



City of Cincinnati

801 Plum Street
Cincinnati, OH 45202

Agenda

Public Safety & Governance

Councilmember Scotty Johnson, Chair
Vice Mayor Jan-Michele Kearney, Vice Chair
Councilmember Mark Jeffreys
Councilmember Anna Albi

Tuesday, November 19, 2024

3:00 PM

Council Chambers, Room 300

SPECIAL MEETING

PRESENTATIONS

City Manager's Year in Review Report

Sheryl M. M. Long, City Manager

AGENDA

- [202402412](#) **REPORT**, dated 11/19/2024, submitted Sheryl M. M. Long, City Manager, regarding the Administrative Year in Review 2023-2024.
Sponsors: City Manager
Attachments: [Report](#)
- [202402415](#) **PRESENTATION**, submitted by Sheryl M. M. Long, City Manager, dated 11/19/2024, regarding the City Manager's Administrative Year in Review 2023-2024.
Sponsors: City Manager
Attachments: [Transmittal](#)
[Presentation](#)

ADJOURNMENT

November 19, 2024

To: Mayor and Members of City Council

From: Sheryl M.M. Long, City Manager

202402412

Subject: Administrative Year in Review 2023-2024

Introduction

I am excited to submit my City Manager’s Administrative Year in Review 2023-2024 and to present this report to the Public Safety & Governance Committee. As I review my second year as City Manager and begin my third, I am struck by the continued alignment of the Administration, Mayor, and City Council in addressing Cincinnati’s needs and defining a vision for our collective future.

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

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.

Our Strategic Goals

Our goals were created to establish the framework and supporting routines needed for a more proactive, collaborative, and disciplined approach to citywide decision making.



Excellent & Equitable Service Delivery

Delivering best-in-class services to all residents.



Public Safety & Health

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



Growing Economic Opportunity

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



Thriving Neighborhoods

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



Fiscal Stability

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

SIET: The Core of Data-Driven Decision Making

The Strategic Initiative Execution Teams (SIET) initiative is our most powerful tool to assess, understand, and improve our operations. SIET is a collaborative process that brings department leaders together to identify and solve problems that were previously caused by excessive siloing and lack of communication. Each SIET action team sets clear, measurable goals, and the Office of Performance and Data Analytics (OPDA) assists teams with tracking and reporting data as the work is done. SIET is the very embodiment of “breaking things down to build them back up,” a theme of my work as City Manager that was discussed at length in 2023.

As we approach year three of my tenure as City Manager, I encourage directors to fully use SIET as a resource for addressing and resolving operational challenges. Directors should actively refer operational problems to SIET, take the lead in determining who needs to be involved, and leverage this tool to streamline and organize efforts to address inefficiencies.

📍 Throughout this report, wins from SIET action teams are marked with this symbol.

I. Public Safety and Health

As our Mayor often says, keeping Cincinnatians safe must be our first, second, and third priority. Indeed, funding for the Cincinnati Police Department (CPD), Cincinnati Fire Department (CFD), and other public safety measures comprises the largest share of the City budget.

Notably, the job of protecting Cincinnati's lives, health, and safety belongs to all of us—public safety initiatives beyond and in addition to the brave work of CPD and CFD are crucial.

A Comprehensive Gun Violence Reduction Strategy

Cincinnati has achieved a notable reduction in gun violence incidents and victimization. Year-to-date data shows a 6.5% drop in overall shooting victims as compared to the same period last year, and a 10% drop against the City's three-year average. The number of shooting incidents has decreased 6% compared to the same period last year.

This success is attributed to our comprehensive approach to violence reduction.

In collaboration with the University of Cincinnati Medical Center and Cincinnati Children's Hospital Medical Center, and in support of the City's public health approach to violence reduction, we have launched the first ever combined adult and pediatric Hospital Violence Intervention Program (HVIP) nationwide. This program will provide wraparound services to our community's gun violence victims, offering comprehensive medical and psychological care, reducing retaliation and recidivism, and connecting patients with long term support and community resources. By addressing the needs of gun violence victims holistically, the HVIP aims to break the cycle of violence and support long-term recovery and safety.

The City has initiated multiple problem-solving projects, including the Main Street Working Group and Government Square Working Group, to address criminal activity in key areas. These groups leverage community-based approaches to develop and implement effective solutions. The Main Street Task Force, for example, has led to a significant reduction in violence (>60%) through placemaking initiatives such as the activation of Woodward Street, creating a safer and more vibrant environment free of gun violence.

CPD has also launched a priority tow/parking blitz pilot in areas with high incidents of gun-related crime. This initiative aims to disrupt illegal activities by enforcing parking regulations and removing vehicles that contribute to crime hotspots. The pilot has shown promising results, with a noticeable decrease in gun-related incidents in the targeted areas, demonstrating the effectiveness of proactive law enforcement measures.

My office has also hired and onboarded Mr. Gabriel Fletcher as the City's Gun Violence Reduction Manager. Gabriel brings extensive experience in legal advocacy and community engagement, positioning him to lead our strategic initiatives effectively. His role focuses on supporting the ongoing developing comprehensive violence reduction strategies, fostering community partnerships, and ensuring data-driven approaches to reduce gun-related incidents. I have continued to create positions based on thorough assessments, placing expertise directly within departments rather than relying on external contractors. I believe this professionalization of roles will foster greater collaboration and will drive meaningful and lasting change.

Our efforts have not only improved public safety but have restored a sense of security among residents in many communities.

Preventing Youth Violence

Last year, the City struggled with a heartbreaking rise in violence involving children, both as victims and perpetrators. By augmenting our overall violence reduction strategies with initiatives designed specifically for youth, I am proud and thankful to report that we have accomplished a 32% reduction in the number of juvenile shooting victims year-to-date compared to the same period last year.

A variety of evidence-based interventions, totaling more than \$2 million in City investments, have contributed to this decrease. One very visible initiative is Recreation's Rec @ Nite programming, which brought extended evening hours and teen-centered activities to the Lincoln and Hirsch recreation centers every Saturday night this summer. We have also reached young Cincinnatians through after-school activities, mentoring opportunities, and targeted problem-solving and community engagement efforts.

As City Manager, I am steadfastly committed to creating a safer environment for our children and teens and addressing the root causes of youth-involved violence.

To ensure that the voices of our youth are heard in matters of public safety, my office has established the Youth Manager's Advisory Group (YMAG). Through active participation, community engagement, policy advocacy, and leadership development, the advisory group will be instrumental in fostering trust and collaboration between the city's youth and leadership, contributing to a more inclusive and safe community.

Police Operations

Following the completion of the CPD Climate Assessment earlier this year, CPD's Senior Command Staff began developing a performance plan. Communication was identified as a top priority for improvement, and the Command Staff has: (a) convened a communications committee to evaluate communications needs; (b) attended more roll calls to directly share important information; (c) disseminated weekly minutes from Command Staff meetings; and (d) posted monthly videos outlining recent accomplishments and sharing Department news.

CPD is also working with the Office of Performance and Data Analytics to review historical data surrounding discipline, misconduct investigations, consistency in enforcement of Department rules, and allegations of bias and discrimination—all topics flagged as potential issues in the Climate Assessment.

Meanwhile, the RFP for the CPD/CFD Facilities Master Plan successfully resulted in the selection of a consultant, and the project is currently underway. The initial data collection phase is complete, and facilities tours and staff interviews are in progress and on schedule. The completed study will include optimal staffing and facilities recommendations for public safety operations.

Over the past 18 months, CPD's Traffic Unit has conducted quarterly traffic blitzes, targeted to specific areas with known issues related to speeding, running red lights/stop signs, and

pedestrian safety concerns. Areas near schools, parks, and major intersections in the OTR, Avondale, Mt. Airy, and Westwood were found to be particularly hazardous, with repeated incidents of vehicle crashes, speeding, and failure to yield to pedestrians. The intersection at Reading Road and Martin Luther King Drive was highlighted as a high-risk area due to frequent near-miss accidents and non-compliance with traffic signals. So far, the blitzes have yielded more than 5,500 citations, with speeding being the most common offense.

Fire Operations

In partnership with Matrix Consulting Group, CFD's Climate Assessment is currently underway. CFD has collaborated with IAFF Local 48, the Cincinnati African American Firefighters Association, and employee resource group Ignite to solicit the participation of fire department employees for interviews and feedback-gathering. Matrix has conducted key interviews with command staff, Fire Chief McKinley, and other leadership stakeholders; and conducted focus groups with department staff. Additionally, an electronic survey was sent to the entire complement. CFD expects a report from Matrix soon and will work with the City Manager's Office to address any issues identified.

Currently, CFD has 868 firefighters, which is 27 uniformed members over the authorized headcount. Last fiscal year, Chief McKinley and his team developed a strategy to increase the authorized headcount to reduce the amount of overtime used for daily staffing. Meanwhile, nearly 6% of the uniformed membership is female, a trending improvement for the department and a modest edge over the national average of 5%. The fire department works to maintain a diverse workforce that reflects the community they serve.

The City has partnered with Megen Construction to build the Fire Training Campus project, which includes a training building with an apparatus bay and training tower. The 90% design set was completed in November 2023, the City offered final approval in January 2024, and the contract amendment was executed this June. Construction is currently underway and is expected to be completed in summer 2025.

Alternative Response to Crisis (ARC)

The Alternative Response to Crisis (ARC) team is a 911-dispatchable resource for low-risk crisis situations. This non-police team responds to behavioral health crises and issues that arise from public health needs and poverty, including trespass calls, welfare checks, intoxicated parties, and mental health crises.

The City began piloting one ARC team in July 2022. The program was made a permanent part of the City's budget in July 2023. In June 2024, the City expanded to provide a second team, doubling our capacity.

Citizens Complaint Authority (CCA)

It is crucial that the Citizens Complaint Authority (CCA)—one of the most visible and effective means of accountability in City operations—delivers people-centered, equity-focused, open, and trustworthy community dialogue. A recent re-evaluation of CCA’s operations, as well as a Director vacancy, is an opportunity to make the organization stronger.

By restructuring citizen complaint caseloads and reporting, CCA has closed the gap for completion of past-due complaints, and new efficiencies have reduced the length of public hearings by approximately 50%. Meanwhile, the City has hired executive search firm CPS HR Consulting to conduct a nationwide search for an experienced, collaborative, and visionary leader for CCA.

I am committed to finding the best candidate for this position. Although we started the interview process, I was not fully satisfied with the candidate pull. I restarted the search and modified the language in the candidate profile to cast a broader net. So far, we have been able to attract a new pool of candidates.

