

December 9, 2025

To: Mayor and Members of City Council

From: Sheryl M.M. Long, City Manager

202502137

Subject: **Administrative Year in Review 2024–2025**

Introduction

I am pleased to once again present my Administrative Year in Review report, a clear accounting of what we have achieved, where progress is accelerating and where we will continue to invest to ensure growth. Paired with my presentation to the Public Safety & Governance Committee on December 9, 2025, this report serves as both an honest look-back and a meaningful check-in on the work I and my Administration have done over the past year.

I have proactively prepared this report-out to bolster transparency and accountability—two priorities that are so crucial to this Mayor, Council, and Administration. Over the course of three demanding but productive years, we have built a working model defined by openness, shared expectations, and steady follow-through. That commitment shows in the results detailed here.

In this report, you'll find updates on major capital initiatives, operational analysis across departments, and the measurable service outcomes delivered by more than 6,000 City employees. The reporting period is September 2024 to September 2025 except where noted.

This review is more than a summary of projects and programs; it is a record of collective effort and forward movement during a time of real challenge. Thank you for the opportunity to share the work underway and the work ahead. Each year, this report reminds us that progress in Cincinnati is possible when we build it together.

Mission Statement

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

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.



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



Excellent & Equitable Service Delivery

Delivering best-in-class services to all residents.

Each of these strategic goals is a section of this report, with relevant updates divided according to which strategic goal they support.

I. Public Safety & Health

Protecting Cincinnatians is always our top priority. Police, Fire, emergency response, and other public safety operations comprise the largest portion of the City budget, and with good reason—our residents deserve well-funded, best-in-class service when faced with an emergency.

Achieving Change Together (ACT) For Cincinnati

Launched in January 2025, Achieving Change Together (ACT) for Cincy is my Administration's comprehensive strategy to reduce gun violence. Built on deep community

engagement and collaboration, ACT has worked in its first year to bring together City departments, organizations, and community members toward a common goal and understanding of the root causes of gun violence. Through our efforts, we've been pushing toward a common goal of a 10% reduction in gun violence incidents citywide. We are proud to share that when measuring from September 2024 to September 2025, citywide shooting incidents are down 12.5%, with a 16.4% reduction from the three-year average.

ACT is built on five strategic pillars. Successes in the first year are highlighted per pillar below.

Thriving Neighborhoods

ACT for Cincy prioritizes efforts to create safe public spaces, empower communities to lead problem-solving projects, and drive economic development. In 2025, many of these efforts have been concentrated in Over-the-Rhine (OTR) and the West End, which are both the sites of concerted clean-up blitzes to beautify and dignify the neighborhoods. As City Manager, I have organized walking meetings at Republic and Green Streets in North OTR to ensure increase police activity, evaluate and determine where we should add cameras and lighting, assess and execute adjustments to parking and traffic patterns, conduct homeless outreach, and connect City departments to quickly problem-solve in service of reducing crime.

Reduced Accessibility of Firearms to Youth

ACT for Cincy takes a comprehensive approach to reducing firearm access by targeting illegal gun trafficking and improving gun safety education. A Safe Storage action team drives many of these aims, including educational efforts to promote safe gun storage and the distribution of free gun locks and safes—more than 800 of which have been given out since January 2025. This year, the American Academy of Pediatrics designated Cincinnati a *Store It Safe* city, acknowledging our partnership between healthcare providers, firearm safety experts, and community organizations to keep children safe.

Improved Mental and Emotional Wellbeing

ACT for Cincy recognizes that violence prevention is deeply tied to mental health, trauma support, and access to essential services. My office manages the contract for The City's Hope & Shield Network, a first-of-its kind partnership with both UC Medical Center and Cincinnati Children's to support gun violence victims and reduce reinjury directly in the hospital environment. Since launching in August 2024, Hope & Shield has enrolled 153 people for access to wraparound services and peer mentorship; only three participants have returned to the hospital system with a reinjury. Additionally, a partnership with the Mayerson Center and Cincinnati Public Schools (CPS) has brought training in trauma-informed care to City and CPS

employees who work with children who may be experiencing adverse circumstances. To date, 95 Recreation staff and 300 CPS staff have received training.

Improved Youth Support

ACT for Cincy invests in programs that help young people succeed in school, find positive outlets for creativity, and access mentorship opportunities. The Office of Human Services has engaged all funded organizations—many of whom are youth-led or youth-supporting—to connect to the ACT for Cincy framework, invite them to ACT community meetings, and develop their programming with ACT’s goals in mind. The Youth Manager’s Advisory Group (YMAG) kicked off this year to identify and engage with young leaders to discuss their lived experiences, share information about City operations, and encourage civic engagement.

Evidence-Based Policing Innovations

ACT for Cincy permeates the work of the Cincinnati Police Department, who are at the forefront of innovative policing and problem-solving. See the *Police Operations* section below for comprehensive updates on PIVOT, CPOP, and the Crime Gun Intelligence Center.

This summer, I identified the need for more community presence for ACT work. Through a partnership with Urban Sites, we were able to activate a long vacant storefront in the heart of Main Street in OTR to start a new community office. The office serves as a welcoming, accessible hub where community members can connect directly with City of Cincinnati violence reduction efforts, services, and programs. The space is designed as both a community living room and an operational base for staff, partners, and outreach teams, providing consistent presence, relationship-building, and problem-solving in OTR.

So far, we’ve seen significant interest from community members and local organizations that support our mission. People have come to visit us looking for connections to police community problem-solving efforts, housing and mental health support, small business resources, and simply to spend time in a comfortable and welcoming public space. We’re working on plans to program the office throughout the winter based on community needs and look forward to using what we learn to potentially expand to new locations in the future.

Public Safety Snapshot

Shooting victimization has continued to decrease year over year. From September 2024 to September 2025, there were 37 fewer shooting incidents (12.5% reduction) and 61 fewer shooting victims (16.9% reduction). These reductions are especially significant because 2024 was already a historically low year for shooting occurrences and victimization.

More generally, Part 1 violent crime trends vary. There was a high volume of robberies in the last quarter of 2024, and robberies have increased in 2025. Aggravated assault is also higher in 2025 than 2024 after decreasing from 2023. Rape and homicide, however, are both down, with a significant decrease in rapes from 2024 to 2025 (17.7%) and an even more dramatic decrease from 2023 to 2025 (32.9%). See the tables below:

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

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

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

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

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

* Where arrestee, suspect, victim, reportee, and/or witness are under 18

	2025	2024	2023	Change 2024-2025	Change 2023-2025
Homicide	13	11	17	▲ 18.2% (+2)	▼ -23.5% (-4)
Rape	53	67	72	▼ -20.9% (-14)	▼ -26.4% (-19)
Robbery	190	147	160	▲ 29.3% (+43)	▲ 18.8% (+30)
Aggravated Assault	137	129	145	▲ 6.2% (+8)	▼ -5.5% (-8)

Violent Crime with Youth Suspect/Arrestee (September 1, 2024 through August 31, 2025)

	2025	2024	2023	Change 2024-2025	Change 2023-2025
Homicide	5	4	7	▲ 25% (+1)	▼ -28.6% (-2)
Rape	19	8	2	▲ 137.5% (+11)	▲ 850% (+17)
Robbery	154	74	53	▲ 108.1% (+80)	▲ 190.6% (+101)
Aggravated Assault	58	35	34	▲ 65.7% (+23)	▲ 70.6% (+24)

As we all know, summer 2025 was particularly challenging. Despite the overall (citywide and yearlong) reduction in crime, criminal activity and disorder increased during the summer, specifically in the Downtown and OTR neighborhoods, and we saw a concerning amount of

young people involved as either perpetrators or victims. CPD and my office worked together to address summer crime, moving quickly to make investments, reallocate resources, and implement new ideas. See the timeline of interventions below:

June 27 – October 2: Street Crimes Task Force

A specialized investigative unit was assembled to disrupt street crimes across the City with a focus on crimes affecting Downtown and OTR. The unit made 311 arrests, seized 121 firearms (18 of which were confirmed stolen), and served 84 warrants.

June – September: Collaborative Agreement Community Care Initiative

Beginning in late June, the Collaborative Agreement Community Care Initiative (CACCI) team, led by Collaborative Agreement Consultant Iris Roley, partnered with CPD to address public safety concerns in high-traffic areas, including Smale Park, the Banks, and Main Street. CACCI provided community-based engagement to manage large gatherings of teenagers without resorting to enforcement measures. The objective was to maintain public safety through proactive, non-confrontational strategies emphasizing problem-solving and de-escalation.

July 4 – August 31: Restriction of Red Bikes and E-scooters

CPD observed rentable Red Bikes and e-scooters being used to aid in criminal activity, including casing subjects for property crime and to evade detection or capture. The City Manager's Office restricted the use of Red Bikes and e-scooters during nighttime weekend hours. The result was a 70% decrease in criminal, disorderly, or traffic incidents involving Red Bikes or e-scooters.

