children's Hospital Medical Center closely since the start of the pandemic. Previously, percent positives were only calculated for the region. Now, CHD can determine percent positives for Hamilton County and the City of Cincinnati. THC has data on the number of tests daily which is used to calculate the percent positive. Based on standards set by the Centers for Disease Control and Prevention, the threshold for positivity should be below 5%. Calculating this data point for Hamilton County and the City helps determine the prevalence of disease in our community, enabling targeted response and spread prevention.

SUMMARY

In response to CPS starting the new school year fully remote, CRC is offering families an all-day childcare option; however, CPS has not responded to requests to assist in promoting the program or contributing funding to help defray costs. The City created the Safe and Healthy Schools program, allowing CPS to receive expedited approvals to expand their facilities; however, as of August 24, 2020, CPS has yet to take advantage of this opportunity.

The City of Cincinnati will continue to work with community partners to help stop the spread of COVID19. As UC students return to the area, CPD is proactively engaging residents and encouraging neighbors to call with nuisance complaints about large gatherings and to help identify areas of concern for targeted enforcement. As new regulations or orders are administered by the State or local officials, CHD Sanitarians adapt and respond accordingly and help local businesses navigate these regulations. Through education, enforcement, and increased contact tracing, the City of Cincinnati is actively working to lessen the public health and economic impact of COVID19.

To: FILE

From: **Paula Boggs Muething, Interim City Manager**

Subject: **COVID-19 – Safe and Healthy Schools Program**

---

1. INTRODUCTION

Starting August 6, 2020, the City Manager's Office will implement a Safe and Healthy Schools Program to allow existing schools providing pre-K through 12th grade instruction to temporarily expand their facilities for the 2020/2021 school year and thereby enhance their ability to provide safe in-person instruction. To accomplish this, the program rules will supersede certain laws that govern the installation or construction of school facilities.

The City of Cincinnati has developed this program to allow schools to create safe and healthy environments during the COVID-19 pandemic. Through it, the City wants to support schools in complying with applicable state and local orders and guidance related to safe practices for protecting their students, faculty, and staff. This program therefore will help schools adhere to state and local health requirements and allow for enhanced health measures throughout the pandemic.

This program has been developed under joint emergency order no. 13 issued by Mayor John Cranley and City Health Commissioner Melba R. Moore. That order authorizes the City Administration to take appropriate measures to streamline approvals for temporary school facilities in order to promote the safe operation of schools during the COVID-19 pandemic. The order complements guidance issued by the State of Ohio for the safe, gradual reopening of school facilities. A copy of the State's "Prevention Guidance for Ohio K-12 Schools" is attached to this memo.

All temporary school facilities permitted under this program must make good faith efforts to observe state and local health guidance intended to slow or prevent the transmission of COVID-19, including, but not limited to, the guidelines in the attached "Prevention Guidance for Ohio K-12 Schools."

2. GENERAL PROGRAM GUIDELINES

The Safe and Healthy Schools Program is a temporary program under the direct authority of the City Manager's Office. Approvals granted under this program are not building permits or zoning permits. Rather, the authorization is a special temporary permission to suspend certain City laws that govern the use and development of land in order to address public health concerns. The City Manager delegates authority to the Director of Buildings and Inspections to implement the program and to oversee the application and approval process, subject to City Manager oversight and review. This delegation includes the authority to grant, condition, and revoke approvals under this program.

Temporary school facilities that meet all of the following criteria may be approved under the Safe and Healthy Schools Program:

1. The proposed school facility is associated with an existing school that has been legally established under applicable laws.

2. The proposed school facility is located in a zoning district in which schools are permitted or conditionally permitted.

3. The proposed school facility is located on the same property as, or property adjacent to, the school with which it is associated.

4. The proposed school facility is located on property under the control of the school, e.g. via ownership, lease, license or other written permission of the property owner.

5. The installation of the proposed school facility itself will not result in an increase in the number of students served by the school and any increase in the number of students served by the school results from ordinary fluctuations in school attendance.

Each request to establish a temporary school facility will be evaluated by the City to determine eligibility and appropriateness based on existing conditions and its surroundings. The City will approve appropriate requests for eligible school facilities and may impose conditions on the approval or suggest measures to mitigate public health, safety, or welfare concerns. Further, the City, in its sole discretion, may deny an application for one or more of the following reasons:

1. The potential for adverse impacts on the use and operation of neighboring properties, particularly places of residence and other sensitive operations like nursing homes and health care facilities;

2. The potential for adverse impacts on sidewalk and street accessibility, taking into consideration transportation and circulation needs;

3. Environmental or physical constraints on the ability to address elements of life safety and fire safety;

4. Environmental or physical constraints that impact the ability to ensure adequate spacing of students, faculty, and staff within the proposed area; and

5. Environmental or physical constraints that impact the ability to comply with state accessibility requirements.

As noted, the Safe and Healthy Schools Program will *temporarily* supersede existing laws that conflict with the program's goal of allowing for the efficient and orderly expansion of school facilities to promote public health and safety. These laws include, but are not limited to, the following regulations:

1. Requirements for conditional use hearings for new or expanded school facilities.

2. Requirements to provide new off-street parking, or to maintain existing off-street parking to the extent a proposed school facility is located in a parking lot used to meet parking requirements; provided that parking spaces for persons with disabilities must be provided and existing spaces must be relocated without reducing their number.