Emergency Communications Center (ECC)

For several years, the Emergency Communications Center (ECC) has vigorously pursued improved quality assurance. Certified members of ECC’s Quality Assurance team, and from other 911 centers nationwide, work together to review the work of ECC’s call-takers. Protocol compliance is measured using the standards set by the International Academies of Emergency Dispatch (IAED).

IAED offers an accreditation program known as Accredited Center of Excellence (ACE). ECC is actively pursuing the ACE designation in each of the three protocol systems to validate and showcase its performance and processes related to protocol compliance, training, and continuing education. Working toward this goal is driving performance improvement at both an individual and agency-wide level.

Throughout 2023, QA compliance improved significantly across the three protocols. In 2024, during this reporting period, ECC began hitting ACE benchmarks for the first time. Continued focus in this area will allow ECC to apply for accreditation in the future.

Place-Based Initiatives

Our Place-Based Initiatives Manager, hired and onboarded to the City Manager’s Office last year, has implemented a new workflow for addressing homelessness through direct contact with unhoused people. Under the new structure, unhoused people will receive three “touches” from social workers, outreach workers, and housing specialists to assist in ending their homelessness. Partnerships are key in addressing homelessness and its related issues; the City’s efforts are made possible by collaborations with Path Behavioral Healthcare and GeneroCity 513, as well as close teamwork between ARC, CPD, the Department of Public Services, and Parks.

II. Growing Economic Opportunity

Like many of our peer cities, and indeed, like much of the United States, Cincinnati must be bold, intentional, and vigilant to generate sustainable growth. Attracting, supporting, and maintaining a strong business community is paramount; as is tackling the urgent issue of housing affordability. We all know that people love Cincinnati—but we need to ensure we can love them back.

Major Development Projects

The City played a pivotal role in facilitating the relocation of Paycor’s headquarters to the former Saks building downtown. The relocation of Paycor’s headquarters downtown will bring a steady flow of employees, clients, and partners into the heart of the city.

The City’s involvement in this project underscores our commitment to fostering a business-friendly environment and enhancing quality of life for all residents, and I want to highlight that our mobilization to acquire the property was commendable. Without an end product in mind, we knew the property would be vital to attracting and retaining major companies and entertainment opportunities. The City not only acquired the building, but we worked to maintain the property in the interim and collaborated with 3CDC to ensure incentives to support a new development opportunity.

In May, the City, in collaboration with 3CDC, Hamilton County, and other partners, completed the financial closing to fund an approximately \$250 million renovation of the Duke Energy Convention Center. This exciting project, in conjunction with several proximate developments, will transform a critical portion of our urban core into a revitalized and active convention district. To support this project, the Administration was laser-focused on getting the complex financing done, preparing the center itself for the necessary temporary closure, and staffing up to ensure appropriate administrative support for the planned 18-month project.

In addition to project financing, the City team undertook an extensive RFP process to identify a new manager for the convention center, leading to the selection of ASM Global. There had not been a competitive RFP process for the manager of the Duke Energy Convention Center since 2010. This process has ensured that the City will have a top-notch team in place to manage and book events for the renovated convention center.

City staff have been working with ODOT on the preferred alternative for the Brent Spence Bridge corridor since 2022. Through design changes, nearly ten acres of future developable land was created on the west side of Downtown. From October 2023 through May 2024, City staff worked very closely with ODOT and their Design Build Team to further refine the design through the Innovation Phase of the Design-Build process. In May 2024, the preferred alignment was announced; it increased the developable land to more than 11 acres, created more connections between Downtown and Queensgate, and includes numerous context-sensitive design elements in an effort to reconnect the neighborhoods on either side of the interstate corridor.

Just as important to mention are the many smaller, street-level development projects made possible by City funding (to the tune of about \$4 million Citywide) and other initiatives. Neighborhood developments—like Carthage Commons, the Warsaw Creative Campus in East Price Hill, and the Keymark revitalization in College Hill—are the beating heart of the City.

DCED Operations

Through the SIET framework and additional feedback-gathering from employees and stakeholders, the Department of Economic and Community Development (DCED) has identified key operational issues and designed process improvements to resolve them.

My direct management of and involvement in DCED operations has had direct impact on external operations, influencing how quickly decisions are made and implemented. Over the past year, we have collaboratively undergone a comprehensive process-mapping effort to analyze who is making decisions, how long decisions take, and where bottlenecks occur. The results have been incredibly insightful, and while I'm pleased with the progress we've made, it's clear that fully retooling these processes will take time.

In addition to undergoing process mapping, DCED is evaluating investments in new technology, optimizing the underwriting and contract negotiation processes, improving communication, and closely monitoring of department operations. DCED's goal is a 20% reduction in processing times, which will engender stronger relationships with developers and the community.

One area of renewed focus is Job Creation Tax Credit (JCTC) compliance, which took a back seat during the peak of the pandemic and has been slow to restart in the years since. By restoring compliance, DCED allows the City to secure essential revenue streams that fund public services, infrastructure, and community programs; as well as demonstrate our commitment to fairness and accountability.

Uplifting and Protecting Cincinnatians

The City and the Urban League of Greater Southwestern Ohio (ULGSO) have partnered to launch the Access to Capital Bootcamp. This initiative aims to empower historically marginalized entrepreneurs by equipping them with the necessary tools, knowledge, and connections to secure business funding and drive economic growth.

The cohort of 100 business owners will participate in six full-day workshops, consult with a professional coach, and receive a \$1,000 scholarship upon completing the bootcamp. I am pleased to share that the Department of Economic Inclusion (DEI) launched Access to Capital on October 11.

DEI has also spent much of 2024 assessing the effectiveness of the City's Wage Enforcement Ordinance, which protects construction workers on any city-funded construction contract of \$25,000 or more from wage theft, even when prevailing wage laws do not apply. Since the ordinance's implementation in 2016, only one wage theft complaint has been submitted for

investigation. To enhance the effectiveness of wage theft prevention and enforcement, DEI has collaborated with the Department of Labor, Interfaith Workers Center, and the Federal Highway Administration. These partnerships aim to improve the quality and thoroughness of site visits and overall enforcement efforts.

Meanwhile, the Department of Buildings & Inspections (B&I) has launched an innovative new training infrastructure to hire, onboard, and train building inspectors in-house. Previously, prospective building inspectors needed approximately five years' experience in construction or trades, which seriously diminished the City's ability to attract candidates for these crucial positions. Facing a labor shortage and retirement cliff, Director Art Dahlberg worked with the State of Ohio and several relevant boards and unions to pilot a new, in-house training program that operates much like the Fire and Police academies.

Inspectors may now be hired on interest alone, and are paid as they complete a several-month training regimen that covers construction methods and materials, site readiness, and the many intricacies of the building code. The first cohort of inspectors begin the program in February and will be fully trained by year's end.

This more inclusive approach to hiring will help the City address the staffing issues that have long plagued B&I, making the department more effective across the board and reducing backlog and community mistrust. And, critically, the inspector academy will greatly increase diversity within B&I, meaning that our City employees will better represent the communities they serve.

I am exceptionally proud to share that B&I has been awarded the International Code Council's 2024 Innovation in Code Administration Award. The Award recognizes fire and building departments for innovation in the delivery of code administration services to their communities.

Federal Grants

The City continues to aggressively pursue state and federal grant funding opportunities, and we aim to be among the first to pursue newly established programs. In FY24, the City's federal grant revenue (excluding pandemic funding) totaled more than \$40 million, a 20% increase since FY22, when I broadened the services of the Office of Grant Administration & Government Affairs. Pursuing and winning grants improves our budget resilience and diversifies funding to support City services, capital projects, and other innovative investments.

In addition to increasing total federal revenue, the City Manager's Office is building capacity within departments to identify, apply for, and implement new grants. This training and increased collaboration has resulted in four City departments applying for federal funding for the first time.

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

III. Thriving Neighborhoods

The City’s success depends on—and is reflected in—the success of its people, and the communities in which they live. Our neighborhoods must be safe, affordable, and welcoming. But we know we’re successful when they are also attractive, interesting, and affirming.

Connected Communities

Connected Communities, the City’s comprehensive zoning and land use reform package, was passed by City Council in June. This proposal, developed over two years, was auspiciously led by the Mayor, Councilmember Harris, and Councilmember Cramerding. The Administration, particularly the Department of Planning & Engagement, provided extensive support throughout the process by completing research; facilitating decision-making; building an [interactive website](#) and other communication tools; and leading extensive, innovative community engagement opportunities that have set a new standard for how the City interacts with residents.

The changes enacted by Connected Communities are meaningful, common-sense adjustments that reflect what Cincinnatians would like to see in their city. By removing overly restrictive zoning in key areas, reducing and eliminating parking minimums, cleaning up arcane regulatory language, and mandating human-scale development, we will allow Cincinnatians to grow sustainably and affordably.

A Vibrant City

Special events are one way to measure both a city’s attractiveness and its ability to welcome visitors. I am pleased to report that Cincinnatians continues to excel in both areas, and that our Special Events team has issued 413 permits so far this year—including for signature events like the Opening Day Parade, Flying Pig Marathon, Black Tech Week, and Blink; banner concerts including Chappell Roan, Foo Fighters, Luke Combs, and Billie Eilish; and sports games, block parties, parades, baraats, and much more.

Many of you are familiar with our success in opening all 24 City-owned swimming pools this summer, dubbed “24 in ’24.” Due to difficulty in hiring enough lifeguards, we have not been able to open all City pools since before the pandemic—until this year, thanks in large part to the incredible recruiting and outreach work of Human Resources’ Jude Johnson.

My office’s Rock the Block programming, which aims to bring City employees closer to the communities they serve, continues to evolve. These “blitzes” invite City workers from a variety of departments to have lunch, volunteer, shop, and spend time in a new neighborhood every two months. Originally conceived as a way of supporting local restaurants and small businesses, Rock the Block now also involves community clean-ups, arts and education programming for children, and outreach to seniors.

Empowering our Youth

The Career Pathways Initiative (CPI) continues to drive successful results and create opportunities for local teens and young adults to enter promising career pipelines. Administered by Central HR, CPI collaborates with more than 100 community partners, including 43 local schools and 15 universities. City jobs promoted and filled through CPI include 236 summer lifeguards, five municipal workers, eight automotive mechanics, 10 conservationists through the summer Groundworks program, and 10 CPD co-ops who are currently too young to enter the police academy. Additionally, HR now manages the City's third-party youth employment contracts; in 2024, these totaled more than 300. CPI's proactive engagement in schools and communities underscores the City's commitment—as both an employer and a vital partner in fostering economic mobility among young people in our region.

