



# City of Cincinnati

801 Plum Street  
Cincinnati, OH 45202

## Agenda - Final-revised

### Climate, Environment & Infrastructure

*Chairperson, Meeka Owens*  
*Vice Chairperson, Mark Jeffreys*  
*Councilmember, Jeff Cramerding*  
*Vice Mayor, Jan-Michele Kearney*

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Tuesday, October 11, 2022

10:00 AM

Council Chambers, Room 300

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#### PUBLIC HEARING

#### Priorities for Human Services Funding Cycle

#### PRESENTATIONS

#### Administration

**Asst City Manager William Weber**

**Interim Asst City Manager Virginia Tallent**

#### AGENDA

1. [202201850](#) **MOTION**, submitted by Councilmembers Owens, Keating and Cramerding, **WE MOVE** that the City of Cincinnati amend Ord. 207-2020 and adopt an updated human services strategies and priorities plan ("Plan") for allocations from the Human Services Fund ("HSF"). The Plan should: 1. Include a large-scale Impact Award to assist an innovative project to create real, lasting impact in the community. 2. Establish data-driven, evidence-based metrics for monitoring the success of organizations that receive allocations. 3. Structure the Request-for-Proposal process in such a way to increase the impact of the City's funds. (BALANCE ON FILE IN THE CLERK'S OFFICE) (STATEMENT ATTACHED).

**Sponsors:** Owens, Keating and Cramerding

**Attachments:** [Motion](#)  
[Attachment](#)

2. [202201849](#) **MOTION**, submitted by Councilmembers Owens, Keating and Cramerding, **WE MOVE** that the Administration design an efficient, streamlined application process for all organizations that request leveraged support funding from the City budget. This process should be designed to collect all information that is necessary to make an informed decision when allocating leverage support funds. It should also be done in line with the City's Performance-Based Contract Policy, as outlined in Ord. 309-2019 (attached for reference). The primary purpose of this process shall be to collect the information and documentation so that Council and the Mayor can make an informed decision on the allocation of leveraged funds. (BALANCE ON FILE IN THE CLERK'S OFFICE) (STATEMENT ATTACHED).

**Sponsors:** Owens, Keating and Cramerding

**Attachments:** [Motion](#)  
[Attachment](#)

3. [202201904](#) **MOTION**, submitted by Councilmember Cramerding, **WE MOVE** that the City of Cincinnati amend Ord. 207-2020 and adopt an updated human services strategies and priorities plan ("Plan") for expenditures/allocation from the Human Services Fund ("HSF"). The Plan should: 1. Include a large-scale Impact Award to assist an innovative project to create real, lasting impact in the community. 2. Establish data-driven, evidence-based metrics for monitoring the success of organizations that receive allocations. 3. Structure the Request-for-Proposal process in such a way to increase the impact of the City's funds. (BALANCE ON FILE IN THE CLERK'S OFFICE).

**Sponsors:** Cramerding

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

ADJOURNMENT



202201250

**Meeka D. Owens**  
Cincinnati City Council

September 26, 2022

## MOTION

### *Human Services Funding*

**WE MOVE** that the City of Cincinnati amend Ord. 207-2020 and adopt an updated human services strategies and priorities plan (“Plan”) for allocations from the Human Services Fund (“HSF”). The Plan should:

1. Include a large-scale Impact Award to assist an innovative project to create real, lasting impact in the community.
2. Establish data-driven, evidence-based metrics for monitoring the success of organizations that receive allocations.
3. Structure the Request-for-Proposal process in such a way to increase the impact of the City’s funds.

**WE FURTHER MOVE** that thirty percent (33%) of the Human Services Fund (“HSF”) be allocated for an Impact Award. The Impact Award should be granted for one large-scale social innovation project. The project should seek to address the following priority / issue (to be set by motion to amend at the Climate, Environment and Infrastructure Committee during a regular meeting): \_\_\_\_\_.

The Impact Award should seek to address a local market failure impacting the quality of life of city residents. The City Administration should ensure tracking, identifying insights, analyzing, and evaluating data of the programs and policies that receive the Impact Award to spend taxpayer dollars more effectively.

**WE FURTHER MOVE** that the remaining HSF dollars be allocated based on the following priorities (to be set by motion to amend at the Climate, Environment and Infrastructure Committee during a regular meeting):

1. \_\_\_\_\_ at \_\_\_ percent (\_\_\_%)
2. Overhead at two percent (2%)

**WE FURTHER MOVE** that the Ordinance to fund HSF with these priorities should be submitted to Council no later than sixty days after the passage of this Motion.