3. The requirement that accessory structures for schools typically must be confined to the same lot.

4. Requirements calling for review by the Zoning Administrator, Zoning Hearing Examiner, Urban Conservator, Historic Conservation Board, or City Planning Commission, including requirements related to historic districts, hillside overlay districts, urban design overlay districts, and planned development districts.

The Safe and Healthy Schools Program does not supersede applicable building codes, fire codes, health codes, accessibility laws, or other laws, rules, or regulations under the jurisdiction of the Cincinnati Health Department, the Ohio Department of Health, and other analogous requirements that govern the construction and operation of schools.

3. APPLICATION PROCESS

Program applications may be found at the City Permit Center at 805 Central Avenue, Suite 500, or by contacting City staff via phone at 513-352-4793 or via email at zoninginfo@cincinnati-oh.gov. There is no fee to apply. Program applications shall be filed together with completed building permit applications, and normal building permit fees will apply.

Each application will be evaluated by City staff to determine eligibility and appropriateness based upon application requirements and program guidelines. For assistance with completing an application or understanding program rules, please contact City staff via phone at 513-352-4793 or via email at zoninginfo@cincinnati-oh.gov.

Applicants should become familiar with application requirements and program guidelines before submitting an application to install or construct a temporary school facility. Approval for temporary school facilities under this program will be conditioned on compliance with the application requirements and program guidelines, and the failure to adhere to the requirements and guidelines may slow the review process or result in denial of the application.

{00317441-4}   3

Following review of an application, the City will notify the applicant of its approval or denial, including any reasons for denial and what steps, if any, the applicant may take to reapply and receive an approval. The City may also impose conditions on the approval or suggest measures to address public health and safety concerns.

Application Requirements

Each applicant seeking to install or construct a temporary school facility under this program must submit a Safe and Healthy Schools Program application in conjunction with an application for a building permit. The program application must include the following information:

a) A certification that:

    a. The proposed school facility is to be associated with an existing school that has been legally established under applicable laws;

    b. The installation of the proposed school facility itself will not result in an increase in the number of students served by the school and any increase in the number of students served by the school results from ordinary fluctuations in school attendance; and

    c. The applicant will abide by the terms and conditions of the Safe and Healthy Schools Program, which may be modified from time-to-time to address public health and safety concerns.

b) An acknowledgement that:

    a. Permission to operate a temporary school facility under the program is temporary in nature;

    b. The temporary approval does not create a permanent right to operate and maintain the temporary school facility;

    c. The temporary approval is subject revocation at the conclusion of the 2020/2021 school year; and

    d. The temporary approval is subject to additional conditions, modification, or revocation by the City upon 60 days' notice for good cause.

c) If the property on which the facility is to be located is not owned by the school, written proof that the property under the control of the school, e.g. via lease, license, or other written permission of the property owner; and

d) Other information requested by the City Administration if it is not provided in connection with the related building permit application, which information may include:

a. A site plan depicting the proposed location of the temporary school facility in relation to existing buildings, parking lots, site improvements, and points of egress; and

b. A plan of operation for the temporary school facility, including the proposed occupancy capacity for the facility; a proposed plan for addressing traffic safety and circulation; a description of separations or barriers the school will use to divide the space from vehicular traffic; and proposals to address any anticipated impacts on the use and operation of neighboring properties.

4. TERMS AND CONDITIONS

General Terms and Conditions

Any approval to operate a temporary school facility under this program will indicate the time period of approval and confirm that legal nonconforming status is not conferred upon the affected property beyond the period of approval. In addition, any approval may be rescinded if the affected property is not operated in compliance with applicable conditions of approval, e.g. if spacing requirements are not met or permitted occupancy is exceeded. The approval will also be subject to the following additional terms and conditions.

Operating Terms and Conditions

Each approval shall be subject to the following specific, operating conditions:

1. Use good faith efforts to observe state and local health guidance intended to slow or prevent the transmission of COVID-19, including, but not limited to, the State's "Prevention Guidance for Ohio K-12 Schools" and any subsequent orders or guidance issued by appropriate public health authorities. A copy of the State's "Prevention Guidance for Ohio K-12 Schools" is available on request.

2. Frequently clean and disinfect all temporary school facilities and the furniture contained therein with approved cleaning/disinfecting agents.