In late 2023, we expanded the City's partnership with Adopt A Class, which pairs teams of City employees with grade 4–8 classrooms to plan monthly visits, activities, and field trips that educate and inspire students to take pride in their community. Throughout 2024, the City activated 30 classroom teams to serve students at Mt. Airy, Hartwell, John P. Parker, Academy of World Languages, and other schools. This was the most teams of any Adopt A Class partner organization, and I proudly accepted the Spark Award and delivered a keynote address at the AAC annual breakfast on behalf of the hundreds of City employees who participated.

Green Cincinnati

The Green Cincinnati Plan has achieved notable progress toward its projected goals, with 84% of targeted actions completed or underway, backed by more than \$40 million in grant funding since 2023.

The Net Zero Facilities initiative aims to enhance energy efficiency across City facilities by 30% by 2030, with a goal to transition to 100% renewable energy by 2035. Meanwhile, the Fleet Electrification Initiative aims to transition the City's fleet to 100% electric vehicles (EVs) by 2035, with a goal of an EV fleet size of 400 EVs by 2028. Significant gains include the completion of a 100-megawatt solar array (now powering municipal operations), the deployment of 60 EVs across departments (with 743 additional vehicles qualified for electrification), the securing of \$2 million in grant funding to expand EV charging infrastructure, and the release of an RFP for large-scale energy solutions. The City is also exploring delivery of reduced-rate solar energy to low- and moderate-income households through the Energy Aggregation program.

The Office of Environment and Sustainability (OES), the Green Cincinnati Fund Advisory Committee, and the Greater Cincinnati Foundation (GCF) recently announced the awardees from the inaugural round of the Green Cincinnati Plan Seeds of Change Grant Program. Nineteen grassroots nonprofits were awarded a total of \$196,769 in this first round. The City's investment was matched with to a 97% increase in funding thanks to GCF's co-funding efforts.

The awardees' projects will impact 22 Cincinnati neighborhoods, with themes including urban agriculture, tree planting, energy efficiency, waste reduction, and more. Of the total awards, 77% have been directed to Low-Income Disadvantaged Communities (LIDACs) as defined by the federal government.

Following on the tails of this inaugural round of funding, the Green Cincinnati Plan Seeds of Change Youth Climate Action Grant Program, supported by Bloomberg Philanthropies, has awarded a total of \$40,000 to innovative and actionable sustainability projects led by youth aged 15-24. The funded efforts include community gardens (Mount Airy Children's Garden), environmental education based in Burnet Woods (University of Cincinnati), composting efforts (Sidestreams and Madisonville Youth Council), and more.

Litigating Quality of Life Issues

During the last year, the City has continued efforts to improve the quality of life of residents. The Law Department filed more than 73 new cases seeking the abatement of crime or blight at 90 properties in 25 different neighborhoods. The improvement of housing conditions and abatement of violent crime are particular focuses.

More than 1,080 housing units are impacted by the new litigation, including the five apartment complexes owned by REM Capital and three owned by Alex Kogan. The City has also continued its litigation regarding Williamsburg Apartments, where the court-appointed receiver has stabilized the 972 units at the property and successfully abated almost 80% of City-issued orders. The City's litigation against Avi Ohad has continued. The court in that matter has entered a preliminary order requiring Mr. Ohad comply with health and safety requirements for tenants at his 21 properties while the case is pending. Similarly, the City's litigation against Wallick has entered a new phase, where Wallick is making substantial progress toward abating the open orders at the 1,100 units that were a part of the case. Finally, the City came to an agreement with Vinebrook that advanced the City's goal of ensuring access to quality and affordable housing for our residents. Outside of pending litigation, the City also successfully coordinated assistance—including relocation—of tenants impacted by the elevator failure at the Guardian Apartments in East Westwood and addressed substandard living conditions at the Garden Park nursing home in Avondale.

Abating violent crime on private property has also been a focus. Nine cases have been filed in the last year regarding locations that have been involved in perpetuating violent crime in our communities: Red Room Hookah, Jerina's Hookah, Rusconi's, Legacy Lounge, Hookah on the Rhine, the Marathon gas station at Clarion and Montgomery, the BP gas station at Warsaw and Glenway, a single-family house in Bond Hill, and a two-family structure in Avondale. Three of these were closed through the court system along with two others which were previously filed. Violent crime, predominantly shootings, had occurred at each of these locations chronically.

In addition, there were several other non-litigation initiatives the administration accomplished, including several legislative items that Council supported:

- Emergency Correction of Essential Building Facilities Within Residential Rental Buildings, which allows the City to make emergency repairs to occupied buildings to avoid displacement of tenants (Ord. 0413-2023)
- Landlord Responsibility to Re-House Vacated Tenants, which requires landlords rehouse tenants vacated due to their failure to maintain the premises (Ord. 0415-2023)
- Pay to Stay Ordinance, which recognizes the right of tenants living in residential rental properties to assert payment of past due rent as a defense in any forcible entry and detainer (eviction) action filed on the basis of nonpayment of rent (Ord. 315-2023)

Two other policy initiatives were achieved: Law and CPD worked to streamline the process for new liquor applications to ensure better, more thorough investigations; and Law, B&I, DCED, and DEI partnered with CMO to create a small business training to help smaller entrepreneurs successfully navigate opening and operating a business in the City. The training includes overviews of what licenses or permits are required and how to engage relevant City departments.

Finally, through the Code Enforcement Response Team, the Administration coordinated a community outreach day to bring health and social services to respond to housing conditions and crime complaints on Glenridge Place in Avondale. In tandem, new streetlights, cameras, and signs were installed in the area. Similar efforts to respond directly to residents in need have been made in Carthage and South Fairmount, where dump sites have been cleaned and street lighting improved.

Access to Counsel

Launched in early 2024, the Access to Counsel initiative partners with United Way of Greater Cincinnati, the Legal Aid Society of Greater Cincinnati, and University of Cincinnati Law School to deliver support for tenants facing immediate eviction notices and those with eviction court dates. Through September 2024, Access to Counsel supported 273 tenants with pending eviction notices, with nearly 90% not advancing to eviction court. This fall, the program expanded to provide same-day legal support in eviction court.

Streets, Sidewalks, and Pedestrian Safety

In December 2022, City Council passed Ordinance 363-2022, a “Complete Streets” mandate that requires the Department of Transportation and Engineering (DOTE) to include features to improve safety (especially for bicyclists and pedestrians) every time a street is built or re-paved, or to explain why doing so is not feasible.

While a more up-to-date Complete Streets report for 2024 is not yet available, I would like to highlight several wins from the 18+ months during which DOTE has been working under this new mandate. More than 500 safety improvements; more than 100 traffic-calming measures; more than 170,000 square feet of new, repaired, and widened sidewalk; and more than four miles of new bike facilities have been added to Cincinnati streets since the beginning of 2023. Notable projects like the improvements to Glenway Avenue have been completed, while others, like Harrison Avenue and Victory Parkway, are up next.

Pedestrian safety continues to be a top priority of mine, and of DOTE. In 2024, more than 60 pedestrian safety projects are slated for construction in 27 neighborhoods. Feedback from community councils has been overwhelmingly positive, highlighting the successful impact of this work Citywide.

GCWW and MSD

Greater Cincinnati Waterworks (GCWW) continues to be a model utility for waterworks nationwide, and I am thrilled to welcome Director Cathy Bernardino Bailey back to Cincinnati after her service to the EPA as a senior advisor.

GCWW's signature initiatives, the Water Main Replacement Projects and associated lead service line replacements, have removed more than 1,000 lead pipes from the City's water infrastructure each year. A new social and environmental justice prioritization model for lead service line replacements will ensure that the most vulnerable communities receive the most frictionless support.

To help communicate with the public about local water quality, Metropolitan Sewer District (MSD) maintains a Combined Sewer Overflow Notification Program, which includes signage and a CSO Activity Map. Recently, MSD has dramatically improved its CSO Public Notification Program by leveraging the use of its "Smart Sewers" system, an advanced system of sensors that monitor the conditions at all CSO outfalls. Historically, interested stakeholders have been notified of the potential for overflow occurrences by email notifications—which did not always represent an actual overflow occurrence, nor correlate to a specific CSO location. Therefore, MSD began publishing a live map showing suspected overflows in near real-time on its [website](#). Meanwhile, MSD has invested billions of dollars to significantly reduce the overflows through its Wet Weather Improvement Program, which is ongoing.

MSD's Sewer Backup (SBU) Program offers a Prevention Program for customers with recurring backups caused by inadequate capacity in the MSD public sewer. MSD works with each property owner to develop a solution specifically tailored to their unique needs to prevent future backups. MSD is committed to completing the entire process from application to installation within one year. As of the end of 2023, (the last time data was available), the total number of properties protected through the SBU Prevention Program is 1,420.

Leveraging Partnerships

Housing programs funded with the City's entitlement grants continue to improve living conditions and offer stabilized housing options. Annually, programs like Homeowner Assistance Repairs and Building Order Relief (HARBOR) and Housing Repair Services assist approximately 850 City households by enabling emergency repairs and solutions to resolve code violations. Each year we see increased demand for these programs, which improve health outcomes of residents and improve quality of life Citywide.

The Safe and Clean Neighborhood Fund (administered through Keep Cincinnati Beautiful) continues to infuse funding into community-based and community-initiated efforts to improve neighborhood safety, eliminate blight, and increase livability. In 2024, the City has invested \$500,000 through three award cycles, in January, May, and September. Funded projects include the installation of free floodlight security systems in Roselawn; adding picnic tables, parking lot security, and an ADA compliant pathway in Mt. Airy; and teaching youth how to grow vegetables and tend chickens in a community garden in Walnut Hills.

Meanwhile, Boots on the Ground funding (administered through the Greater Cincinnati Foundation) combined \$650,000 from the City of Cincinnati with funds added from GCF and Interact for Health to award \$834,620 in funding to 41 local non-profit organizations in April. Funded projects include a community market food sharing program, a Business Legacy Fund to help marginalized people own businesses, a school-based suicide prevention program, a diabetes education and testing program inside Black-owned barber shops, an engineering learning academy project at Aiken High School, a refugee health coordinator service, and expanded art education opportunities for people with disabilities.

IV. Fiscal Stability and Strategy

I am proud to align with the Mayor and Council on a financial vision that emphasizes growth, efficiency, and data-driven solutions. In my first two years as City Manager, we have together achieved sound, meaningful budgets. But concerns about deficits loom, and our fiscal future is anything but assured. Therefore, we must continue to prioritize spending that supports the City's growth, takes advantage of timely opportunities, and improves our residents' lives.