July through September – Main Street Walking Patrols

In midsummer, residents and business owners expressed safety concerns in the Main and Vine Street entertainment districts of OTR. CPD scheduled mandatory walking patrols from 4PM to midnight on weekends. This resulted in a 36% increase in patrols and details.

August 15: New Curfew Put into Effect

The City's curfew policy was updated to enact an 11PM citywide weekend curfew for all unaccompanied minors and to create a special 9PM curfew district in Downtown and OTR. Additionally, the City partnered with Seven Hills Neighborhood Houses and Lighthouse Youth & Family Services to create a curfew center where violators can be temporarily held while the City attempts to contact a parent or guardian, freeing up CPD officers to return to their duties. In both the Special Curfew District and citywide, there were fewer Part 1 and Part 2 offenses after the implementation; fortunately, most juveniles have heeded CPD instructions to go home, and the curfew center has only received four violators to date.

August and September: Illegal Parking Enforcement and Food Truck Policy

CPD has long observed unruly adult crowds forming near food trucks and illegally parked vehicles very late at night, after bars and nightclubs close. Increased parking enforcement and a new policy limiting food truck hours in targeted zones (in North OTR, near Main Street OTR, and near West 4th Street Downtown) has resulted in a 22% reduction in late night calls for service.

Ultimately, the summer of 2025 began with troubling trends, both citywide and in Downtown and OTR; Part 1 violent crime increased by about 30% from May to June, and shooting victims increased by more than 70% in the same timeframe. Taken in total, the interventions described above had a dramatic effect. In Downtown and OTR, overall violence slowed to a 6% increase from June to July and reversed to a 29% decrease from July to August. Shootings also decreased, beginning with an 8% citywide reduction from June to July and a 35% reduction in Downtown and OTR from July to August.

Engaging Youth: Rec @ Nite

Rec @ Nite, Cincinnati Recreation Commission's suite of expanded hours and programming during summer weekends, provided safe, structured, and exciting evening recreation opportunities for teens citywide. Operating across multiple CRC centers, the program offered a curated mix of sports, e-sports, music production, culinary experiences, wellness activities, barbers and stylists, and trauma-informed supports designed to meet young people where they are socially, emotionally, and creatively.

This year, Rec @ Nite served more than 2,800 unique teens across Cincinnati and logged over 6,000 total engagements, an increase driven by expanded programming, stronger partnerships, and intentional outreach in neighborhoods with limited recreation access points. The program also hosted its first outdoor teen concert featuring a youth-selected local artist, which drew strong participation and reinforced the value of elevating youth voices in program decisions. The program's success has not gone unnoticed; it was recognized at the state level for innovation and community impact and continues to be cited as a model for youth-centered public service.

Police Operations

As of December 5, 2025, Cincinnati Police Department (CPD) comprises 981 officers, 110 short of its 1,091 complement. This Mayor, Council, and Administration have made police recruiting a significant priority, budgeting at least 50 officers per recruit class since 2022 and approving lateral classes to draw current law enforcement officials from other jurisdictions to join CPD. Additionally, the Police Understudy Program was piloted in FY25 and fully funded in FY26 to retain a crucial population in the CPD career pipeline: young people who have aged out of the Cadet program (ages 16-18) but are not yet old enough to enter the Police Academy (minimum age 20). Combined, these efforts represent a thoughtful, tireless

approach to recruiting and maintaining a full police force—a challenge nearly all municipalities struggle with nationwide.

Several CPD teams and operations have realized exciting wins over the past year.

PIVOT Unit

The Place-based Investigations of Violent Offender Territories (PIVOT) team has restructured into an eight-person unit, including the addition of a Lieutenant and the assignment of a dedicated crime analyst. City Council also allocated additional funding for PIVOT Unit training.

Community Problem-Oriented Policing (CPOP)

After several years of progress and success with CPOP projects across the City, CPD has focused its attention on better sharing the results of this innovative approach to policing. Over the past year, we have initiated nine presentations to the public and/or community groups to explain CPOP projects and the process the department uses. This fall, CPD published its first annual problem-solving report, which details the background, status, and results of each problem-solving project operating in 2025. Two projects have earned the City broad acclaim: ongoing problem-solving around commercial breaking and entering in OTR won the Crime Prevention Project of the Year award from the Ohio Crime Prevention Association; and problem-solving work at Government Square with Iris Roley was a finalist for the prestigious and internationally recognized Herman Goldstein Award for Excellence in Problem-Oriented Policing. In addition, CPD has worked on improving problem-solving internally, including reworking policies around problem-solving, deploying various methods to better track project progress, allocating PVO funds, and formalizing problem-solving training for supervisors and recruits.

Crime Gun Intelligence Center (CGIC)

CGIC is a regional partnership and resource in which local and federal police agencies can document, track, analyze, and link recovered shell casings or firearms. There are several CPD officers and supervisors dedicated to the functioning and investigations from linkages established by the CGIC. From September 2024 to September 2025, CGIC entered 6,378 ballistics into National Integrated Ballistic Information Network (NIBIN), a national database of ballistic information. CGIC has supported several high-profile national arrests with NIBIN and CGIC intelligence as their main source of information: 14 cases with arrest or by exceptional means, 62 individuals charged at the state level, and 17 individuals charged at the federal level. CGIC has also expanded its reach within CPD, purchasing equipment for each CPD District building to process ballistic information in their own spaces.

Fire Operations

As of September 1, 2025, the Cincinnati Fire Department (CFD) has 886 firefighters, exceeding its full complement of 843. We are heartened to maintain a strong and well-staffed department and are proud that CFD—the United States’ first fully professional fire department—is such a desirable place to work.

This year, CFD earned Gold Status recognition from the American Heart Association, demonstrating that our EMS providers consistently meet or exceed national benchmarks for early recognition, high-quality CPR, rapid defibrillation, and exceptional coordination with hospitals. This honor provides reassurance to the public that CFD is best-in-class and reinforces a department culture rooted in excellence.

This year marked major progress in the evolution of CFD's Peak-Demand EMS Program. Originally launched as a pilot to address rising EMS call volume during the busiest hours, the program has matured into a strategic, data-informed model for managing system strain. CFD enhanced its effectiveness by deploying additional medic units and chase vehicles during peak hours; using real-time and historical data to refine unit placement and schedules; and reducing the use of heavy fire apparatus for lower-acuity calls. These improvements have strengthened our ability to maintain response times, preserve essential apparatus for critical incidents, and better manage fiscal resources in a high-demand environment. CFD also advanced its commitment to equitable service delivery by placing Medic 32 into full-time service. Guided by call-volume data and community need, this decision improved EMS coverage and response times in its service area and reduced workload strain on neighboring companies.

CFD completed the Cincinnati Fire Training Center, a long-term investment in the safety, readiness, and professional development of our firefighters, EMTs, and paramedics. This modern facility offers realistic training environments that reflect today’s fire, rescue, and EMS challenges, and it provides a centralized home for recruit classes, continuing education, and specialized training.

Recognizing that the strength of the department lies in its people, CFD prioritized the completion and initial rollout of a comprehensive Cultural Assessment. This effort centered on listening to members at all ranks to understand their experiences and identify both strengths and areas for improvement. The early recommendations have focused on strengthening communication, transparency, and trust; enhancing leadership development, mentoring, and accountability; advancing equity, inclusion, and respect across the department; and addressing factors that impact morale, mental health, and overall well-being.

Alternative Response to Crisis (ARC)

Over the past year, the City's Alternative Response to Crisis (ARC) program, managed by the ECC, moved from a successful crisis-response pilot into a broader, multi-layered system for addressing both crisis and non-crisis quality-of-life issues. ARC teams continue to serve as a 911-dispatchable resource for low-risk crisis situations, providing a civilian-led alternative to traditional responses for calls involving behavioral health, homelessness, and related concerns. Meanwhile, ECC has rapidly scaled up the new Community Responder initiative, a dedicated team to respond to non-crisis, non-emergency calls for service.

ECC continues to integrate ARC more deeply into day-to-day 911 operations. ARC teams are dispatched through the same CAD and call-triage processes used for police and fire, giving call-takers and dispatchers an additional option for low-risk crisis calls. When not responding to 911 calls, ARC staff actively roam the city, engage with people in visible distress, conduct welfare checks, and connect individuals to ongoing services rather than one-time interventions. This dual model—911 dispatch plus proactive outreach—reinforces the program's core goal of using the most appropriate and least invasive response for people in crisis.