3. Thoroughly clean and maintain portable restrooms, if applicable.

4. Provide hand sanitizer on site and make adequate hand washing stations available for students, faculty, and staff.

Sole Authority to Approve, Deny, and Revoke Temporary Authorizations

The City Manager retains full authority and the sole discretion to grant, deny, and revoke temporary approvals under this program, which authority may also be exercised by her program designee, the Director of the Department of Buildings and Inspections. This includes the authority to condition or revoke approvals deemed to have been improvidently granted or inappropriate in light of new information or changed circumstances. Revocations for good cause shall be effective following 60 days' prior written notice, except that revocations based on non-compliance with program terms and conditions or based upon urgent public health and safety concerns shall be effective immediately upon notice.

{00317441-4}   5

In addition, the City Manager or her designee may impose conditions on new or existing approvals in order to promote the public health, safety, and welfare and to mitigate adverse impacts that have arisen or may arise in connection with a temporary school facility approved under this program.

Anyone who wishes to challenge the approval, denial, or revocation under this program may seek reconsideration by the City Manager or her designee by submitting the challenge via email at art.dahlberg@cincinnati-oh.gov or via a signed writing or delivered to Art Dahlberg, Director, Department of Buildings and Inspections, 805 Central Avenue, Suite 500, Cincinnati, Ohio 45202. This shall be the exclusive means of appealing any approvals granted, denied, or revoked under the program. The City Manager or her designee shall have the sole discretion to approve or reject a challenge, but such determination shall consider application requirements, program guidelines, and public health, safety, and welfare needs.

By the authority granted to me under joint emergency order no. 13 issued by Mayor John Cranley and City Health Commissioner Melba R. Moore, the Safe and Healthy Schools Program described herein is hereby established as of August 5, 2020.

Paula Boggs Muething
Interim City Manager
City of Cincinnati

City of Cincinnati

Greg Landsman
Councilmember

APPOINTMENT

WE MOVE that City Council hereby appoints Valarie Boykins to the Internal Audit Committee for a two-year term ending on September 30, 2022. Ms. Boykins represents the Democratic Party appointment per the requirements of Article II, Section 15 of the Administrative Code.

Valarie S. Boykins, PHR

∿bovk

linkedin.com/in/Valarie-s-boykins-56ab28137

Summary
Highly respected human resources professional successful in creating and sustaining collaborative and cohesive working relationships for staff and management. I am an analytical decision maker with outstanding interpersonal skills. Recognized for ability to develop employees and increase their productivity.

Core Competencies

Qualified by education and experience with several years of results-oriented experience. Background includes expertise in the following areas:

Recruitment and Retention	Employee/Labor Relations	Affirmative Action Planning
Awareness & Skill Building	Management Consulting	Employment Law
Relationship Management	Policy Interpretation	Conflict Resolution
Training and Development	Collaboration & Leadership	Employee Engagement
Strategic &Analytical	Creation & Implementation	Performance Planning
Thinking Skills	of Employee Surveys	Management of Diversity

Professional Experience

Freestore Foodbank   **2017-present**
Cincinnati, Ohio

<u>Vice President of Human Resources & Organizational Development</u>

Position Scope
- Guide and manage the overall provision of Human Resources services, policies and programs for the organization.
- Development of an overall HR business plan with measurable objectives and a budget.
- Overall talent management strategy and implementation including workforce planning, recruiting, interviewing, hiring, training and development; performance planning, management development and improvement; and succession planning.
- Fiduciary responsibilities for the administration of company's benefits and 403B, 457; retirement plans.
- Organizational development, change management initiatives, and company-wide culture and environment for employees.

TriHealth (various positions listed below)   **2005-2017**
Cincinnati, Ohio

<u>Director of Employment/Talent Acquisition</u>   2011-2017

Corporate Offices

Accomplishments

- ➢ Create and implement people strategies that align to short & long-term business initiatives and objectives
- ➢ Define and build talent development strategies aligned with succession development plans across functions

> Creation and implementation of electronic on-boarding process for new hires reducing in person non-productive orientation time
> Design and implementation of Talent management strategy and automation and Success Factors version II system upgrade for Recruitment Portal upgrade
> Align business goals with strategic initiatives and develop benchmarks across all business functions to consistently meet diversity goals
> Social Media Recruitment 60% increase in followers and exceed national average of CTR of 0.8 with TriHealth achieving 2.38

Position Scope

- Manage system-wide employment services for diverse business operations
- Directly responsible for Director level and above positions recruiting for organization
- Management oversight for employment team staff at two locations
- Budget preparation for largest budget in HR division
- Responsibility for contract staff placement and agency contracts for all non-nursing positions
- Provide support and consultation to TriHealth executives, directors, managers and supervisors on employment practices and policies

Director of Diversity   Bethesda Oak Corporate Offices   2008-2011

- Create, lead and implement a multi-dimensional diversity strategy which enhances TriHealth strategic mission
- Facilitates implementation of appropriate diversity change management initiatives associated with organizational transition activities
- Manages day-to-day operations and problem solving of diversity issues and organizational issues. Develops assessments and recommends interventions.
- Investigate and resolve internal complaints and EEO and other related external charges or complaints
- Enhancement of human capital needs by education, coaching and leading diversity and inclusion into all aspects of organization.
- Accountable for all aspects of diversity initiative which includes recruitment, training, supplier diversity, consultant services and employee relations.