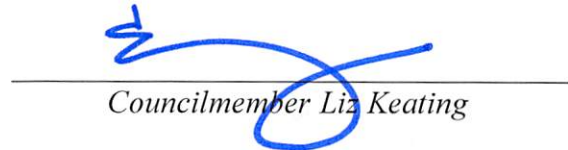
**WE FURTHER MOVE** that the Request-for-Proposal (“RFP”) process for all HSF priorities, including the Impact Award, should be funded on a multi-year cycle. All contracts should be

aligned with the City's performance-based contract policy as set in Ord. 309-2018 (attached for reference). In addition, the RFP process should encourage innovation and maximize the impact of City funds.

**WE FURTHER MOVE** that the Administration focus on a robust evaluation process to determine whether recipient organizations are meeting their intended outcomes.

**WE FURTHER MOVE** that to ease the transition to the new priorities, the City should offer adequate notice of the change and a transition period for current recipient organizations.

  
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Councilmember Meeka D. Owens

  
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Councilmember Liz Keating

  
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Councilmember Jeff Cramerding

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**STATEMENT**

It is important for the City to meet emergent needs of its communities and to recognize new issues that pose a public crisis. Council and the City must continue to fund human services at 1.5% of the General Fund, as set forth in Ord. 0153-2017. The City must be proactive, rather than reactive, in its investment in people.

The Human Service Fund is intended to provide funding to organizations that deliver human services to the local community in alignment with City Council's established human services priorities (as outlined above) and to be allocated through a competitive proposal process. To ensure that the residents of Cincinnati receive the best services for their tax dollars, the HSF process should also thoroughly evaluate program outcomes.

Every Cincinnati should be able to afford to live in their City and feel safe in their City. The Human Services Fund should prioritize projects that will achieve this goal and provide long-term, sustainable outcomes in the City of Cincinnati.

City of Cincinnati

CMZ/B  
PBM/RET

An Ordinance No. 309

- 2018

**AUTHORIZING** the City Manager to utilize performance-based contracts with all contractors that receive operational support from the City or are awarded grants through a process overseen by a third party to ensure that taxpayer funds achieve maximum results from such contracts.

**WHEREAS**, the City contracts directly with third parties to provide a wide range of services, and the City also contracts with a third party to review and score proposals from entities seeking funding from the City to provide human services; and

**WHEREAS**, the process currently used by the City's contractor to review and score proposals for human services funding is a rigorous process involving competitive proposals and specific reporting outcomes from entities that are awarded funding; and

**WHEREAS**, the City's service contracts may be established as fee-for-service contracts where contractors are paid a fixed amount for providing certain services; and

**WHEREAS**, performance-based contracts can give the City more control over contract outcomes, which can be specified and tracked; and

**WHEREAS**, the City also provides funding to third parties that is used by those third parties to pay for their organization's operations, and those contracts also could benefit from performance-based assessments; and

**WHEREAS**, according to information published by the City of Chesapeake, Virginia, performance-based contracts "define the work to be accomplished in measurable, mission-related terms, contain performance standards, include quality assurance plans for measuring contractor performance against those standards, and provide financial incentives and penalties based on performance measurement"; and

**WHEREAS**, an Urban Institute study of performance contracting in six states cited in the information published by the City of Chesapeake found that states that tied payments to outcomes tended to obtain results more quickly and that when governments work with providers to formulate client outcomes, indicators, and targets and to design payment schedules, performance-based contracts are more successful; and

**WHEREAS**, providing contractors with incentives as part of performance-based contracts makes such contracts more successful, and such incentives can be both monetary, such as bonus payments for exceeding performance goals, and non-monetary, such as public recognition of meeting or exceeding performance goals; and

**WHEREAS, successful performance-based contracting requires the City to formulate contracts with appropriate performance metrics, receive timely information from contractors on a variety of issues, monitor contractors' performance, and adjust contract metrics as necessary to obtain the best outcomes, and this contracting approach will take time to implement fully and successfully; and**

**WHEREAS, successful performance-based contracting also requires individualized metrics and goals for each organization providing services for the City and its residents because each organization's capacity, mission, and strengths are unique; and**

**WHEREAS, successfully implementing performance-based contracting requires the City Administration to have flexibility in approach and timing, especially in introducing this model into contracts with smaller organizations that may have to develop capacity to collect and report necessary performance data; and**

**WHEREAS, the Administration should conduct regular community needs assessments to determine which services are most needed by City residents, establish how best to meet those needs, and award funding to organizations that are best able to meet those needs identified through such an assessment; and**