The Community Responder program began in late 2024. ECC stood up this new team by acquiring and outfitting vehicles, hiring and training a dozen Community Responder staff, and integrating them into the 311/911 ecosystem so that they could be dispatched to certain non-crisis calls or proactively engage people on-site. Community Responders became part of a citywide strategy to improve safety and the experience of public space around transit centers, in coordination with Metro, CPS, community partners, and law enforcement.

Together, ARC and Community Responders represent a significant expansion of ECC's role in prevention, diversion, and community-oriented public safety improvements.

Citizens Complaint Authority (CCA)

The Citizens Complaint Authority (CCA) has continued to make changes to improve service delivery and broaden community impact. After operating with an incomplete Investigative Team for approximately six months, in March 2025 the department refilled the full complement of investigators. From September 2024 to September 2025, CCA accomplished a 16% reduction in overall backlog, as well as a 60% reduction in backlogged cases older than 180 days.

Two investigators attended the National Association for Civilian Oversight of Law Enforcement (NACOLE) Conference in October 2024—both an educational experience and the first necessary step toward individual certification. Three additional investigators scheduled the October 2025 NACOLE Conference to continue CCA's push toward greater education and certification. This increase is attributable in part to the Executive Performance

Review process of the City's Performance Based Budgeting framework (see section IV below); using already appropriated funds, CCA was able to use cost savings from other areas and successfully apply for a scholarship in order to send more investigators to the conference without requesting a budget exemption.

CCA has relaunched its externship program, hosting two students from the University of Cincinnati College of Law between May 2025 and August 2025. The externship provided both students with a practical application of their studies to a local government administration and informally extended the reach of the department's professional talent pipeline. Additionally, CCA engaged in an assortment of community outreach events, including at four high schools, two universities, and the League of Women Voters of Cincinnati Area. These outreach events increased community awareness of the extent of CCA's service offerings and the connected role of police accountability.

Emergency Communications Center (ECC)

The Emergency Communications Center (ECC) has continued to strengthen its role as the City's 911 and 311 center, while advancing strategic initiatives focused on staffing, quality, and alternative response. The ECC maintains its commitment to data-driven performance management and transparency, using dashboards and semi-annual progress reports to track key indicators for 911 and 311 operations, protocol compliance, and staffing.

Staffing remained a major focus during this period. Building on changes implemented in 2024, ECC continued to utilize a six-month job posting and testing cycle and a quarterly hiring cadence to support 911 and 311 operations. During this period, the ECC hired new Emergency 911 Operators, Customer Relations Representatives, and Community Responders, while also creating and filling a new Senior Customer Relations Representative classification as an internal promotional opportunity within the 311 team. With this approach, ECC has reached the highest complement of 911 call-taking staff in years. Additional hiring classes are scheduled to further strengthen staffing levels. At the same time, the center reduced the use of mandatory overtime compared to previous years, with mandatory overtime accounting for only a small fraction of total payroll hours, reflecting incremental progress toward a more sustainable staffing model.

ECC has also made substantial progress in quality assurance, reaching benchmarks for future accreditations and core operational performance. The Quality Section, led by a dedicated Quality Manager, has continued to leverage protocol-based call-taking data to guide targeted continuing education efforts. Over the past year, the Quality Improvement team developed and deployed numerous Continuing Dispatch Education lessons and fully operationalized a new PowerRecall tool, which delivers daily "flashcard" reinforcement of policies and procedures to frontline staff. Quality Assurance case evaluations continued on randomized samples of police, fire, and medical calls, and ECC increasingly met or

approached the International Academies of Emergency Dispatch (IAED) Accredited Center of Excellence benchmarks for calls in all three disciplines.

At the same time, the center sustained strong performance on 911 call answering and processing metrics, exceeding statewide standards for the percentage of 911 calls answered within 15 and 20 seconds and surpassing its internal goal for processing the highest priority (Echo level) calls, while continuing to work toward an ambitious goal for 311 answer times in the context of rising 311 call volumes.

Employee wellness and engagement were also important areas of work over the year. ECC sustained and expanded initiatives such as the Peer Support Team, which grew its membership and launched a dedicated wellness and peer support app (PeerConnect) to give staff easier access to resources and to systematize proactive check-ins after challenging incidents. Monthly therapy animal visits, the citywide Public Employee Assistance Program, and in-house fitness and quiet spaces continue to support staff wellbeing.

Place-Based Initiatives

The City's Place-Based Initiatives team continues to strengthen neighborhood quality of life through collaborative, community-centered strategies. From September 2024 through September 2025, the City completed cleanups at 51 homeless encampments. We continue to work closely with community partners including the Greater Cincinnati Homeless Coalition, Strategies to End Homelessness, Lighthouse Youth Services, GeneroCity 513, PATH, Veterans Affairs, and local shelters to ensure unhoused people are actively connected to services and resources.

A new collaboration with SORTA and other stakeholders in the Downtown footprint aims to improve the use of Metro buses for CPS students. The Place-Based Initiatives team was a key partner to CPD, ECC, Collaborative Agreement Consultant Iris Roley, and 3CDC in ongoing efforts to improve outreach and reduce disorderliness at Government Square.

The Place-Based Initiatives team also played a significant role in improving student-community relations through its Town and Gown partnership. In collaboration with the University of Cincinnati, the team worked with students to share how to be gracious neighbors, recreate responsibly, and remain active contributors to their communities. Focused on UC Homecoming, these efforts contributed to a safe and enjoyable weekend with no major incidents.

The team's work to address hoarding and unsafe living conditions continues, with expanded engagement efforts and targeted outreach to senior centers.

II. Growing Economic Opportunity

Cincinnati is a major United States city and highly desirable place to live, visit, and do business—but none of that is by accident. As City leaders, it is our responsibility to drive development and continue pushing Cincinnati forward. Housing, business, and industrial growth are the markers of a city’s relevance and the foundations of its success.

Development Snapshot

Between September 2024 and September 2025, the City’s development efforts have realized significant results:

- Projects/Contracts Executed: 71
- Commercial Sq Feet Created: 193,206
- Office Sq Feet Created: 135,560
- Industrial Sq Feet Created: 185,741
- Hotel Units Created: 476
- Payroll Retained: \$22,999,863
- Payroll Created: \$61,193,734
- FTE Jobs Retained: 527
- FTE Jobs Created: 698
- Temp Construction Jobs Created: 2,330

Major and highly visible projects include:

Convention Center Hotel

The Convention Center Hotel is designed to complement and support the City and 3CDC’s major renovation of the Convention Center and establish a new convention center district. Currently in pre-development with a total development cost of more than \$560 million, the Convention Center Hotel is among the largest hospitality projects in the Midwest. While contract terms are still being finalized, Department of Community and Economic Development (DCED) staff completed most contract negotiations and related support in the past year, laying critical groundwork for the project to move forward.

Findlay Community Center

A new era dawns for the former OTR Rec Center, which will be transformed into a modern neighborhood hub for North OTR. The Findlay Community Center will include a gym, indoor pool, indoor track, roller rink, fitness areas, group exercise rooms, community and multipurpose spaces, childcare services, a rooftop athletic field, and an outdoor playground and dog park. The 2025 agreement executed by DCED includes the use of district TIF resources, a long-term \$1-per-year ground lease for City-owned property over 75 years, a New Markets Tax Credit structure with Fifth Third Bank providing \$6 million in NMTC equity, and more than \$8 million in private

philanthropic support from local organizations including the Haile Foundation and P&G Foundation. The project team has also submitted a federal HUD Community Project Funding request to support construction and programming. Construction began with a groundbreaking in May 2025, followed by excavation and underpinning through mid-2025. The facility is expected to follow an approximately 18-month construction schedule, culminating in late 2026.

Fourth & Walnut Center Hotel Conversion

The Fourth & Walnut Center is a major downtown redevelopment project led by Supreme Bright Cincinnati, LLC. The project involves converting the historic Fourth & Walnut Center, a former office complex listed on the National Register of Historic Places, into a 282-room hotel, 16 market-rate residential units, and a 242-car parking garage, creating a mixed-use, LEED Gold–certified development. While the City of Cincinnati is not providing direct capital funding, it granted a Commercial Redevelopment Area (CRA) incentive in late 2024 in recognition of the project’s anticipated impact on the urban core; the project had previously received a CRA in 2019, but construction was delayed due to funding gaps, rising construction costs, and COVID-19–related delays.

The Avant

The Avant is a major downtown adaptive reuse project led by Seventh Street Living, LLC, involving the conversion of an existing 27-story office tower at 36 E. Seventh St. into 162 market-rate residential rental units along with mixed-use space. The project also retains approximately 4,000 square feet of office space and 2,700 square feet of commercial space and is designed to achieve LEED Silver certification. The City granted a Commercial Redevelopment Area (CRA) incentive valued at \$591,670 and waived certain regulatory fees, supporting the project’s feasibility and advancing downtown revitalization goals. Now under construction, with developers expecting to begin marketing and leasing the residential units in 2026, the Avant represents the most significant downtown office-to-residential conversion currently in progress.