Employee Relations Consultant   Good Samaritan Hospital   2005-2008

- Conduct relationship consultations regarding employee relations issues and devise appropriate plan of action
- Consult with managers to assist them with assessing and resolving complex relationship issues, including modifying inappropriate behavior.
- Develops and implements employee relations programs and processes to promote positive employee relations including employee advocacy
- Interact daily with management and employees to ensure open lines of communication are maintained to address/resolve any issues, needs, and/or concerns as they arise.

Health Alliance (various positions listed below)   1985- 2005
Cincinnati, Ohio

Manager of Workforce Diversity   2003-2005

- Conduct and facilitates Diversity Training for all members of The University Hospital
- Strategic planning for Diversity Education and skill building
- Identify, design and conduct training needs for staff and managers
- Perform training for new hires on diversity and organizational values, and behavioral expectations.
- Develops and implements employee relations programs and processes to promote positive employee relations including employee advocacy.
- Community liaison for hospital sponsored activities
- Conducts management education and facilitation of company policies and procedures.

- Manage employee survey and identify organization improvement opportunities

Valarie S. Boykins, PHR

Human Resources Manager/Consultant   1996- 2003
- Coordinate the employee relations and labor relations efforts to associates and managers.
- Monitor and implement contractual agreement for 3 labor unions (AFSCME, IUOE, ONA) at The University Hospital. Serve as Employee and Labor Relations representative for contract negotiations.
- Conduct investigations and review disciplinary decisions with managers.
- Manage the daily activities of the recruitment and retention team at The University Hospital
- Conduct exit interviews, maintain statistical data, monitor trends, analyze turnover data, and make recommendations for increased retention and reduction in turnover/vacancy rates.
- Communicates effectively with all levels of management and conducts training for new exempt-level team members.
- Establishes and maintains a recruiting process for both internal and external recruitment.
- Responsible for researching internal and external compensation ranges as related to outside market data.
- Develops and maintains comprehensive recruitment strategies and processes for assigned service line.
- Maintain current job descriptions on all positions.

Facilitator, Total Quality and Diversity Management   1995- 1997
- Provide hospital-wide training for Achieving High Performance through Living Our Values. Assist employees in adopting University Hospital's Core Values into daily work activities.
- Coordinate major initiatives to employees to heighten and broaden awareness surrounding hospital's mission.

Client Relations Coordinator   1991-1996
- Interact with outside clients concerning their complaints, service, and billing regarding laboratory testing.
- Arrange consultations and set-up new client accounts.
- Review and organize statistical data and feedback on service provided.
- Develop and analyze surveys to define trends in laboratory testing and requests for research and development.

Supervisor, Test Referral Center   1988-1991
- Supervise laboratory support staff for three shifts, seven days a week operation.
- Oversee daily operations including processing medical data in lab system computer and billing procedures.
- Manage resolution of problems, exceptions, etc.
- Maintain departmental budget and prepare annual fiscal budget.
- Conduct formal training/discipline, develop and implement policies and procedures.

Medical Laboratory Technician   1985-1988
- Run stat and routine hematology, urinalysis and glucose procedures.
- Maintain Quality Control on instruments and specimens.
- Perform outpatient and inpatient phlebotomy.

Education
- Bachelors of Sciences Organizational Leadership College of Mount Saint Joseph
- Professional Human Resources Certification (PHR) June 2000
- Columbus State University, Associate Degree in Applied Sciences in Medical Laboratory Technology
- University of Cincinnati

Computer Programs/Systems

Microsoft Office Applications   Kronos-Time and Attendance Payroll System
Meditech-Human Resources/Payroll (HRIS)   Success Factors- Applicant Tracking System (ATS)
Lawson-Human Resources/Budget/Payroll (HRIS) Power Plan Budgeting & Forecasting

Certification & Professional Memberships
SHRM certified Professional in Human Resources (PHR), since 2000
Member: Society for Human Resource Management, since 1996; American Society for Healthcare Human Resource Administration (ASHHRA), since 2001; National Association Healthcare Service Executives

Additional Information
Cincinnati Reds Diversity Committee
Board Member UMADAOP of Cincinnati, Inc. (Urban Minority Alcoholism & Drug Abuse Outreach Program & Recovery Services)
Board Member Southwest Ohio Region Workforce Investment Board
Uptown Consortium Workforce Committee
Class XVII Graduate Urban League African American Leadership Development Program
TriHealth Corporate ArtsWave Campaign Chair
Premier National Supplier Diversity Committee Co-chair
Certified Diversity Trainer Pope and Associates
Member of Health Alliance Senior Leadership Diversity Task Force
Chair of Minority Nursing Scholarship for University of Cincinnati and Miami University
Recipient, YMCA Black Achievers' Award
Cincinnati Herald Newspaper-Woman of Distinction Recipient
Martin Luther King, Jr. Scholarship Recipient, UC Medical Center