Performance Based Budgeting

The current fiscal year is the second in a three-year transition plan from continuation budgeting to performance-based budgeting. This programmatic approach integrates department-level performance data (performance agreement metrics, HR data, community survey data, and customer service requests) into resource allocation to align closely with the City's goals and objectives. By using measurable outcomes and focusing on the core services, performance-based budgeting enables the City to allocate finite resources effectively without a punitive approach.

Nine departments are currently participating in Executive Performance Review presentations, offering a platform to showcase performance narratives, articulate challenges, and share success through diverse data sources. This allows departments to proactively initiate discussions on budget exceptions with data-driven insights. In the past departments often submitted requests for budget exceptions without fully considering how they would be funded or the potential return on investment for the city.

I am thrilled with the Executive Performance Review process because it requires departments to thoroughly evaluate their requests, provide data to support them, and establish a plan to measure performance if the exception is granted. It is crucial to maintain this level of transparency and

fiscal responsibility as we empower directors to make informed, strategic decisions that strengthen the city's financial and operational effectiveness.

As we move to the end of 2024 and the beginning of 2025, departments will realize a new, three-part budget development process that bridges performance management and the creation of a sound City budget:

1. Executive Finance Review: Revenue-generating departments review current fee schedules and charges for services—considering true cost—to provide accurate revenue estimates and expected growth for the following fiscal year budget.
2. Executive Performance Review (mentioned above): In collaboration with OPDA, departments develop presentations to the City Manager's Office to highlight achievements, communicate challenges, and discuss potential budget exceptions.
3. Executive Budget Review: Departments justify their budget requests for baseline services and request exceptions to supplement existing services or add new ones.

Cincinnati Southern Railway (CSR) Sale

Following the electorate's approval of the sale of the Cincinnati Southern Railway, the Administration began working on multiple initiatives to ensure a smooth transition from the lease payments to the infrastructure trust, as well as creating communication tools to inform the public about the impact of the proceeds of the sale. The Cincy on Track initiative formally launched as part of the FY25 capital budget and provided an unprecedented level of transparency into planned capital investments funded by resources from the sale.

In addition to an extensive new report in the City's capital budget document, we recently launched a public-facing dashboard that will allow residents to see where the funds have been invested.

Cincinnati Futures Commission

At the request of the Mayor, Cincinnati's business, labor, and civic leaders volunteered their time to form the Cincinnati Futures Commission, which analyzed the City's most difficult challenges and made recommendations to secure a sustainable future. The Commission's recommendations, delivered to the City in a report this summer, provide a robust and thoughtful road map for improving the City's finances and ensuring strong, sustainable growth.

The Administration has played a supportive role throughout the Commission's work by providing financial and operational information. Now that the report has been returned, the Administration will transition to supporting our elected officials, who must digest the Commission's recommendations and determine next steps. This important work will require extensive due diligence and research to support decision-making and instill confidence in Cincinnati residents.

Optimizing Revenue Streams

This year, the Finance Department developed a process and database to review fees charged by various departments. The master fee database is populated with current fees, historic background for each fee, and information about how recently fees have been updated. In conjunction with the annual Tentative Tax Budget, Finance's new process will use the database to work with departments and ensure that fees are effective and additional expenses for service delivery are accounted for.

Admission Tax Updates

Since the Admission Tax code was established, the means of charging for, selling, and reselling event tickets have changed dramatically. Recently, City Council approved key updates to the City's Admission Tax, primarily to ensure that the City can collect taxes owed on secondary sales of tickets for prices above face value, as on Stubhub, Ticketmaster, and similar services. The update requires these third-party facilitators to collect and remit admission tax to the City on behalf of the sellers and amends the process for applying for admission tax licenses and exemptions.

These changes provide clarification on what events are taxable, streamline the administration of the tax, and are expected to increase admission tax revenue to the City. Just this summer, collections from two ticket reselling marketplaces totaled nearly \$500,000, and that revenue reflects only a portion of resale market during a relatively short timeframe.

Parking: Staffing and Operating Model

Through the SIET process, DCED's Parking Division identified opportunities to better serve the public and generate additional on-street parking revenue. One of the accepted recommendations is the addition of more Parking Enforcement Officers, who drive payment compliance and legal parking activity; assist with quality-of-life issues that stem from illegal parking; and address the increased need for parking enforcement during special events.

Additionally, a new route- and zone-based staffing model covers all public, residential, transit, and restricted parking zones on a more comprehensive schedule. The Parking Division is currently working on a tracking and impact report to measure the effectiveness of the increased staffing and updated staffing model.

Fleet Innovation

The Fleet Services Division is pursuing several areas of innovation and cost savings. By tracking KPIs, developing a performance dashboard, and focusing on preventative maintenance, Fleet Services has achieved a 76% compliance rate for on-road vehicles (against a goal of 90%). A new process to backfill vehicles that are too costly to repair is also being used; so far approximately 15 vehicles have been reallocated within the fleet, reducing unnecessary spending. Fleet Services' next major project is a close analysis of vehicle use and distribution among departments. Fleet

telematics will allow the division to track and report these use and distribution metrics, allowing the City to optimize and right-size our fleet.

V. Excellent and Equitable Service Delivery

Cincinnatians deserve exceptional city services in whatever ways they need them. Responding to emergencies, collecting recyclables, offering vaccinations, clearing icy roads, responding to public records requests, and planting flowerbeds are not similar tasks—but they are equally important as reflections of City government working for its constituents.

As City Manager, I insist that our 6,000+ City employees bring the best versions of themselves to work every day.

A New Era of Community Engagement

I am pleased to report that the City’s new Community Engagement Policy and Community Engagement Plan and Resource Guide have crossed the finish line after several years of hard work. In September 2021, City Council approved Ordinance 0358-2021 requesting the City Manager, with input and participation from the public, develop a unified community engagement plan. Beginning in fall 2021, the Department of City Planning & Engagement began several community conversations and surveys to develop a strategic, inclusive path forward; also that fall, the City applied for and received a grant to participate in the Bloomberg Center for Public Innovation’s year-long community engagement research project.

The Bloomberg process highlighted a crucial issue: Traditionally, the City has relied on expediency and existing power structures, which left many residents feeling unheard. This led to apathy and distrust. To address this challenge, the City established a new set of objectives: Creating a City-wide community engagement framework; increasing opportunities for residents to engage with City staff; developing a civic education manual for residents; and promoting diversity and representation within City operations.

Taking what we learned from Bloomberg, the City turned to a SIET Action Team to begin development of a City-wide community engagement plan and resource guide. During this time, the Department of City Planning & Engagement created the Community Engagement Specialist position and hired two people to serve in the new role.

From Bloomberg and SIET came the earliest prototypes and drafts of the Community Engagement Policy and Community Engagement Plan and Resource Guide, which were vetted internally and presented to the public for feedback over two rounds. With my approval as City Manager earlier this year, both are now in effect, and I am especially excited for the Department of City Planning & Engagement to introduce training to City staff and continue to add resources to the online Resource Guide.

Customer Service Requests and 311 Working Group

In 2023, we created a SIET group to focus on improving the impact, effectiveness, and user experience of two City services: Customer Service Requests and 311. The cohort established performance management routines and created the State of Service Requests Dashboard to review insights monthly—including neighborhood equity in service request responses, real-time data visualizations, and department-by-department performance.

Additionally, the working group has collaborated with CAGIS to establish a new service request review tool. Using this tool, the City has updated service request descriptions and will be able to conduct annual reviews of each service request type.

Currently, the working group is focused on expanding the use of a customer service application on tablets used by field employees. Cloud-based customer service request software allows employees to update and close service requests in real time; so far, these updates have led to an increase (from 76% to 86%) in service requests being closed by their planned end date.

Performance Management Program

This year saw intensive work and progress on rehabilitating the City's performance management program. In concert with performance-based budgeting, this work is intended to increase efficiency of City operations by cultivating and supporting a data-based management culture, where every aspect of City operations is measured, managed, and optimized.

The work to date has primarily involved establishing the methodology and approach: Working with each Department to develop unique performance management programs and creating routines and reporting tools to ensure measurement and accountability for performance. My Administration has effectively collaborated to develop a comprehensive services catalog, identify measurable data sources for each service, plot key performance indicators on a department-by-department basis, and create new tools to capture operational data.

OnBase

The City's use of OnBase, a digital content services platform, continues to expand and produce positive results. Requests for Legal Services (RLSs), now handled in OnBase, total more than 2,000 so far in 2024, with improved document organization and a reduction in data entry. The Law department can now self-manage the information and documents required for each type of request, and RLS completion time has improved as a result.

The Income Tax team also uses OnBase to manage the Taxpayer in Good Standing workflow, and a dashboard built on the data provides Procurement with a real-time view of vendors who are in good tax standing. HR has recently activated OnBase to develop a digital form and workflow for employee complaints, which ensures a consistent process, improves investigation reporting, and provides greater visibility overall.

CAGIS Edge

The Cincinnati Area Geographic Information System (CAGIS) is an important component of the City's information technology apparatus. CAGIS supports several critical IT infrastructure functions, including the City's building permit system. However, for several years, the City has struggled to upgrade several legacy IT tools to the new CAGIS Edge platform. By realigning reporting lines, collaborating with Hamilton County to overhaul CAGIS governance, and providing additional resources, the Administration has been able to get these critical IT upgrades underway and back on track.

Improving Procurement

After numerous requests from Directors for more flexibility in procuring small contracts, Procurement launched a pilot program this summer allowing departments to award contracts valued at \$50,000 and under non-competitively, with an emphasis on enhancing opportunities for small business enterprises and creating efficiencies in the process to reduce time to award.

This new, simplified RFP process requires departments to identify a Professional Service Contract Liaison (who receives training from Law, DEI, and Procurement) and track the use of MBEs, SBEs, and WBEs.

Management Priorities

Last year, City Council defined five Management Priorities for the City Manager in Motion #202302275. I am pleased to speak to my successes and priorities in each of these areas.

Management: *Recruitment, retention, employee morale, major hires, culture of “yes, and,” removing bottlenecks.*

As mentioned above, I am exceptionally proud of Career Pathways and HR's Jude Johnson as related to the City's ongoing work to create meaningful job opportunities (and long-term career pipelines) for Cincinnati youth. The recruiting teams at CPD and CFD also deserve enormous praise, as they continue to develop partnerships with educational, vocational, and public safety partners to attract talent to both departments.

The B&I Building Inspector Academy is also discussed at length above, and it is the perfect example of a creative solution to a bottleneck problem. Not only is the Academy expected to address hiring and diversity challenges in B&I, but it has the potential to be copied in other cities, making Cincinnati a pioneer in this innovative recruiting strategy.