FC Cincinnati North Campus

Envisioned at roughly 1.27 million square feet, the FC Cincinnati North Campus project includes a full-service hotel, residential units, ground-floor retail and restaurants, an office building, a publicly accessible green space, and structured parking. In 2025, DCED approved a Property Sale and Development Agreement with West End Development, LLC, through which the City agreed to vacate and convey portions of the public rights-of-way—Wade Street, Kuhfers Alley, and Central Avenue—to enable full site assembly. These actions advance the project toward construction and unlock the site for redevelopment. The North Campus remains in pre-development and will help catalyze the Central Parkway Re-Imagined project (happening concurrently) forward.

Talbert House Crisis Center

The Talbert House Crisis Center in Avondale, now open, is a centralized hub for mental health crisis care, addiction treatment, outpatient stabilization, and primary care; when complete, the center will serve approximately 1,500 people per year. The facility was built with significant New Markets Tax Credit (NMTC) support alongside additional equity from Fifth Third Bank. The City of Cincinnati directly contributed \$1,027,097 toward parking lot acquisition and infrastructure.

In addition to these major projects, several neighborhood-based initiatives stood out as especially impactful this year, demonstrating visible results, community investment, and catalytic momentum. In the West End, new homeownership opportunities through Habitat for Humanity and the comprehensive West End Renewed program are supporting both residents and small businesses. Price Hill is seeing strengthened corridors through mixed-use reinvestment along Warsaw Avenue and the creation of new public space at Fable Pocket Park. In Avondale, community-focused development is taking shape with the Gabriel's Place adaptive reuse project and the completion of Thatcher Flats II, bringing new affordable housing to the neighborhood. Northside continues its long-term redevelopment strategy with major acquisitions through NEST and building stabilization projects that set the stage for future investment. College Hill is advancing revitalization through stabilization of the historic Hollywood Theatre and gateway enhancements along Hamilton Avenue. In Westwood, investments in youth- and family-serving facilities, together with public space improvements, continue to reinforce neighborhood momentum. Madisonville, Mt. Washington, and Pleasant Ridge are moving forward with commercial corridor reinvestment, safety improvements, and catalytic land acquisition that position their districts for future growth. Collectively, these efforts highlight the City's commitment to equitable, community-driven development.

Affordable Housing

Between September 2024 and September 2025, the City has executed several affordable housing projects with strong results:

- New units at/below 30% AMI: 33
 50% AMI: 103
 60% AMI: 82
 80% AMI: 40
 120% AMI: 399
- Total development costs: \$256,421,627
- Total City resources given: \$15,343,480
- Avg. development cost per unit: \$390,291

The three largest affordable housing projects are:

Alexandra Apartments (Walnut Hills – 83 units)

The Alexandra Apartments redevelopment transforms the historic building at 921 William Howard Taft Road into 83 senior rental units restricted to 50 % AMI or below. Originally built in 1904 and listed on the National Register of Historic Places, the building's architectural character while the renovation modernizes it for active older adults. The project spans multiple parcels, totaling 108,387 square feet, with a total development cost of \$28,121,831. Funding includes \$800,000 in direct City of Cincinnati capital.

Gloria's Place (OTR – 44 units)

Gloria's Place is a critical housing-first project spearheaded by OTR Community Housing to convert a currently vacant lot into a 44-unit development for people who are chronically homeless or at risk. The building will include a mix of 11 units at or below 50% AMI and 33 units at or below 30% AMI, along with on-site support spaces including case management offices and 24/7 wraparound services. The total development cost is about \$20.9 million, with the City of Cincinnati contributing \$2.5 million in HOME-ARP funding via its Public Housing Funding Opportunities (PHFO) program.

Thatcher Flats II (Walnut Hills – 36 units)

The Lincoln & Gilbert II redevelopment, also known as Thatcher Flats II, is a new construction project that expands Walnut Hills' affordable housing inventory. The project created 36 rental units, including 27 units at or below 50% AMI and 9 units at or below 30% AMI, and is designed to achieve LEED Silver certification. The total development cost was approximately \$13,502,571, with the City of Cincinnati contributing \$2,300,000 in combined funding from the Affordable Housing Leverage Fund and direct capital.

Uplifting Cincinnatians and Growing Wealth

The Office of Opportunity was established in April 2025, and I hired Tiffany Brown as the City's Chief Opportunity Officer. Since its inception, the office has also hosted five Morehead-Cain Civic Collaboration Scholars who supported early research, community engagement, and framework development. Together, this foundational work positioned the office to advance the City's Financial Freedom Blueprint with a focused, data-informed, and resident-centered approach.

Under this strategic direction, the Office of Opportunity has strengthened implementation of the Financial Freedom Blueprint by aligning partners, systems, and resources to expand access to economic mobility. Two significant initiatives demonstrate this progress. In partnership with Kroger, the office launched the Winton Hills Grocery Delivery Pilot,

designed to increase food access for families through grocery delivery in an underserved neighborhood. Additionally, through a collaboration with CityWise, the office implemented the CityWise Housing Platform, which provides real-time access to affordable and market-rate housing units and serves as a central resource for residents navigating housing options.

The Office of Opportunity also supports the United Way's Project Lift workforce development and financial coaching, IDA accounts, which offers the opportunity to for at least ten people to work toward homeownership by providing intensive mortgage education, budgeting, and real estate knowledge.

Meanwhile, the Office of Human Services (OHS), under the leadership of Deanna White, continues to fund and support several initiatives that make our communities stronger, safer, and more resilient. The Human Services Fund, pegged to 1.5% of General Fund Operating Budget revenues, delivered more than \$8.5 million in FY25 to projects that engender workplace development, youth gun violence prevention, and housing stability.

Over the past two years, OHS has added several new initiatives to its portfolio, including some that became fully online in 2024 and 2025. These include:

Medical Debt Relief

A new partnership with Undue Medical Debt has eliminated \$220 million in medical debt for more than 119,000 Cincinnatians, 84% of whom earn less than \$50,000 per year.

Access to Counsel

Since January 2024, 779 households facing eviction have received free legal representation via the City's Access to Counsel program, and 86% of those households have avoided displacement. The City remains the sole biggest funder of rent assistance in the region.

Children's College Savings Accounts

In collaboration with Fifth Third Bank, the City has enrolled more than 50 preschoolers into Ohio's 529 College Savings Plan with a seed deposit of \$153; families can earn \$400 more in the first year for meeting additional incentives.

Transgender Youth Mental Health and Safety Funding

In November 2024, Council allocated \$500,000 to fund projects supporting the physical and mental health of transgender and nonbinary youth. A successful RFP identified nine agencies to receive the first round of funding; projects include support groups, trainings, summer camps and retreats, and mutual aid.

OHS additionally funds the Boots on the Ground and Safe & Clean grant programs, which support small, community-based nonprofit organizations. Boots on the Ground, in partnership with Greater Cincinnati Foundation, awarded more than \$800,000 to 38 grassroots projects focused on public health, food access, homelessness prevention, and other urgent causes. Safe & Clean, administered in partnership with Keep Cincinnati Beautiful, funds youth-led and youth-supporting programs to prevent crime through environmental design. In 2024 and 2025, Safe & Clean funded 23 community-led projects that engaged more than 1,400 volunteers.

Finally, OHS administers the Impact Award, an annual grant created by City Council in 2024 to tackle systemic problems. The first Impact Award of \$2.1 million, deployed in summer 2024 and focused on homelessness prevention. The second Impact Award, announced in fall 2025, totals \$850,000 and focuses on food insecurity.

Investing in Our Youth

The City's Career Pathways Initiative (CPI) aims to build a future-ready workforce by providing young people with meaningful exposure to public service careers. Through a focus on outreach, employment, and financial empowerment, CPI positions the City as an employer of choice, showcasing the essential work we do and the people who do it.

From September 2024 through September 2025, CPI held outreach events with 54 high schools and 14 colleges and universities; presented at career fairs; and maintained more than 90 education and workforce partnerships. Over the same period, 315 young people were employed through the City's Youth to Work program at CPD, CFD, Recreation, ArtWorks, Groundworks, and Youth at the Center. 201 participants received financial literacy training with help from a \$20,000 Cities for Financial Empowerment grant.

Federal Grants

Following record levels of federal funding opportunities, the City concluded 2024 having secured funding for new departmental initiatives, including the Pro Housing program through HUD and innovative public safety collaborations between CPD and ECC. These exciting awards prove that all City departments are thinking strategically about how their programs can achieve more with expansive and diverse funding sources. Throughout the year, the Office of Grant Administration & Government Affairs (OGGA) continued supporting Departments with capacity building, grant technical assistance for writing and implementing new grants, and assisting Departments with grant management and compliance. The Office provided technical assistance to 11 Departments with active grant awards, developed standard operating protocols approved by federal agencies, and participated in federal audits of the City to ensure the highest level of grant performance and instill confidence for future funding opportunities.