References Available Upon Request

City of Cincinnati

City Hall, Room 348
801 Plum Street
Cincinnati, Ohio 45202

Phone   (513) 352-3640
Email   Betsy.Sundermann@cincinnati-oh.gov

202001527

Betsy Sundermann
Cincinnati City Councilmember

September 9, 2020

REAPPOINTMENT

WE MOVE that City Council hereby reappoints Vale Croxton to the Internal Audit Committee for a two-year term ending on January 25, 2022. Mr. Croxton represents the Republican Party appointment per the requirements of Article II, Section 15 of the Administrative Code.

September 15, 2020

To: Major Project Committee

From: Paula Boggs Muething, Interim City Manager

Subject: Presentation – What Works Cities Certification Report 2020

Attached is the City of Cincinnati's What Work Cities Certification report for 2020 presentation for the Major Projects & Smart Government Committee meeting on September 15, 2020.

cc: Nicollette Staton, Director of
      Christopher A. Bigham, Assistant City Manager

City of Cincinnati
WHAT WORKS CITIES
CERTIFICATION REPORT 2020

ABOUT WWC

What Works Cities helps local governments improve residents' lives by using data and evidence effectively to tackle pressing challenges.

What Works Cities has set the national standard of excellence for data-driven, well-managed local government: **What Works Cities Certification**. By aspiring toward Certification and implementing the program's best practices, cities across the country are more effectively delivering results for residents.

ABOUT CERTIFICATION

What Works Cities Certification helps cities benchmark their progress and develop a roadmap for using data and evidence to drive effective change and deliver results for residents.

This year, **the City of Cincinnati has achieved Silver Certification** for its work in understanding data, tracking progress, and using data and evidence to inform decisions.

FOUNDATIONAL PRACTICES

DATA
GOVERNANCE


EVALUATIONS

GENERAL
MANAGEMENT

OPEN
DATA

PERFORMANCE
& ANALYTICS

REPURPOSING

RESULTS-DRIVEN
CONTRACTING

STAKEHOLDER
ENGAGEMENT

CERTIFICATION REPORT

The City of Cincinnati has achieved 29 of 45 criteria across WWC eight foundational practice areas.


NO 36%
YES 64%

Data Governance	Evaluations	General Management	Open Data	Performance Analytics	Repurposing	Results-Driven Contracting	Stakeholder Engagement
100%	0%	78%	100%	86%	25%	43%	75%
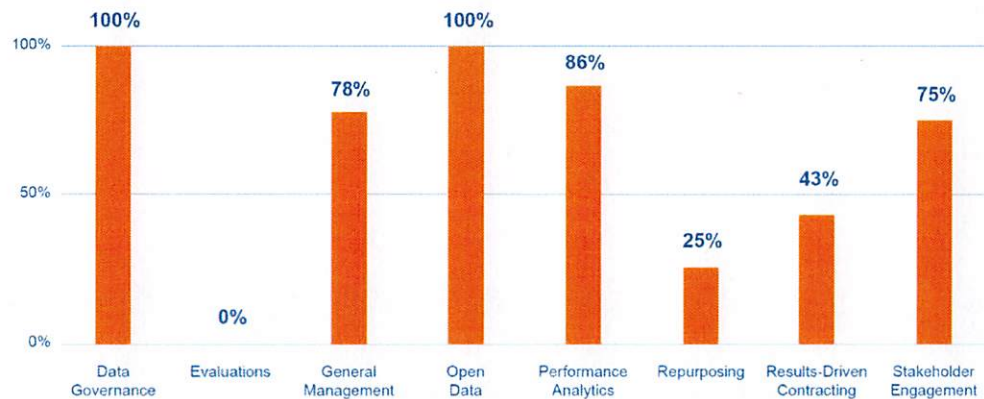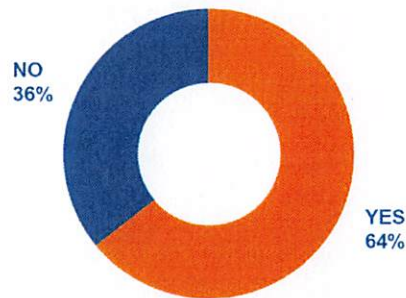
HOW DOES CINCINNATI MEASURE UP?

Cincinnati is part of WWC Region 2 (Midwest) and is among 28 applicants. **The average total score of applicants in the Midwest was 20%**

Cincinnati was one of 26 applicants with a regional population of over 500K.