Major hires and promotions this year include Laura Castillo (promoted to Director of the Department of Economic Inclusion), Gabriel Fletcher (Violence Reduction Manager), Ian Doig (Assistant City Solicitor in charge of the Office of Ethics & Good Government), Aaron Jones (Assistant Police Chief), and Maurice Robinson (Executive Assistant Police Chief).

One of my more entertaining responsibilities is the development of team- and morale-building activities for City employees, which range from wear-your-jersey days for our sports teams to “fun-raising” events like the Inflatable Olympics. While the tone of these efforts is lighthearted, I want to stress that they are important, serious tools in the toolbox when it comes to ensuring that our City employees feel welcome and valued at work.

Leadership: *Ability to prioritize, delegate, and lead.*

My Administration continues to drive results because of the exceptional talent of our Assistant City Managers and our entire cohort of Department Directors. As their leader, my job is to assign work, set priorities, and make final decisions. My success as City Manager depends on them, and I hope that the accomplishments of our collaboration are self-evident.

In my second year as City Manager, I again developed and executed a Citywide “temp check” survey of employees, learning from and improving on the previous year’s assessment. Key changes include exploring initiatives to expand benefits (including childcare, corporate partner, and transit discounts), expanding the use of department-based climate assessments, and offering leadership training to division and middle managers.

I also continue to revise Administrative Regulations (ARs) as necessary, and this year’s adjustments included strengthening ARs 55 (Workplace Behavior Policy) and 59 (Social Media Policy) to ensure that employees represent themselves appropriately both in and outside of work.

Government Efficiencies: *Remove unnecessary bureaucracy, move projects forward, use data-driven approach.*

The SIET framework and the incredible work that has resulted from our action teams is a testament to this priority, and I am heartened by the Mayor and City Council’s enthusiasm for a collaborative, data-driven approach to problem-solving.

This year, we’ve done exceptional work with DCED, B&I, CCA, and began the executive search process for the Office of Equity to improve efficiency and reduce red tape—much of which is described above.

While my goal is always to create *systems* that improve efficiency, a benefit of my role as City Manager is the ability to directly intervene to prevent delay of projects. I’ve deployed this support in decision-making regarding the Mercantile Building, Home2Suites Hotel, The Vanguard, and renovations of Lunken Airport.

This year, we successfully completed both Police and Fire contract negotiations much more quickly than usual, in a process that was well organized and prioritized internal collaboration. By presenting a unified and thoughtful approach, the Administration achieved an outcome that protects the interests of our public safety employees as well as the City’s fiscal resolve.

I would also like to highlight the Engineering Series Classification Study, which recommends updating classification titles for Engineering Technical Supervisor and Engineering Intern and salary range schedules for Supervising Engineer, Principal Engineer, Water Works Chief Engineer, and Sewer Chief Engineer. These proposed modifications better reflect the current skills, knowledge, and responsibilities of these roles, and will continue to make the City of Cincinnati a competitive option in the local job market.

Relationship and Collaboration with Council, Mayor, and Community Partners

Standing meetings with the Mayor's Office and each Councilmember continue, and the information shared in these conversations is some of the most critical for driving our City forward.

This year, I've instituted informal breakfast meetings with community partners to build and nurture relationships.

Communication Skills (Internal and External)

This year, my Communications team developed a Citywide Communications Plan, a collaborative SharePoint instance for communicators across departments, and a more structured social media calendar for both main City accounts and a variety of department accounts. In partnership with the Office of Human Relations, we have also expanded my monthly newsletter to all City employees.

During last year's evaluation, City Council expressed a desire for more FYI memos to share and unify information. Since that time, the CMO has dramatically increased the number of memos—from 68 the year prior to more than 100 so far this year.

I continue to represent the City at public events and speaking engagements of all types. This year, I accepted more than 50 invitations to speak, from partners and organizations including the Urban League, Findlay Market, Adopt A Class, Black Family Reunion, and Charter Committee.

This year, I approved design plans and funds to renovate City Hall Room 115, which is used for both press conferences and internal meetings. The facelift will dramatically improve meeting capabilities and offer clearer messaging during press events.

Conclusion

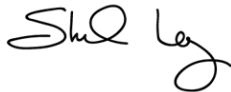
Last year, I spoke to the enormous responsibility of the City Manager role and the significance of that weight that I feel every day. When I took the job, Cincinnati was in an uneasy place—still coming out of the pandemic, and still adjusting to a new Mayor and Council as we looked to leave major corruption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

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

This work cannot be done alone. I must thank my leadership team, including our ACMs, senior members of the Law department, and all our Directors, for driving results every day and insisting upon success. Thank you to the entire CMO, my most immediate “family” here at City Hall, for keeping the operation running smoothly.

And thank you to every single City of Cincinnati employee for *choosing* to work here, and *choosing* each day to serve our constituents. Our mission, our values, and our future are created from these thousands of dedicated public servants.

I remain proud to be City Manager. Two years in, I can't wait for many more.

A handwritten signature in black ink, appearing to read "Sheryl M. M. Long". The signature is fluid and cursive, with the first name "Sheryl" being more prominent than the last name "Long".

Sheryl M. M. Long

November 19, 2024

To: Members of the Public Safety & Governance Committee

From: Sheryl M.M. Long, City Manager

202402415

Subject: Presentation – City Manager’s Administrative Year in Review 2023-2024

Attached is a presentation regarding the City Manager’s Administrative Year in Review 2023-2024.

CITY MANAGER SHERYL M.M. LONG

YEAR END REPORT

November 19, 2024



YEAR END REPORT

Mr. Mayor & Members of Council,

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

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



Table of Contents



Strategic Goals & Management Priorities

As defined by Council in October 2023.

Growing Economic Opportunity

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

Fiscal Sustainability & Strategy

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

What's Next

Outline goals for the year ahead.



Public Safety & Health

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

Thriving Neighborhoods

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

Excellent & Equitable Service Delivery

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



MISSION STATEMENT

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

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

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

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

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

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

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

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

Strategic Initiative **Executive Teams**

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



Excellent & Equitable Service Delivery

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



Thriving Neighborhoods

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



Public Safety & Health

Violence Reduction | Diversion | Emergency Readiness |
Protective Health



Fiscal Sustainability

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



Growing Economic Opportunity

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

Management Priorities

Priorities agreed upon by Council on October 30, 2023.