In early 2025, the nation was confronted with a series of Presidential Executive Orders that threatened to freeze and revoke payments to grantees, including federal funds and awards that had been won by the City. In the time since, these threats have mostly been halted due to legal action initiated by various state and local governments, as the implications of a funding freeze on municipalities and their residents would be disastrous. The Executive Orders were the first in a series of changes enacted by federal leaders, which ultimately created uncertainty about the conditions and availability of federally funded programs.

As such, the activities of OGGA in 2025 focused heavily on developing internal frameworks alongside the Solicitor's Office to efficiently diligence emergent federal and state actions, modified regulations, policies, and grant agreements in ways that impact City programs and service delivery. Based on these ongoing analyses, OGGA and the Solicitor's Office provided real-time guidance and feedback to impacted Departments, City leadership, and external partners to find adaptive solutions and negotiation strategies to maintain all City allocations. In addition, this internal collaboration involved engaging City elected leaders and representatives of the City at State and Federal levels, to ensure those offices had a working knowledge of the implications to our City services and major projects. The Mayor and City Council advocated to Congress and the State General Assembly on positions that would protect City interests, including but not limited to activities that involved cuts to Medicaid, rescinded Inflation Reduction Act Tax Credits, federal funding freezes and government shutdowns, and more. Most recently, these efforts included OGGA and the Solicitor's Office partnering to have the City represented in litigation that would protect the City from grant terms imposed by the federal administration that courts have found to be improper.

All told, in 2025 the Administration had 14 direct awards for more than \$27 million and 15 subawards totaling \$137.8 million—a sum of 29 federal awards and nearly \$165 million in funding.

III. Thriving Neighborhoods

We are a city of neighborhoods, and each one deserves the attention, resources, and care to let every resident thrive. Under my leadership, this Administration takes care of our communities by investing in projects that improve safety, maintain cleanliness, empower residents, and build a more sustainable future.

Streets, Sidewalks, and Pedestrian Safety

The Department of Transportation and Engineering (DOTE) has operated under the Complete Streets mandate since December 2022. Complete Streets requires the department to improve pedestrian, bicycle, and other non-automobile safety features every time a street is built or repaved, or to explain why doing so is not feasible.

In 2024, DOTE added 1,291 safety measures; 258 traffic calming measures; and 109,567 square feet of new, repaired, or widened sidewalk. More than 45 pedestrian safety projects are slated for construction in 21 neighborhoods, with overwhelmingly positive feedback from community councils and individual residents.

Looking forward, Department of Transportation and Engineering (DOTE) will use more than \$66 million in grant funds to construct additional bike and pedestrian safety projects, including the Lick Run Connector Trail and new bikeways on Gilbert Avenue, Victory Parkway, and Central Parkway.

Green Cincinnati

The City has continued to advance its vision for a sustainable, equitable, and resilient future through the development and implementation of the Green Cincinnati Plan (GCP). Of the 129 strategic actions outlined in the GCP, 107 are in progress or already complete. Significant progress was made on multiple key initiatives, and carbon-emissions tracking indicates that Cincinnati remains on pace to reach its 2030 emissions reduction target.

A vendor has been selected to develop the dormant Center Hill Landfill to produce 10 megawatts (MW) of solar energy. When completed, this project will generate enough electricity to power 1,200 homes annually and reduce carbon emissions by 60,000 metric tons each year. Additionally, the City added rooftop solar at three new Department of Public Services (DPS) facilities and is now generating 102.5MW of renewable energy annually.

The City has incorporated more than 680 utility accounts into EnergyCAP software, enabling comprehensive tracking of energy consumption and billing. To guide future investment, energy audits of 65 facilities are underway, funded through the Energy Efficiency Community Block Grant.

The City made progress toward its fleet electrification goals, which aims to electrify 400 vehicles across municipal operations. The fleet now includes 84 electric vehicles that are active or on order, along with more than 130 hybrid vehicles that reduce fuel use and emissions. To expand charging capacity, the City finalized a contract to install 30 Level 2 smart chargers integrated with the Fleet Asset Manager system, allowing for real-time monitoring of EV performance and charging activity.

The Office of Environment and Sustainability's Seeds of Change program has funded 104 community-led climate solutions across 47 Cincinnati communities, with investments totaling more than \$500,000. With additional support from the Greater Cincinnati Foundation and Bloomberg Philanthropies, the program has invested in 29 youth-led community projects.

A Vibrant City

Our Special Events team works tirelessly to bring events to life—large and small, and across all City neighborhoods. From September 2024 to September 2025, the team issued 420 permits, including signature events like the Findlay Market Opening Day Parade, Flying Pig Marathon, Black Family Reunion, and Oktoberfest; as well as regular sporting events, parades, block parties, runs/walks, and more. The new Queen City Triathlon, sold-out Savannah Bananas games, the return of Red Bull Flugtag, and major concerts like Twenty-One Pilots and Teddy Swims were also highlights.

Building on our lifeguard recruiting efforts in 2024, we once again successfully opened all 24 City-owned swimming pools for the summer of 2025. To provide families with evening swim times and drop-in swim lessons, we extended pool hours and end-of-season closing dates at Filson, Hanna, Madisonville, Bond Hill, and Dempsey. This expansion was well received by patrons, especially those who work during the day and enjoyed visiting the pools after work with their children.

In a year of several exciting groundbreakings and ribbon-cuttings, one standout is the Oskamp Recreation Complex. The project, advanced with support from DCED and the City Manager's Office, broke ground recently and is now in the planning and design phase. Once complete, the site will feature an ADA-accessible loop walking trail, upgraded playground equipment, an ADA-compliant water fountain, sustainable landscaping, and resurfaced pickleball and tennis courts. This redevelopment converts an underutilized property into a high-impact public asset, expanding recreational opportunities and improving accessibility for residents of all ages and abilities.

One of the City Manager's Office's signature initiatives, Rock the Block, continues to bring our employees out of City Hall and directly into the communities we serve. The mission of Rock the Block continues to expand, with each event tailored to a different purpose: service projects, youth engagement, and neighborhood business support. From September 2024 through September 2025, Rock the Block has visited 13 neighborhoods and three schools.

The second annual City Manager's Pet Adoption Event, held in October 2024, partnered with SPCA Cincinnati and Cincinnati Animal Care to bring adoptable pets to City Hall Plaza and encourage responsible pet ownership. Eleven cats and dogs found homes or foster homes thanks to the event—a tangible benefit for these animals, and an illustration of the Administration's partnerships with local nonprofits.

We have once again 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. During the 2024-2025 school year, the City was the largest volunteer partner for Adopt A Class. The City activated

35 classroom teams mentoring 875 students at a variety of CPS schools. This mentoring partnership has provided students with firsthand career exploration opportunities with the City and provided our Team Cincy mentors with positive professional growth and leadership opportunities.

Litigating Quality of Life Issues

The Law Department continues to ensure accountability for those who diminish Cincinnati's quality of life. Since September 2024, 88 new cases were filed regarding 420 properties and 1,566 housing units. Combined with ongoing cases, the Law Department prosecuted litigation touching 1,022 properties and 3,062 housing units, almost 2% of the City's total housing stock. The casework resulted in closure of over 1,500 health and building violations. In addition, the Law Department processed 119 liquor applications and managed 113 chronic nuisance cases.

The Law Department has monitored Vinebrook Homes' compliance with our settlement agreement regarding its portfolio of hundreds of single-family homes. In the ongoing case regarding Williamsburg Apartments in Hartwell, the court-appointed receiver invested \$1,382,250 in repairs to the property. The complex was sold to a new owner with plans to invest an additional \$25 million.

In new litigation, the Law Department filed a case regarding crime and conditions against REM Capital, a Florida-based real estate investment company that owned five apartment complexes with more than 850 units. Ultimately, the case led to the coordinated transfer of four of the properties to new, better resourced ownership and payment of \$100,000 in penalties to the City by REM Capital.

In partnership with a group of tenants, the City initiated a case against Second Avenue, a real estate investment trust with more than \$2 billion in assets in 20 cities. Second Avenue owns and operates more than 200 single-family properties in Cincinnati. The City's case seeks to abate building and health code violations, remedy unpermitted work, and collect more than \$110,000 in outstanding civil penalties. The tenants seek to terminate unlawful business and eviction practices as well as predatory lease terms.