Legend:
- All Cities
- Cities Our Size
- Cincinnati

Data Governance
- 19%
- 34%
- 100%

Evaluations
- 11%
- 31%
- 0%

General Management
- 33%
- 60%
- 78%

Open Data
- 47%
- 69%
- 100%

Performance Analytics
- 32%
- 57%
- 86%

Repurposing
- 17%
- 29%
- 25%

Results-Driven Contracting
- 7%
- 19%
- 43%

Stakeholder Engagement
- 27%
- 55%
- 75%

33
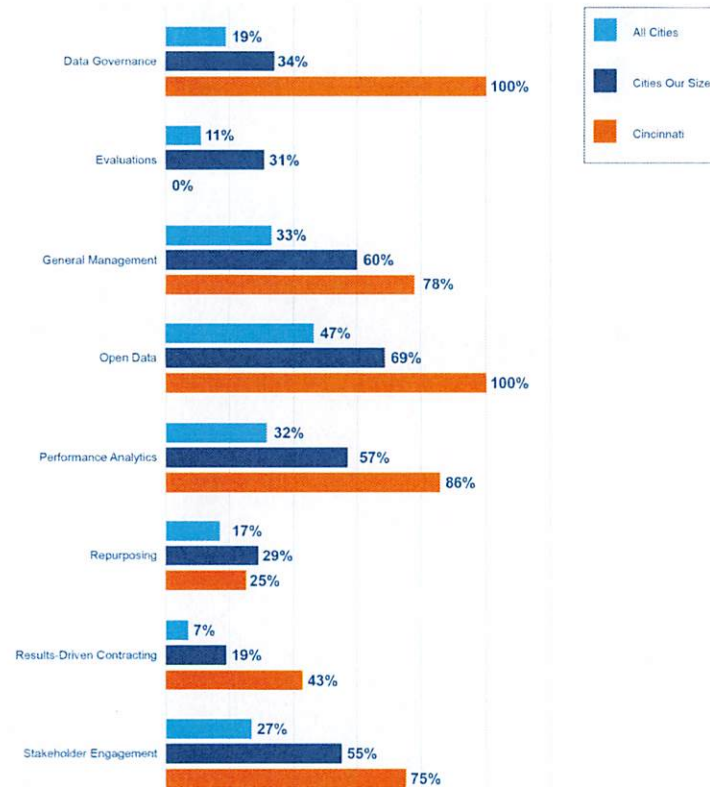
DATA GOVERNANCE

The active presence of an authoritative body to lead and oversee data inventory in alignment with citywide technical, privacy, and strategic objectives.
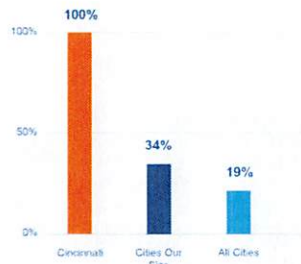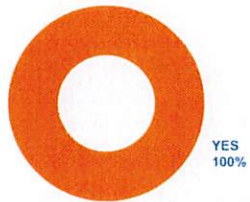
CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Detailed and comprehensive data inventory that makes its data more discoverable & accessible	Yes	22%	38%
Documented list of data governance responsibilities and meets at least quarterly to carry out those responsibilities	Yes	27%	33%
Documented policies or practices to improve data quality	Yes	15%	29%
Documented policies or practices to protect privacy & confidentiality	Yes	27%	52%
Documented & user-friendly process to expedite the sharing of data -- including protected data -- both cross-departmentally within the local government & with trusted outside partners	Yes	9%	19%

YES
100%

100%

100%

50%

34%

19%

0%

Cincinnati | Cities Our Size | All Cities

EVALUATIONS

Systematic assessments using standard research methods to help local governments gain insights into the design, implementation, or effects of a policy, program, or practice, and make continual improvements.
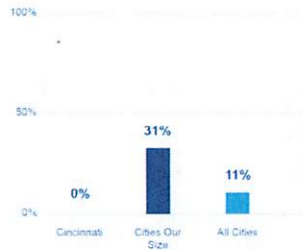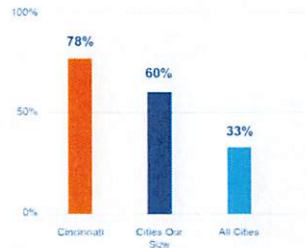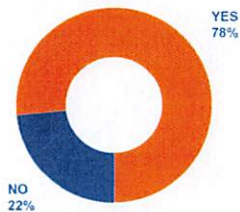
CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Policy or ordinance that encourages the use of rigorous evaluation methods for practices, programs, and/or policies	In Progress	5%	5%
Defined standards, methodologies, or tools to help staff rigorously evaluate practices, programs, and/or policies.	In Progress	10%	24%
Requires that, as a condition of funding, new or renewed programs will be rigorously evaluated	In Progress	2%	10%
Launched two or more experimental or quasi-experimental evaluations in the past 12 months	In Progress	21%	62%
Used results from experimental or quasi-experimental evaluations to make different, or to newly justify, decisions in the past 12 months	In Progress	20%	57%