Management

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



Leadership

Ability to prioritize, delegate, and lead



Government Efficiencies

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



Relationship & Collaboration

with Council, Mayor, and Community Partners



Communication Skills

Internal | External



PUBLIC SAFETY & HEALTH



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

01

Comprehensive Violence Reduction



03

Responding to Crisis



02

Police & Fire Operations



Comprehensive Violence Reduction



Hospital-based Violence Intervention Program

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



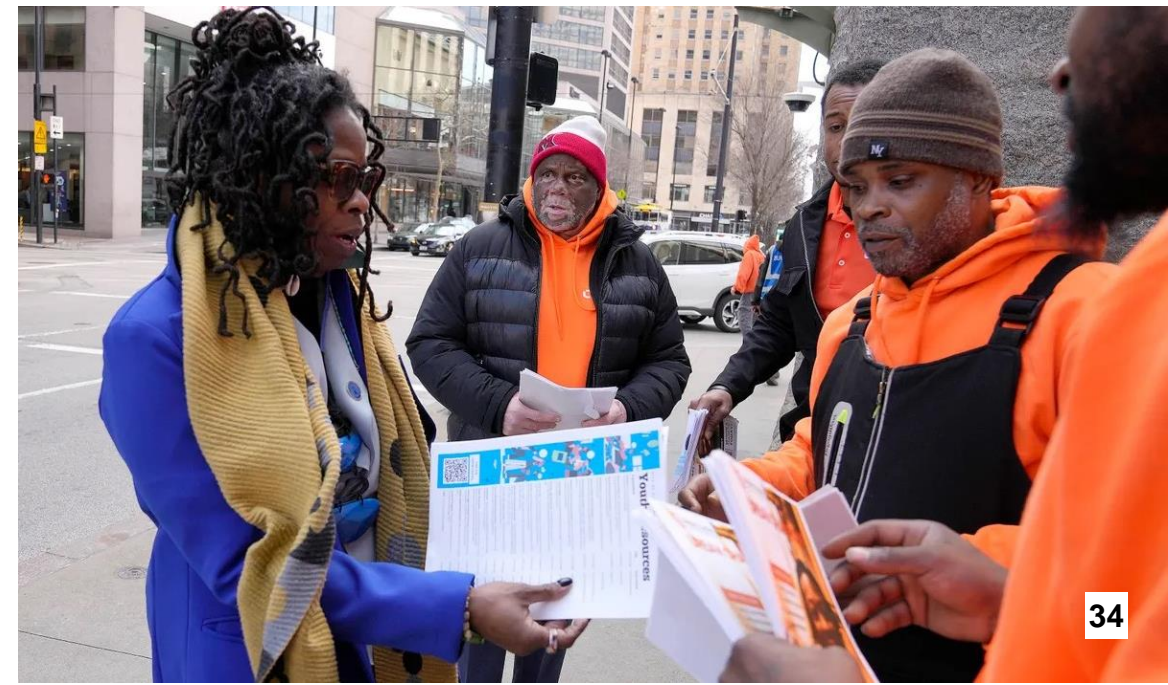
Problem-solving Projects

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



Violence Reduction Manager

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



Police & Fire Operations



Police Operations & Climate Assessment

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



Fire Operations & Climate Assessment

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



Responding to Crisis



Place-based Initiatives Manager & Homelessness Response

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



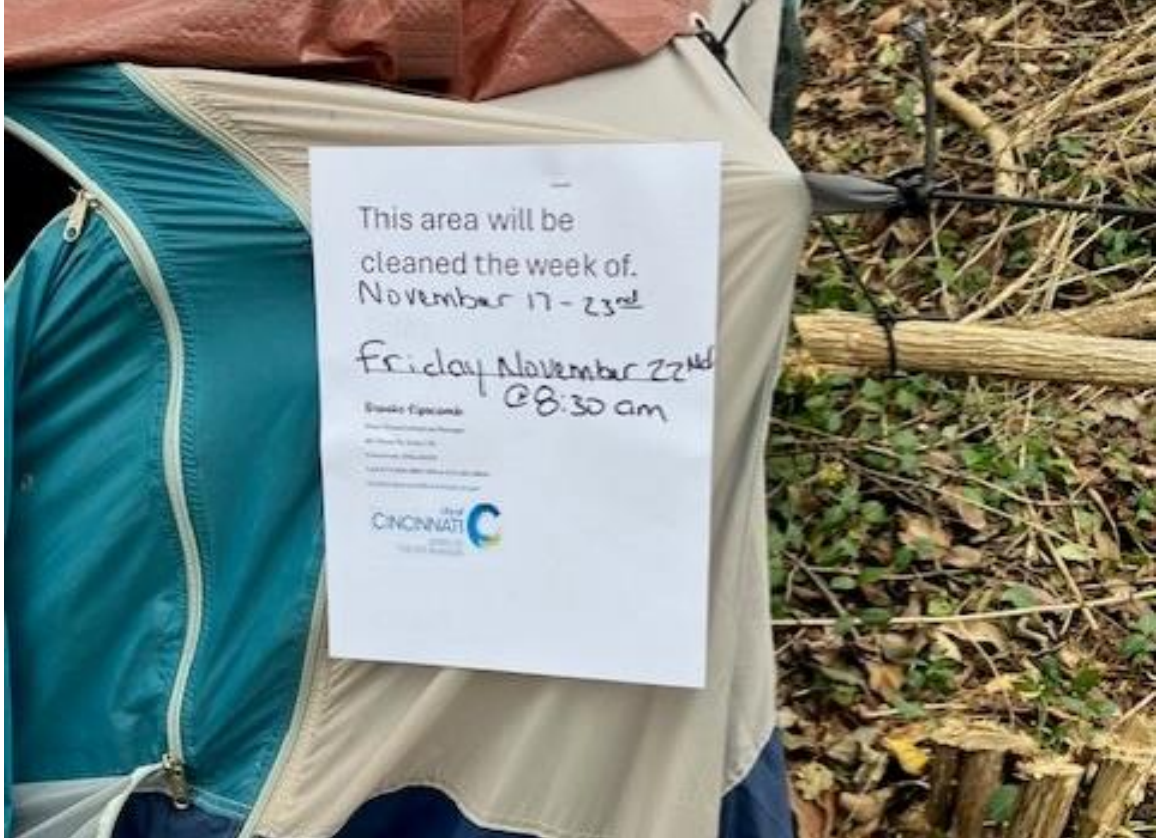
Alternative Response to Crisis (ARC)

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



Emergency Communications Center (ECC)