Finally, the City stepped into the housing crisis created by the collapse of Vision & Beyond. Vision & Beyond held more than 100 properties with almost 700 housing units when a foreclosure action was filed based on allegations of fraud. Vision & Beyond terminated its management and abandoned its properties. Without any apparent management in place to provide basic services such as utilities and trash collection, the Law Department filed a case and put the entire portfolio into receivership as a stop-gap measure to protect hundreds of households.

Coordinating enforcement to respond to crime and disorder, particularly violent crime, is also a crucial part of the Law Department's mission. The City's ongoing litigation against Rusconi's Bar resulted in its closure after it failed to comply with operational requirements imposed through a court order. Nightclubs at Envy Lounge, Legacy Lounge, and Miami Hookah were also closed through enforcement action over the last year.

In addition, the Law Department spearheaded new and innovative enforcement measures. In particular, the tools provided to the Health Department by the State of Ohio to enforce regulations around hookah and other smoking establishments had proved ineffective at gaining compliance. After consultation with the Ohio Department of Health, the Cincinnati Board of Health passed a resolution authorizing court actions to enforce the Ohio Smoke Free Workplace Act. This action was the first of its kind in Ohio and led to more robust enforcement actions, including against Bohemian Hookah, Vybez Hookah, Spotlight Lounge, Blu Café, Hookah Corner, Affinity Rose Lounge, and Gypsy Café.

The Law Department's health and safety work is not limited to enforcement actions. Support was also provided to legislative efforts that were initiated or supported by Council such as:

- Ord. 289-2025: Providing protection from retaliation to tenants and tenant organizers.
- Ord. 296-2025: Regulating the operating hours of hookah and other smoking establishments.
- Ord. 0096-2025: Providing civil enforcement options and cost collection remedies for nuisance abatement.

Law also drafted updates to Board of Health regulations and standard operating procedures related to swimming pools.

Our Utilities: GCWW

Greater Cincinnati Water Works (GCWW) continues to be a national leader in the utility sector. Its commitment to excellent customer service, technical innovation, and financial stewardship was recognized by industry groups, and GCWW launched or continued several initiatives to support its mission of providing the highest quality water to customers.

GCWW's signature initiative, the Water Main Replacement Projects and associated lead service line replacements, removed 1,640 lead pipes from the City's water infrastructure during FY25, constituting a reduction in health risks for citizens.

GCWW also coordinated efforts with the Stormwater Management Utility (SMU) and the Metropolitan Sewer District (MSD) to avoid billions of dollars in potential flood damage. A heavy rainfall event occurred over several days in April 2025, prompting SMU to activate the Mill Creek Barrier Dam. The dam pumped 10.4 billion gallons of water, and multiple floodgates were installed and reinforced with hundreds of sandbags at their base. These

efforts protected residential and commercial properties along the Mill Creek—including some properties in the Central Business District—which have a total value of \$3 billion. Proactive measures were also taken during the rain event by GCWW's Supply Division (shutting down the lowest wells at the Bolton Plant) and the Water Quality and Treatment Division (increasing chlorine levels and monitoring bacterial levels) to ensure the continued delivery of safe, high-quality drinking water.

GCWW also held its first Greater Cincinnati Water University event for local schoolchildren. More than 300 fourth and fifth graders from Cincinnati Public Schools attended the event held at the University of Cincinnati's Tangeman Center. Students learned about the value of water and the role it plays as a fundamental driver of economic stability, social well-being, and environmental health.

GCWW continues to serve not only the City of Cincinnati, but the greater Cincinnati area as well, providing water services to customers directly and wholesale water to communities and utilities throughout Southwest Ohio and Northern Kentucky. In 2025, GCWW expanded its water service to eastern Madeira and enhanced its partnerships with Butler County, Warren County, and the Western Water Company.

S&P Global once again affirmed GCWW's AAA credit rating, the top rating available, reflecting the utility's strong financial governance and strategic planning. Maintaining this rating allows GCWW to borrow at the lowest possible cost, enabling continued investment in safe, reliable water service for the City and the region.

Our Utilities: MSD

Metropolitan Sewer District (MSD) has secured regulatory approval to launch the next phase of its Wet Weather Improvement Program under the federal consent decree. Between 2025 and 2035, it will deliver seven major projects at the Mill Creek and Little Miami treatment plants—more than \$1 billion in critical upgrades. Together, these projects are expected to cut sewer overflows by 1.5 billion gallons, delivering measurable progress toward cleaner rivers and healthier waterways for our community.

MSD recently secured two major low-interest loans from the Ohio Water Development Authority, saving customers over \$100 million while advancing key sewer upgrades. A \$355 million loan for the new 700-million-gallon-per-day Mill Creek pump station will avoid about \$99 million in borrowing costs and boost treatment capacity during heavy rains.

MSD's Sewer Backup Program helps customers with recurring backups caused by limited public sewer capacity by designing prevention solutions tailored to each property. In FY25, MSD installed backup-prevention measures at 35 more homes, bringing the total number of protected properties to 1,431.

Helping Homeowners

The Department of Buildings & Inspections (B&I)'s inaugural Building Inspector Training Academy class completed their training in March 2025, adding 16 new inspectors. The second class of trainees was selected and began training in April 2025; incredibly, the department received 679 applications for just 25 openings, reflecting the value of the program, the strength of the department's recruiting efforts, and the desirability of this line of work.

Overall, B&I has achieved impressive performance improvements over the past year, including a 14% increase in enforcement of PLAP issues and an 8% increase in securing vacant structures. Plan review performance metrics have returned to pre-Covid levels, with 98% of initial commercial plan reviews completed within 15 business days and 97% of initial residential plan reviews completed within 10 business days (both exceeding goals of 90%).

B&I's Homeowner Assistance Repair & Building Order Remission (HARBOR) program helps residents maintain safe, functional, and livable homes. This self-administered, income-based housing repair program focuses on providing financial assistance for mild to moderate home repairs that might otherwise be unaffordable for homeowners. Over the past year, the HARBOR program has successfully assisted 24 homeowners across the city, improving the quality and safety of their living conditions. The repairs completed have ranged from essential maintenance tasks such as removing hazardous dead trees to more significant projects like repairing damaged roofs and addressing structural issues. By offering this support, the City of Cincinnati continues to strengthen neighborhoods, preserve housing stock, and promote stability for long-term residents.

The Neighborhood in Focus Avondale Rental Rehab Program (NIF Avondale) continues to make meaningful progress in supporting small-scale landlords who play a key role in providing quality housing in the Avondale neighborhood. Through the program, eligible landlords receive assistance with necessary repairs and property improvements that help ensure rental units remain safe, code-compliant, and comfortable for tenants. Participation requires landlords to complete the City's Rental Registration process for each of their units, as well as attend mandatory Landlord Education and Training sessions designed to promote responsible property management and long-term housing quality. Currently, a total of 13 rental units are enrolled in the program, with three projects fully completed and another four actively under repair.

Subway Tunnels: A Unique Opportunity

Our urban core sits atop an uncommon treasure: several miles of undeveloped, historic tunnels originally built to support a subway system that never materialized. My Administration boldly asks how we can breathe new life into this long-abandoned subterranean space and create something extraordinary for Cincinnati.

The physical and logistical challenges are numerous. The tunnels contain water and telecommunications infrastructure and are unventilated, mostly unlit, and generally unsafe for routine use. However, as the water main in the tunnels reaches the end of its useful life, we want to think about how to make a generational change to this long-underused asset.

We have already received creative proposals via a Request for Information process, including ideas for culinary and cultural spaces, transportation, and recreation. The next step is a Request for Proposals to identify the physical, economic, and regulatory needs of any future development. We have begun reviewing the RFP submissions and are excited to continue moving this project forward.

IV. Fiscal Stability

As we all know, the era of the American Rescue Plan Act is now over, as are the critical funds that came with it. Since becoming City Manager, my sole financial priority has been to carefully plan for a future—which has now become the present—that does not rely on or require significant cutbacks due to the loss of these funds. We have achieved that goal and more, aligning on budgets that improve services without spending money we do not have. But deficits are always in the forecast, so we must continue to embrace a spending philosophy that makes the most of every dollar.

Performance-Based Budgeting

The City has now completed its three-year transition to performance-based budgeting (PBB), a necessary and direct linkage between the City's performance management and budgeting processes. The Office of Performance and Data Analytics (OPDA) began the PBB process by working with each department to develop service catalogs, then collaborated with the Budget Office to map the City's operating budget based on service groups.

PBB incorporates three separate but linked processes to provide the necessary information for budget development:

1. **Executive Finance Review:** The Department of Finance helps departments review City revenue streams, including fees and charges for services, to ensure they are fiscally appropriate.
2. **Executive Performance Review:** OPDA works directly with departments to gather and understand performance management metrics, with a focus on fiscal efficiencies.
3. **Executive Budget Review:** A revamped collaboration between department leaders and the City Manager's Office to review, discuss, and tentatively approve specific budget exceptions, based on the information gathered in the first two processes.