100%

50%

0%

0%   31%   11%

Cincinnati   Cities Our Size   All Cities

GENERAL MANAGEMENT

A strong foundation for the effective use of data and evidence to drive decision-making in local governments starts with the chief executive and local government leadership explicitly communicating and demonstrating to staff that governing with data and evidence is an organizational expectation.
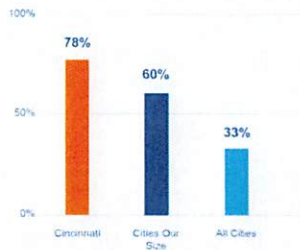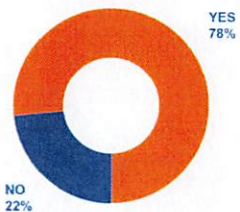

YES 78%

NO 22%

100%

78%

60%

33%

50%

0%

Cincinnati | Cities Our Size | All Cities

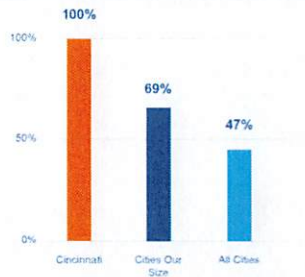| CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Mayor and/or chief executive communicates & demonstrates to staff that governing with data & evidence is an organizational expectation.	Yes	33%	48%
Mayor and/or chief executive uses data & evidence to publicly communicate the work & impact of government	Yes	22%	62%
Regularly uses public communications to share examples of how it is governing using data & evidence and/or stories of progress made as a result	Yes	31%	57%
Designated leader and/or team responsible for developing & implementing citywide performance management practices	Yes	58%	90%

GENERAL MANAGEMENT

A strong foundation for the effective use of data and evidence to drive decision-making in local governments starts with the chief executive and local government leadership explicitly communicating and demonstrating to staff that governing with data and evidence is an organizational expectation.

YES 78%
NO 22%

100%
78%
60%
50%
33%
0%
Cincinnati | Cities Our Size | All Cities

CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Designated leader and/or team responsible for developing & implementing citywide data governance practices & policies	**Yes**	52%	81%
Designated leader and/or team responsible for helping departments conduct experimental or quasi-experimental evaluations	**In Progress**	23%	62%
Designated leader and/or team responsible for applying results-driven contracting strategies to its portfolio of upcoming key procurements, contracts, and/or grants citywide or within departments	**Yes**	25%	43%
Provides access to trainings for all local government staff on how to use data & evidence to make decisions	**In Progress**	35%	62%

OPEN DATA

The practice of proactively making electronic data records publicly available - in whole or in part - and legally open without restriction on use or re-use. The creation of sustainable open data systems that promote informed decision-making, transparency, and robust citizen engagement.
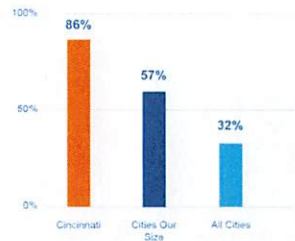
CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Publicly-available codified open data policy that commits to data transparency & proactive public disclosure of local government data & data practices	**Yes**	53%	71%
Documented process for publishing open data	**Yes**	31%	43%
Publishes open data to a central, public online location	**Yes**	71%	90%
Adopts Civic Data Standards	**Yes**	34%	71%

YES
100%

100%

100%

69%

47%

50%

0%

Cincinnati   Cities Our Size   All Cities

PERFORMANCE & ANALYTICS

The practice of studying how to perform better and inserting those insights into the operational decision-making process, solving local government problems through performance management systems, and creating a culture of accountability.
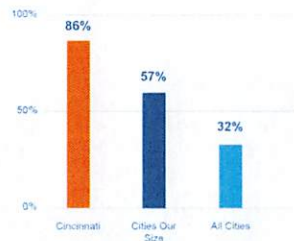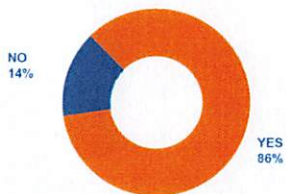
CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Identifies strategic goals, aligns a diverse set of measures with those goals, & uses data to evaluate progress toward them	**Yes**	46%	86%
Holds performance management meetings during which it reviews data, discusses insights, & makes decisions about its strategic goals at least quarterly	**Yes**	24%	38%
Regularly shares strategic goals, performance measures, and progress toward achieving those goals with the public	**Yes**	29%	57%
Documented policies or practices to manage risk of data breach, loss, or unauthorized manipulation	**Yes**	35%	71%