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





GROWING ECONOMIC OPPORTUNITY



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

01

DCED Operations & Major Development Projects



03

Federal Grants

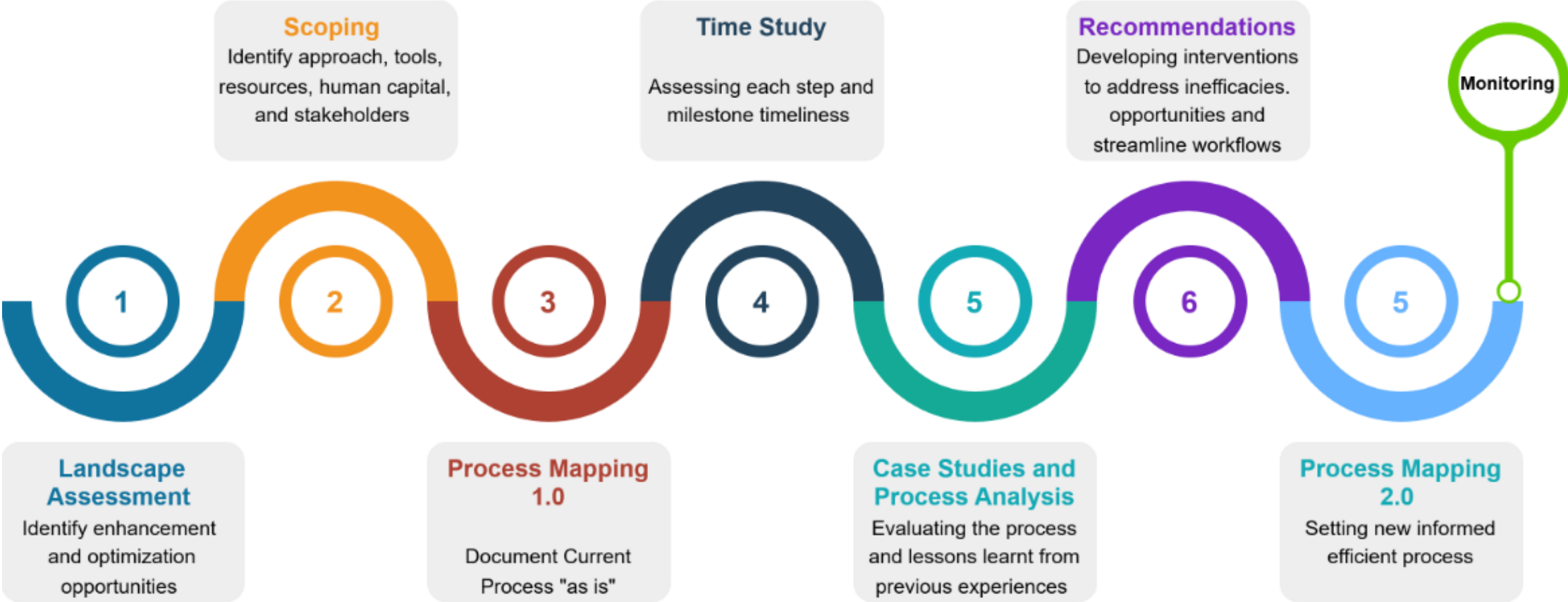


02

Uplifting & Protecting Cincinnatians



DCED Operations



Major Development Projects



Duke Energy Convention Center

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



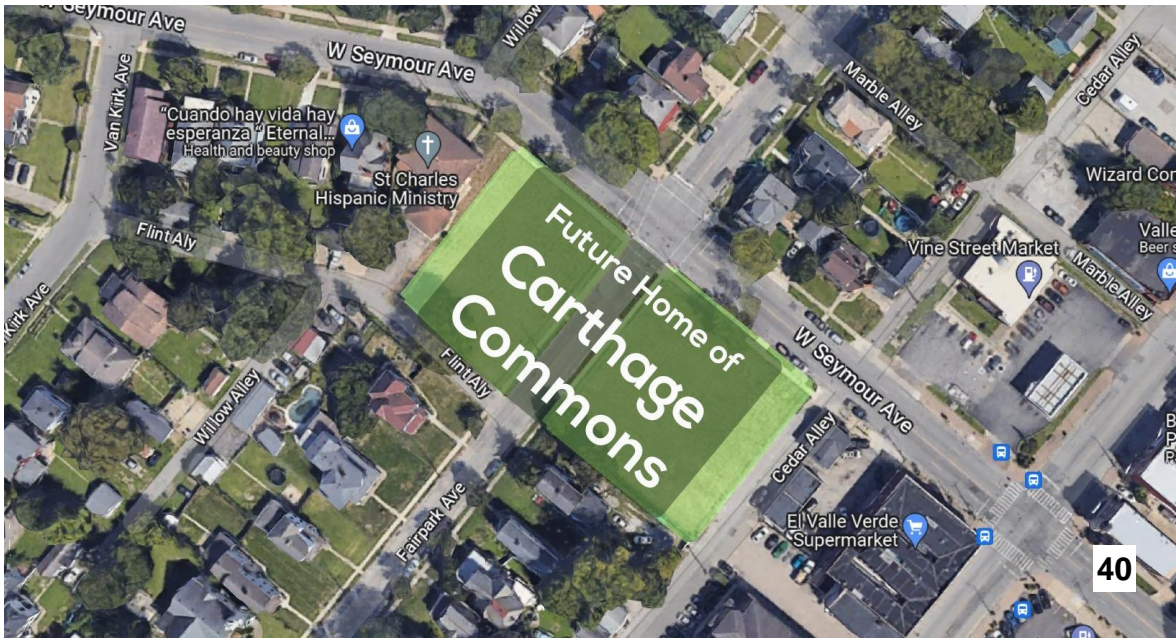
Saks/Paycor

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



Neighborhood-level Projects

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



Uplifting & Protecting Cincinnatians



Buildings & Inspections Academy

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



Access to Capital

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



Wage Enforcement Ordinance

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



Federal Grants



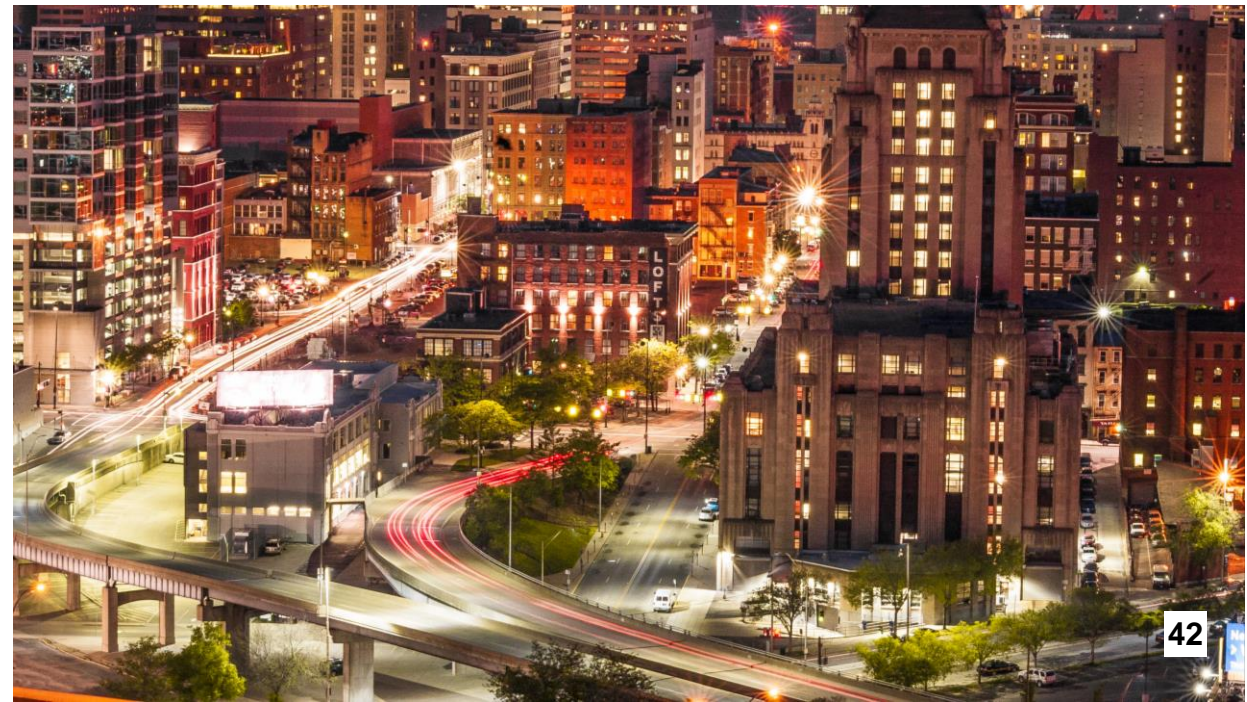
Total Revenue

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



Grant Highlights

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





THRIVING NEIGHBORHOODS



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

01

A Vibrant City



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



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



03

Streets, Sidewalks, & Pedestrian Safety



02

Litigating Quality of Life Issues

A Vibrant City



Special Events

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



Career Pathways & Adopt A Class

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



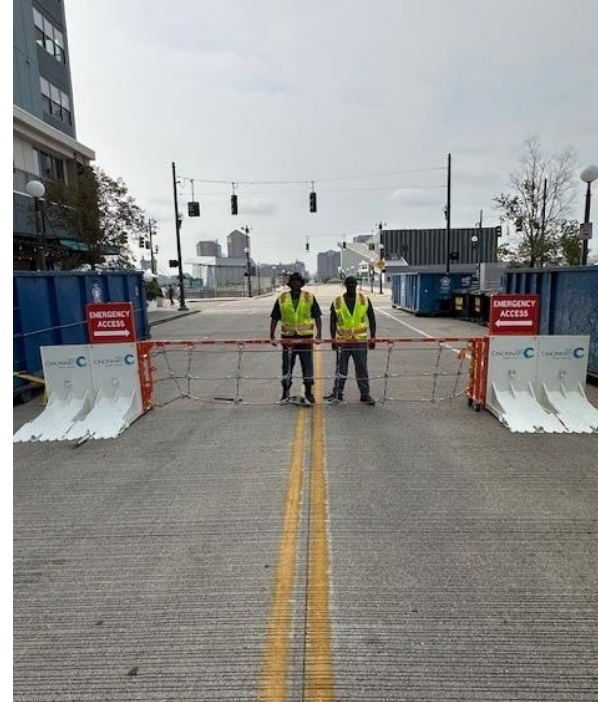
Connected Communities

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



Green Cincinnati

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



Litigating Quality of Life Issues



Overview

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



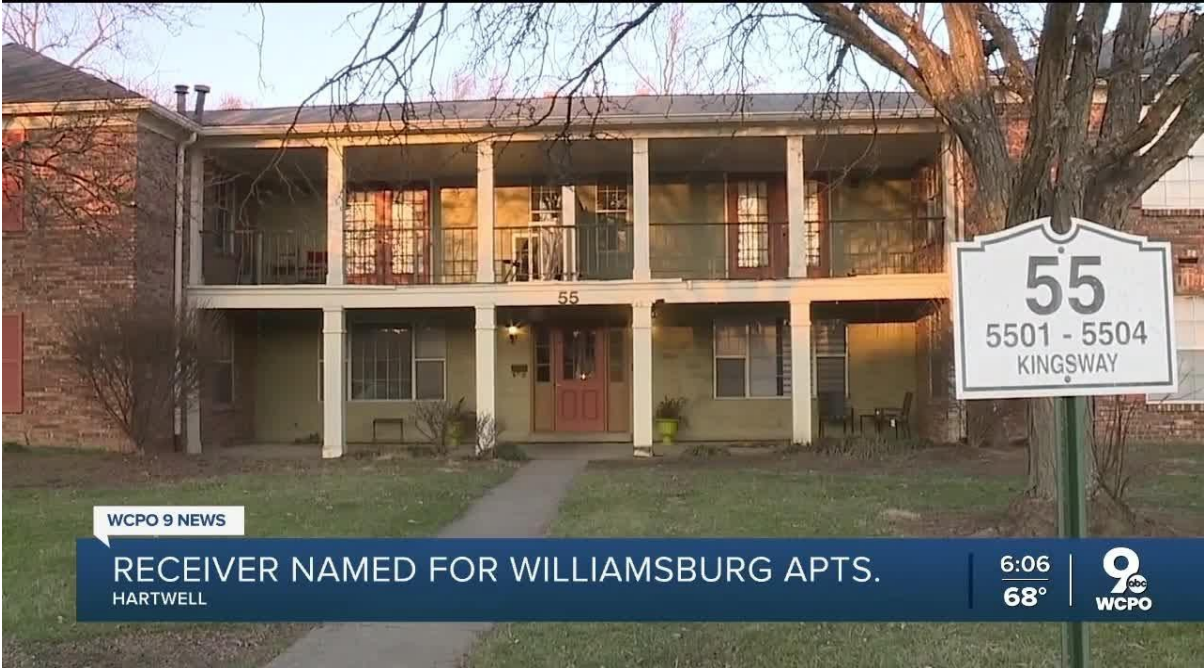
Landlord & Property Highlights

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



Violent Crime Hotspots

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



Streets, Sidewalks, & Pedestrian Safety



Complete Streets

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



Pedestrian Safety

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





FISCAL SUSTAINABILITY



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

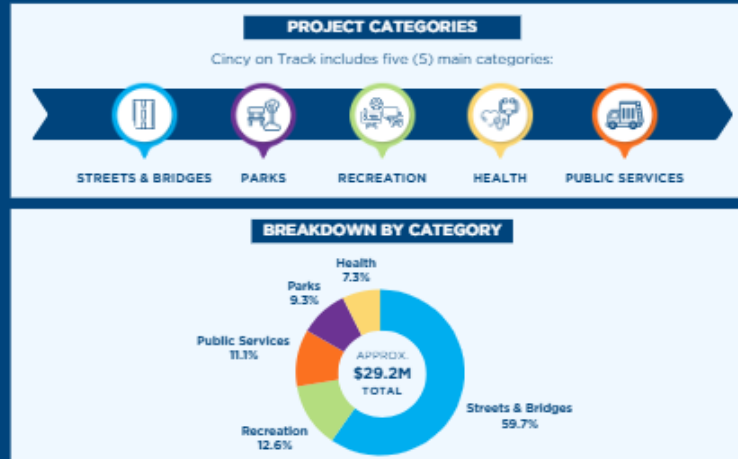
01

Performance Based Budgeting



CINCY ON TRACK FISCAL YEAR 2025 REVENUE ALLOCATION

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



03

Optimizing Our Resources

02

Cincinnati Southern Railway



Performance-Based Budgeting



Overview

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



Our Work So Far

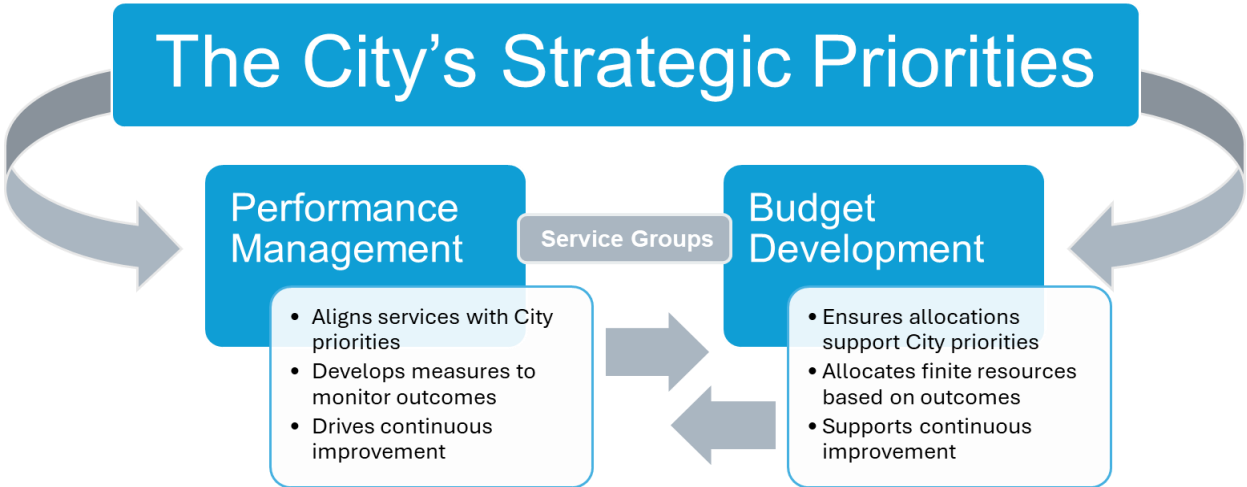
Through the Performance Management process, the City has already developed clearly defined goals and objectives, crafted performance measures, and begun regular performance monitoring.