Because budget development for FY26 required reductions to close a General Fund operating budget deficit, PBB was instrumental in making informed budget allocation decisions necessary to close the gap.

New Finance Director

Karen Alder, the City's Finance Director, retired at the end of March 2025 after a 33-year career at the City. In preparation for that material transition, the City Administration recruited and hired Steve Webb to become the City's new Finance Director. Director Webb came on board with a wealth of experience, including previously serving as the Finance Director for the City of Covington. A smooth transition between Director Alder and Director Webb allowed for continuity of services without issue, and Director Webb has settled into his new role and begun leading strategic changes to continue to improve internal and external service delivery.

Bond Rating Affirmed

The nation's two top bond rating agencies, S&P Global Ratings and Moody's Investors Service, have affirmed Cincinnati's AA bond rating with a stable outlook, reflecting no change from the City's previous rating. Both credited the City's leadership team and fiscal management, with S&P specifically praising "Strong financial operations...guided by a sophisticated management team with well-established long-term planning and financial management policies and practices." The City bonds various capital projects each year, such as fleet, facilities, paving, and construction. A downgrade in the city's bond rating would result in higher costs for these core components of the City's service delivery.

Cincy On Track

Disbursements from the Cincinnati Southern Railway (CSR) Infrastructure Trust began in FY26, with the first annual disbursement totaling \$56 million. A formal methodology for CSR resource allocation decisions has been rolled out to departments, with criteria including:

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

Departments have been asked to do more in-depth planning for capital projects and to specifically request projects that address deferred capital maintenance; additionally, projects funds should be allocated in phases where possible to separate development costs (planning and design) from construction costs. Departments continue to provide sub-project detail and identify beneficiaries for CSR funded projects. These enhancements to capital budget

development planning enabled a more thoughtful and detailed allocation of resources for the City Manager's Recommended FY 2026-FY 2027 Biennial Capital Budget.

At my direction, the Division of City Facilities Management (CFM) began providing capital project management services for the Cincinnati Health Department at the end of FY25. Prior to this change, the Health Department did not have staff dedicated to running capital projects to address their facilities' needs, making them unable to quickly deploy their capital resources. With assistance from CFM, Health capital projects have begun to move quickly toward deployment, including several Cincy on Track projects, such as the Northside Health Center renovation, Burnet & King Elevator replacement, Price Hill Health Center Renovation, and Bobbi Sterne Health Center basement structure repair. CFM was able to provide these services within their existing staffing resources.

At the beginning of FY26, I established a multi-department collaboration to quickly deploy Cincy on Track projects and better understand departments' roadblocks and potential challenges. The group includes DPS, Health, Recreation, DOTE, Parks, and Procurement, with each department providing regular updates on project statuses, next steps, and estimated completion dates.

Optimizing Revenue

Last 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, historical context 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 that additional service delivery expenses are accounted for.

One success of this new program is parking violations. Through increased enforcement and program optimizations, the city has realized over 20% growth in parking fine revenues year over year and is tracking for double-digit percentage growth again in the current year.

Another opportunity that was identified through this process is Ground Emergency Medical Transport (GEMT) fee-for-service enhancements. Section 5164.96 of the Ohio Revised Code enables the Ohio Department of Medicaid to make supplemental Medicaid payments to eligible emergency medical services organizations for providing ground ambulance services to individuals who are eligible for fee-for-service Medicaid. These supplemental payments are intended to help defray the uncompensated costs of providing ground ambulance services to FFS-Medicaid-eligible people. The City completed the application process in May 2025. The program is billed annually by fiscal year, with the city's first eligible payment expected in November 2026. This program is estimated to generate upwards of \$6.3 million of incremental Medicaid revenue annually.

Since the Admission Tax code was established, the means of charging for, selling, and reselling event tickets have changed dramatically. In 2024, 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 through numerous marketplace facilitators. 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 have resulted in an incremental \$1.1 million of admissions tax revenue in FY25.

Fleet Innovation

The Fleet Services Division, in collaboration with OPDA, has successfully innovated operational processes, contributing to substantial cost savings. This partnership has contributed to a full-time staff member housed within ODPA and data analysis support, increasing capacity and expertise within the City.

The on-road fleet is currently at 88% compliant with maintenance intervals against a goal of 90%. As vehicles are determined not fiscally responsible for repair, there is now a process for backfilling these with usable vehicles (that do not require significant repair) that would have historically been sold via public auction. In addition to saving money, this new process improves overall fleet efficiency, as the City can immediately deploy vehicles already in its possession rather than procure new ones.

Meanwhile, a dashboard is now used to better understand the fleet's replacement lifecycle status citywide. The dashboard ensures that Fleet Replacement Capital funds are spent in areas that most urgently require investment. Finally, vehicle utilization is a priority, with underused vehicles being identified and evaluated for movement to different departments and work groups.

V. Excellent & Equitable Service Delivery

Different residents experience City services in different ways, but one thing is always the same: my expectation for our public servants. Whether it's collecting trash, maintaining greenspace, filing paperwork, administering healthcare, or any other task, the work our 6,000+ employees do should be second-to-none. We must all strive to deliver the service we would expect to receive.

311Cincy: All-in-One Customer Service

311Cincy remains the City's one-stop service for customer service requests, questions, and complaints. Residents and visitors can call 311, visit 311cincy.com, or use the 311Cincy mobile app.

In fall 2025, the City deployed a new customer service request structure to improve coordination between departments as teams work together to resolve issues. The service request dashboard has been redesigned to give departments clearer visibility into performance trends as well as operational tools to monitor close-out comments. Monthly reports now provide department directors with detailed insights by department, division, and request type, while departmental liaisons analyze performance trends, highlight successes, and identify issues that may have hindered response times.

OPDA builds on these insights by conducting deeper analysis and sharing findings with the 311 User Group, spotlighting cross-departmental transfer trends and opportunities for improvement. At the executive level, the City Manager's Office receives a monthly report with OPDA's analysis, ensuring leadership remains fully informed of departmental performance and service delivery outcomes.

Following historic snowfall in early 2025, it became clear that the City needed to make bold, strategic investments in technology, equipment, fleet readiness, and operational improvements to strengthen our response to severe winter weather. The FY26 budget prioritized investments into DPS, and behind the scenes, OPDA created a multi-department team to completely overhaul how the City manages snow removal.

The result is a leap forward in routing communications—the transition from outdated paper maps to advanced, in-cab tablet navigation and route assignment tools. This ensures that every City-maintained street within city limits is systematically included in winter operations. Complementing this innovation, the dispatch system and the resident-facing Snowplow Tracker have been modernized to deliver near real-time visibility. Residents can now track pre-treatment, salting, and plowing activities at the street level, fostering transparency and trust in City services. To further strengthen operational readiness, a dedicated Fleet Manager dashboard was developed, providing clear oversight of preventative maintenance and winter outfitting progress across all vehicles. This proactive approach ensures that the fleet is fully prepared before the first storm of the season.

Finally, the City has long recognized the need to strengthen its approach to beautification and litter removal. Over the past year, significant progress has been made to transform this service area into a more data-driven, efficient, and resident-focused operation. Through collaboration between the City Manager's Office, DPS, and B&I, leaders now have a clearer, real-time understanding of service delivery volume and performance. Together, the City is

aligning operational goals with innovative strategies to optimize DPS's Neighborhood Operations Division, ensuring resources are deployed more effectively.

Technology Improvements: CAGIS and OnBase

For several years, the City has been working to implement approximately 70 work types into the CAGIS Edge-Accela Civic Platform, supporting the work of B&I, City Planning & Engagement, and Law (Administrative Hearings Division) to drastically reduce red tape for the building and development industries. In January 2025, more than a dozen workflows, including Coordinated Site Reviews and all City Planning applications, are now available online using CAGIS Edge, also called CAGIS ezTrak.

The following month, Hamilton County Planning and Development went live with more than 30 workflows in the same software system. Now that the system is in place, all Hamilton County buildings, earthworks, floodplain, storm water, subdivision, and zoning permits are fully digital. The new digital system eliminates the need for customers to visit downtown offices, resulting in time and money savings. This enhancement represents a major milestone in modernizing how contractors, developers, residents, and businesses interact with both the City and the County, making the submission and tracking of applications for projects easier and more efficient.

These accomplishments set us up for further progress next year as we continue to modernize our services within B&I while expanding the rollout to include the Cincinnati Health Department.

The City's expanded use of OnBase continues, with Procurement, Law, Economic Inclusion, Income Tax, and the City Manager's Office already using the technology to improve efficiency and transparency. More recently, OnBase solutions have been built to support the leveraged support process, the needs of the Office of Grant Administration, assignment management for Buyers in Procurement, and Economic Inclusion's goal determination and prevailing wage workflows.