**WHEREAS, the community needs assessment could be conducted by the Administration using existing studies determined relevant, applicable, and reliable by the Administration; and**

**WHEREAS, the interest of the City's residents and taxpayers in receiving full and efficient benefit for the money spent on services by the City and in having a transparent process for spending money for such services is best protected by those services being procured through an open process; now, therefore,**

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

**Section 1. That the City Manager is hereby authorized to utilize an outcome-based performance contracting approach for City service contracts and contracts that pay for an organization's operations, including those contracts awarded through a third party's review and recommendation process, which contracting approach may result in individualized metrics and goals for each organization providing services for the City and its residents because each organization's capacity, mission, and strengths are unique.**

**Section 2. That the City Manager is hereby authorized to have the flexibility necessary to successfully develop and implement performance-based contracting for appropriate City services**

contracts, including without limitation the City's contract with a third party hired by the City to assist with the City's evaluation of human services grant applications or human services proposals, and for City contracts by which the City pays for an organization's operations, and is further authorized to work with such contractors so they understand how to collect and track the data necessary to comply with performance-based contracts.

Section 3. That the City Manager is authorized to develop performance-based contracts with those organizations providing services for the City or those organizations that receive financial operational support from the City, and that such contracts may include some or all of the following aspects:

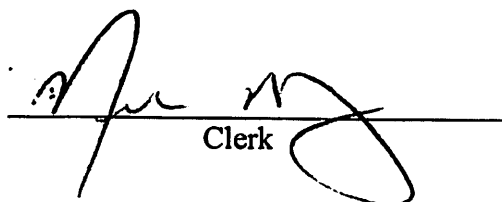
- Clearly establish the information and data deemed necessary by the City for the contractor to provide in a timely manner to measure performance, including organization and project budget, employee information, other contracts or work being done by the organization, and the organization's mission and priorities;
- Require regular and frequent performance review and discussion with the contractor of any performance problems or insufficiencies;
- Publish the performance data to provide transparency and inform the public regarding the success of the contractors' work

Section 4. That the proper City officials are authorized to do all things necessary and proper to comply with the provisions of Sections 1 through 3 hereof.

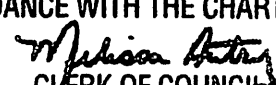
Section 5. That this ordinance shall take effect and be in force from and after the earliest period allowed by law.

Passed: October 3, 2018

Attest:

  
Clerk

  
John Cranley, Mayor

HEREBY CERTIFY THAT ORDINANCE No. 309  
WAS PUBLISHED IN THE CITY BULLETIN  
IN ACCORDANCE WITH THE CHARTER ON Oct. 16, 2018  
  
CLERK OF COUNCIL





**Meeka D. Owens**  
*Cincinnati City Council*

September 26, 2022

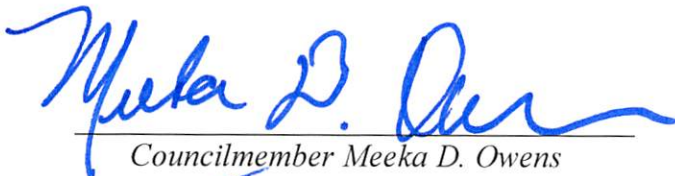
**MOTION**

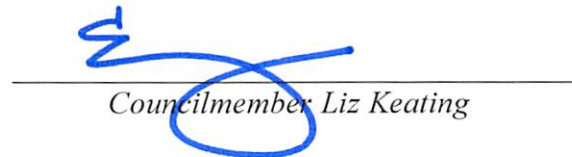
*Innovating the Leveraged Support Process*

**WE MOVE** that the Administration design an efficient, streamlined application process for all organizations that request leveraged support funding from the City budget. This process should be designed to collect all information that is necessary to make an informed decision when allocating leverage support funds. It should also be done in line with the City's Performance-Based Contract Policy, as outlined in Ord. 309-2018 (attached for reference). The primary purpose of this process shall be to collect the information and documentation so that Council and the Mayor can make an informed decision on the allocation of leveraged funds.

**WE FURTHER MOVE** that the Administration take additional steps to measure the outcomes of organizations that receive allocations from either leveraged support or the human services fund. This reporting mechanism should be publicly available. In particular, the process should track the outcomes of organizations that request the continuation or repeating of funds. The process should make it clear to applicant organizations that support received is intended to be a one-time allocation.

**WE FURTHER MOVE** that the Administration provide a report and present to the Climate, Environment and Infrastructure Committee on the designed process by November 30, 2022. The report should include a final deadline for application submissions and recommendations for the steps that must be taken to formally adopt the application process as the singular, official process for applying for leveraged support.