A New Budget Process

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

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



Cincinnati Southern Railway



Status Update

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

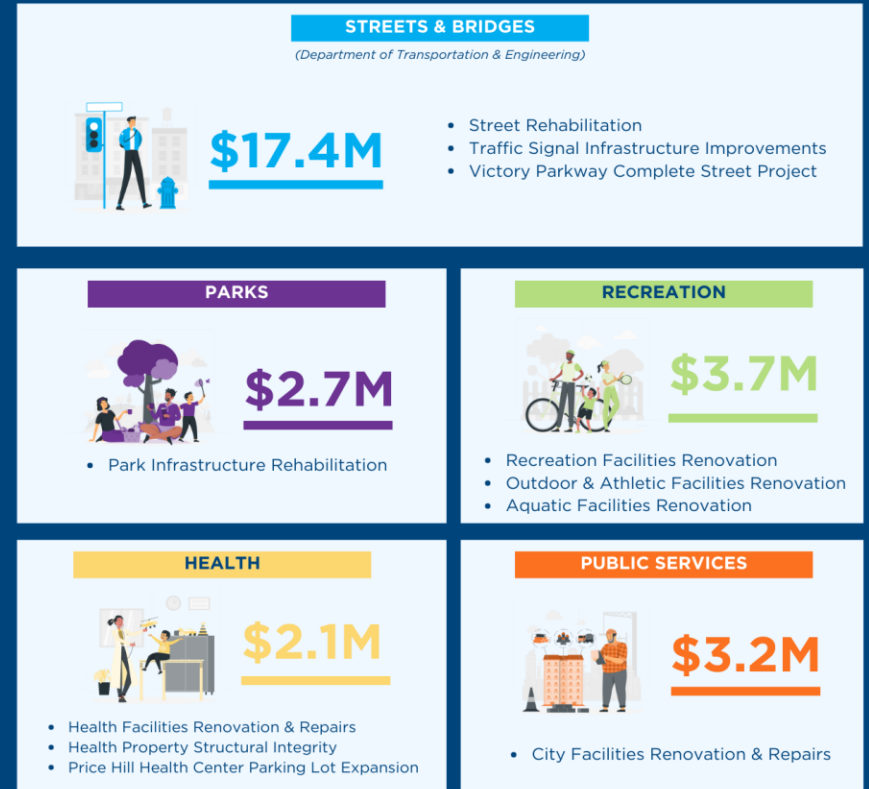


Cincy on Track

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

CINCY ON TRACK FISCAL YEAR 2025 REVENUE ALLOCATION

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



FOR MORE DETAILED INFORMATION
ABOUT CINCY ON TRACK, PLEASE VISIT

bit.ly/cincyontrack

Optimizing Our Resources



Finance Department Fee Audit

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



Admission Tax Updates

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



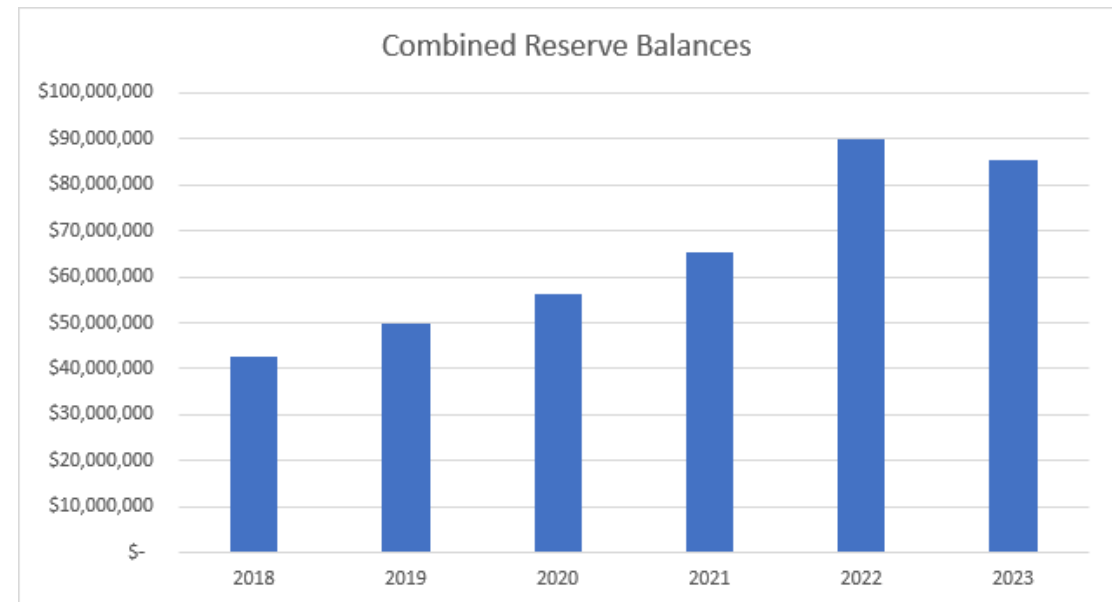
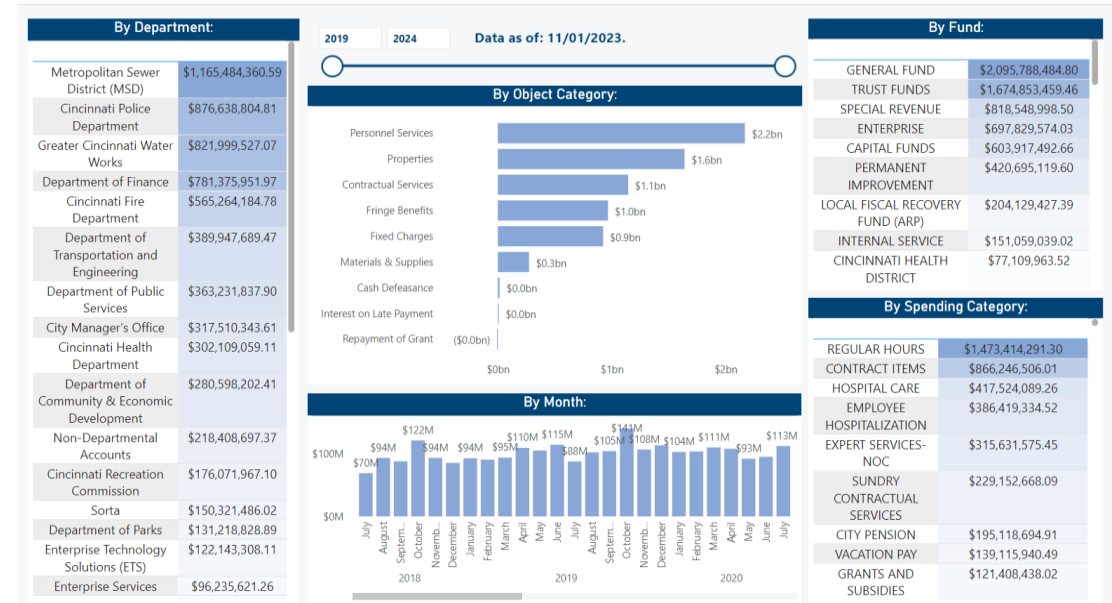
Parking

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



Fleet Innovation

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





EXCELLENT & EQUITABLE SERVICE DELIVERY



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

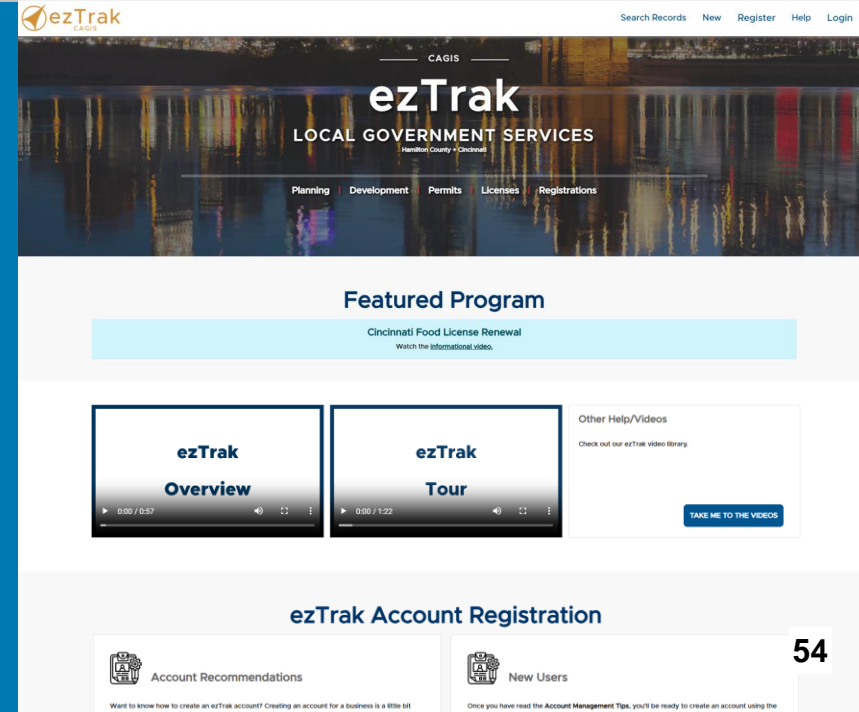
01

Community Engagement



03

Investments in Technology



02

Improving Procurement

COMMUNITY ENGAGEMENT MENU

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

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

Framework

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

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

Community Engagement



Community Engagement Policy

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



Community Engagement Plan & Resource Guide

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

COMMUNITY ENGAGEMENT MENU

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

QUICK CONTACTS

Department of City Planning & Engagement
513.253.4845

Toolkit

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

Inform



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

The inform level of engagement can be used:

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

PROGRAM FLYER TEMPLATE

EVENT FLYER TEMPLATE

CITY OF CINCINNATI COMMUNICATION TOOLKIT



Improving Procurement



Pilot Program Status Updates

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



Investments in Technology



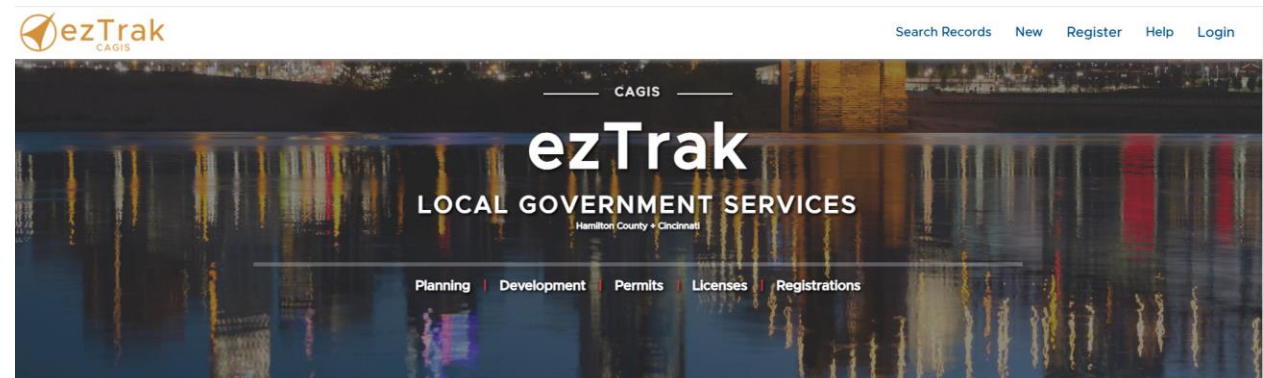
OnBase

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



CAGIS Edge

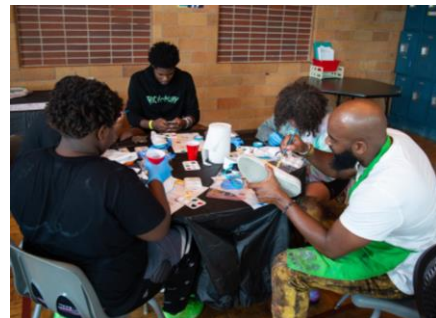
CAGIS plays a vital role in the City's IT infrastructure, including supporting the building permit system. After years of delays, the Administration has successfully initiated critical upgrades to the new CAGIS Edge platform by realigning reporting lines, collaborating with Hamilton County to revamp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



Featured Program

Cincinnati Food License Renewal
Watch the informational video.

Building into Community



Building into Staff



What's Next

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



Public-Facing Technology Tools

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



Leveraging Unique Physical Assets

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



Operational Efficiency

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



Investing in Professional Development

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



In Conclusion

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

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

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



THANK YOU

Shelley