NO 14%

YES 86%

100%
86%
57%
50%
32%
0%
Cincinnati   Cities Our Size   All Cities

PERFORMANCE & ANALYTICS

The practice of studying how to perform better and inserting those insights into the operational decision-making process, solving local government problems through performance management systems, and creating a culture of accountability.
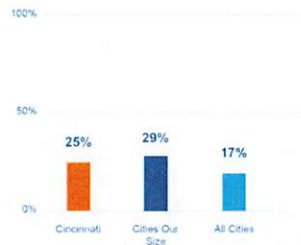
CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Documented policies or practices aimed at harnessing the benefits of artificial intelligence (AI) while reducing associated risks	**In Progress**	1%	5%
Ability to access and incorporate data analysis when necessary for strategic decision making	**Yes**	55%	76%
Uses analysis produced as part of your local government's performance and/or analytics program to inform decisions about resource allocation, hiring, and/or service delivery	**Yes**	35%	67%

NO
14%

YES
86%

100%

86%

57%

50%

32%

0%

Cincinnati | Cities Our Size | All Cities

REPURPOSING

A strategic process that local governments use to shift funding and resources from ineffective programs and services, to those that are evidence-based and resident-focused.
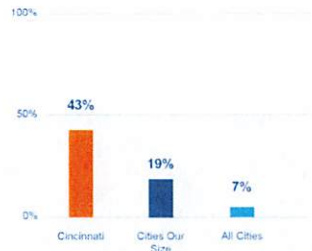
CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Uses data to align its budget process with its strategic priorities	In Progress	40%	71%
Documented process, informed by data analysis and resident feedback, for determining when a program should be discontinued	In Progress	2%	5%
Made different or newly justified budget decision about a practice, program, or policy based on analyzed data	No	16%	29%
Shifted (or begun the process of shifting) funding away from a program that has failed to achieve its desired outcomes toward a new program in the last 24 months	Yes	13%	14%

YES 25%

NO 75%

100%

50%

0%

25% — Cincinnati

29% — Cities Our Size

17% — All Cities

RESULTS-DRIVEN CONTRACTING

A set of strategies to structure, evaluate, and actively manage contracts strategically, using data to help local governments leverage procurement as a tool to make progress on their highest priority goals.
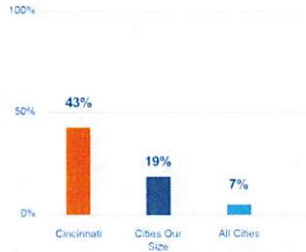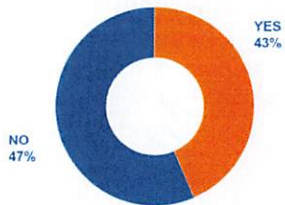
CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Defines strategic goals and desired outcomes for key procurements, contracts, and/or grants	**Yes**	13%	29%
Measures outcomes, impacts, and/or cost-effectiveness for key procurements, contracts, and/or grants	**Yes**	5%	19%
Mechanisms in place to compare the performance of similar contractors & determine which are most effective	**In Progress**	13%	38%
Structures procurements, contracts, and/or grants to align the vendor's incentives with the local government's strategic goals	**In Progress**	3%	5%

YES 43%

NO 47%

100%

50%

0%

43%

19%

7%

Cincinnati

Cities Our Size

All Cities

RESULTS-DRIVEN CONTRACTING

A set of strategies to structure, evaluate, and actively manage contracts strategically, using data to help local governments leverage procurement as a tool to make progress on their highest priority goals.

CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Actively manages contracts, using performance data to troubleshoot challenges and achieve desired outcomes, by engaging with contractors at least monthly during the course of the contract	**No**	3%	10%
Reviews vendor performance data to inform future contracting decisions, including the selection of vendors, renewal of contracts, and/or expansion of existing scopes	**Yes**	7%	24%
Proactively shares data, documents, & information about contracts, procurement, and/or vendor performance, in order to increase bid competitiveness & strengthen procurement transparency & accountability	**In Progress**	5%	14%

YES 43%
NO 47%

100%

50%

0%

43%
19%
7%

Cincinnati   Cities Our Size   All Cities

STAKEHOLDER ENGAGEMENT

The practice of facilitating opportunities for the community use of open data to solve pressing challenges, going beyond open data policies and portal.
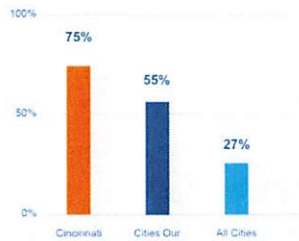
CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Tracks & documents insights about open data users & open data applications, and incorporates user needs into the design and implementation of its open data & transparency practices	**Yes**	27%	52%
Provides clear how-to guidance to help residents access & use city data	**Yes**	34%	62%
Provides a clear process for partnership & collaboration with data users for the purpose of inviting community members to use public city data to solve pressing community issues	**In Progres**	18%	52%
Supports efforts to educate, activate, or upskill partners to better understand & utilize administrative & performance data to deepen community impact	**Yes**	31%	57%

Questions?