  
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*Councilmember Meeka D. Owens*

  
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*Councilmember Liz Keating*

  
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*Councilmember Jeff Cramerding*

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**STATEMENT**

The City of Cincinnati, its employees, and its elected officials have a responsibility to make informed decisions to ensure that public dollars are spent effectively. However, often councilmembers are not equipped with sufficient knowledge and documentation to make informed decisions. For example, information such as demographics or population served, board makeup, the salaries of organization executives, and tax paperwork like the Form 990 all can be useful in determining whether to allocate funds, and how much to allocate. A process of information gathering will be beneficial for Council in their decisionmaking capacity and would additionally serve to hold the City accountable, responsible, and transparent with taxpayer dollars.

City of Cincinnati

CMZ/B  
PBM/RET

An Ordinance No. 309 - 2018

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WHEREAS, the City's service contracts may be established as fee-for-service contracts where contractors are paid a fixed amount for providing certain services; and

WHEREAS, performance-based contracts can give the City more control over contract outcomes, which can be specified and tracked; and

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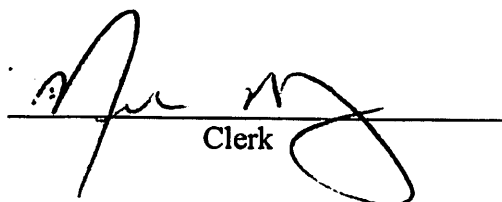
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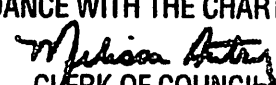
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Passed: October 3, 2018

Attest:

  
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John Cranley, Mayor

HEREBY CERTIFY THAT ORDINANCE No. 309  
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IN ACCORDANCE WITH THE CHARTER ON Oct. 16, 2018  
  
CLERK OF COUNCIL



**Jeff Cramerding**  
Councilmember

October 10, 2022

## **MOTION**

### *FY24-25 Human Services Funding*

**WE MOVE** that the City of Cincinnati amend Ord. 207-2020 and adopt an updated human services strategies and priorities plan (“Plan”) for the expenditures/allocation from the Human Services Fund (“HSF”). The Plan should:

1. Include a large-scale Impact Award to assist an innovative project to create real, lasting impact in the community.
2. Establish data-driven, evidence-based metrics for monitoring the success of organizations that receive allocations.
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**WE FURTHER MOVE** that thirty percent (33%) of the Human Services Fund (“HSF”) be allocated for an Impact Award. The Impact Award should be granted for one large-scale social innovation project. The project should seek to address the following priority / issue (to be set by motion to amend at the Climate, Environment and Infrastructure Committee during a regular meeting): \_\_\_\_\_.

The Impact Award should seek to address a local market failure impacting the quality of life of city residents. The City Administration should ensure tracking, identifying insights, analyzing, and evaluating data of the programs and policies that receive the Impact Award to spend taxpayer dollars more effectively.

**WE FURTHER MOVE** that the remaining HSF dollars be allocated based on the following priorities (to be set by motion to amend at the Climate, Environment and Infrastructure Committee during a regular meeting):

1. Homelessness Reduction and Eviction Prevention at twenty percent (20%)
2. Violence Prevention at fifteen percent (15%)
3. Workforce Development at ten percent (10%)
4. Addiction Prevention and Treatment at ten percent (10%)
5. Project LIFT (10%)
6. Overhead at two percent (2%)

**WE FURTHER MOVE** that the Ordinance to fund HSF with these priorities should be submitted to Council no later than sixty days after the passage of this Motion.

**WE FURTHER MOVE** that the Request-for-Proposal (“RFP”) process for all HSF priorities, including the Impact Award, should be funded on a multi-year cycle. All contracts should be aligned with the City’s performance-based contract policy as set in Ord. 309-2018 (attached for reference). In addition, the RFP process should encourage innovation and maximize the impact of City funds.

**WE FURTHER MOVE** that the Administration focus on a robust evaluation process to determine whether recipient organizations are meeting their intended outcomes.

**WE FURTHER MOVE** that to ease the transition to the new priorities, the City should offer adequate notice of the change and a transition period for current recipient organizations.

### **STATEMENT**

It is important for the City to meet emergent needs of its communities and to recognize new issues that pose a public crisis. Council and the City must continue to fund human services at 1.5% of the General Fund, as set forth in Ord. 0153-2017. The City must be proactive, rather than reactive, in its investment in people.

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