Community Engagement

The City Manager's Community Engagement Policy went into effect on September 3, 2024. Since that time, the Department of City Planning & Engagement's two Community Engagement Specialists have focused on training City staff on the new policy, developing a team of Engagement Champions across departments, and continuing to strengthen relationships with people and organizations in the Cincinnati community.

The original training module for City staff was taken by nearly 1,300 employees and is supplemented by the online Community Engagement Resource Guide. Fifty-three City employees have volunteered to be Engagement Champions for their departments—receiving

deeper training, connecting with other Engagement Champions, and changing the culture of community engagement within their teams.

Performance Management Program

The performance management program has grown over the past year, with Performance-Based Budgeting fully off the ground and more dashboards in use overall. In 2024 and 2025, OPDA created dashboard management tools for Fleet Services, CFD, B&I's PLAP portfolio, Economic Inclusion, CRC operations, and winter weather operations. Citywide views of reports have nearly doubled year-over-year, from 134,487 total views in 2024 to 229,177 total views in 2025 (and more than tripled when compared to 75,402 total views in 2023). This dramatic increase in total views over two years is a direct result of the strategic implementation of OPDA services and active partnerships strengthened across the City, ultimately leading to operational efficiencies and cost-savings.

Improving Procurement

Laura Castillo was appointed Interim Director of Procurement in April 2025, and the department launched the 100-Day Procurement Reform Plan two months later in June. Intended to modernize and streamline the City's purchasing processes, the 100-Day Plan has delivered high-impact improvements that increased transparency and collaboration across City departments.

Key accomplishments include:

- Creating a new interactive tool to visually map the City's procurement process and allow employees to better understand which procurement options are right for their needs.
- Hosting three listening sessions to identify barriers and gather input from departments.
- Developing standardized buyer training and finalizing procurement liaison assignments across departments.
- Conducting joint training sessions with Law, Finance, and Economic Inclusion to improve collaboration and ensure compliance alignment.
- Updating the three-quote form to avoid common errors and streamline documentation.
- Extending the Professional Services Pilot Program for an additional year to evaluate long-term impacts.
- Increasing PDQ, P-Card, and Travel Card thresholds to provide departments greater flexibility for small and time-sensitive procurements.

Management Priorities

In 2023, 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*

To better understand our workforce, the City is working with The Segal Group to conduct a Classification & Compensation Study. This comprehensive process, which involves extensive employee surveying, will ensure that the City’s job classification and salary structures are accurate, relevant, and up to date. When the study is complete, we can make informed decisions (if necessary) to update classifications and responsibilities, modify pay practices, and develop promotional pathways; also, the study will give us new tools to hire for hard-to-fill positions.

In addition to the new classification study, the City Manager’s “temp check” survey, sent annually to all City employees, was recently deployed for the third year. After gathering and analyzing the results, we will now be able to understand significant year-over-year trends for the first time. The temp check survey is a crucial tool for me to understand the state of the workforce: what do our 6,000 public servants want, need, and wonder about? Do they feel safe and comfortable to be themselves at work? What does working for the City mean to them? By understanding employees’ answers to these questions, my Administration can continuously improve the City of Cincinnati work experience.

To recognize our public servants and sustain morale, the City Manager’s Office provides a variety of teambuilding activities, opportunities for fun and relaxation, institutional support for Employee Resource Groups, and other efforts to take care of Team Cincy. Highlights include spirit days for holidays and sports teams, the second annual Inflatable CMOlympics, a breakfast celebration for Public Service Recognition Week, the City Manager’s Excellence in Service awards, and the renovation of the City Hall break room.

Major hires in 2024 and 2025 include two Interim Assistant City Managers (January), Interim Director of GCWW (January), Interim Director of DOTE (January), Director of Finance (March), Interim Director of Procurement (April), Interim Director of Economic Inclusion (April), Chief Opportunity Officer (April), Director of Public Services (June), Director of Citizens Complaint Authority (August), the creation of an additional Deputy Director role in DPS, and chief of staff appointments in DPS, GCWW, and CFD.

Major hires are supplemented by major changes in department structure and responsibilities. Parking Enforcement was strategically moved to the Department of Public Services, improving alignment with street operations and freeing resources in DCED. The Cincinnati Retirement System transitioned to the Department of Finance, centralizing oversight,

improving transparency, and aligning retirement operations with broader fiscal planning and risk management. And OPDA now manages the City's CAGIS responsibilities to better integrate mapping and spatial data capabilities into citywide performance management.

Providing employees with meaningful professional development opportunities has been a priority since I became City Manager. I take pride in providing my executive team and directors with tailored leadership training throughout the year to focus on strong, efficient leadership. This year, I expanded this leadership training opportunity to include emerging leaders in our middle management divisions, addressing a common request from the first two "temp check" surveys for additional professional development opportunities.

The City Manager's Office and Department of Human Resources led a comprehensive update of key internal policies, including:

- Employee Resource Groups (3.14) – Provides structure and guidelines for ERG formation and sustainability
- Political Activity (2.2) – Clarifies employee participation boundaries
- Work Week (6.8) – Standardizes scheduling policies
- FMCSA Drug & Alcohol SOP – Ensures federal CDL compliance
- Financial Disclosures – Aligns City and State reporting requirements
- Nepotism (2.7) – Revised in response to recent inquiries
- Parental Leave (4.7) – Provides clarification based on rollout feedback
- Salary Decrease (6.11) – Updated to reflect alignment with Municipal Code
- On-the-Job Injuries (Chapter 7) – Revised with Risk Management input to streamline claims handling

Two new and important committees were established over the past year. The Inclusive Recruitment Committee prioritizes hard-to-fill positions; assists departments with faster hiring for critical roles; and has shifted the City's recruitment approach from broad marketing campaigns to highly targeted efforts. The AI Governance Committee was formed under the City's IT Governance framework to guide responsible and ethical adoption of artificial intelligence, beginning with an AI Roadmap for future implementation.

This fall, the City was a recipient of Opportunities for Ohioans with Disabilities' 2025 Governor's Inclusive Employer Award.

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

2025 was an important and busy year for collective bargaining negotiations. The City successfully completed negotiations with AFSCME, CODE, Cincinnati Building Trades, and the Teamsters over the course of the last year. During these negotiations, the City worked collaboratively with our labor partners to ratify contracts that balance generous benefits for employees with the City's overall fiscal stability. The City was able to reach these agreements

without relying on fact finding or conciliation, a testament to our strong relationships with labor partners.

The City revamped internal processes leading up to negotiations to ensure all City departments were able to provide valuable input. We also held biweekly sessions with the City Manager's Office, Department of Human Resources, Office of Budget and Evaluation, Finance, Law, and Communications to ensure all parties were aligned as negotiations progressed.

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

The Strategic Initiative Execution Teams (SIET) program is the City's enterprise framework for managing cross-departmental projects. Designed for efficiency and overseen by OPDA, SIET ensures that strategic priorities are translated into measurable, coordinated, and sustainable results. This year, SIET established two new focus areas—employees and technology—to expand its reach and better assist in reaching the City's strategic goals.

More broadly, OPDA regularly partners with departments to provide data analysis, curated reports, and dashboards, while also supporting the development of process improvements.

The Futures Commission has played a key role in elevating conversations regarding the City's strategic alignment with major partners. Through this work, we identified our collaboration with The Port as an area for improvement, especially regarding more efficient coordination and clearer lines of communication. As such, we streamlined our operating agreement structure with clearly defined roles and expectations and established a defined list of priority projects that align with the Mayor and Council's vision for the City Manager to execute; additionally, the contract was moved from DCED oversight directly to the City Manager's Office. Highlighted priorities include the redevelopment of Midpointe Crossing, focused development activity in Uptown, housing development in Sedamsville, and brownfield and predevelopment work in Camp Washington. The new framework provides an opportunity for the City to give clear and timely feedback on how our partners use the resources we provide them.

The City has modernized its public safety testing process through a new contract with IOS, which now includes individualized candidate feedback, structured oral interviews, and DOJ-focused scoring impact analysis. These updates enhance transparency, reduce litigation risk, and ensure a fairer experience for applicants. The Civil Service Commission held a public hearing and revised Rule 6 "Examinations," Rule 10 "Promotions," and Rule 17 "Appeal to the Commission, Hearings, and Commission Action." The civil service exam process was further enhanced by adding a resource library, revising candidate notice templates, and improving the eligibility list tracking report.

DCED workflow updates that allows the City to more quickly and efficiently deploy development funding. Streamlined NOFA and LIHTC processes, as well as additional funding, helped nearly triple the number of new/preserved City-funded affordable housing units between 2024 and 2025. Meanwhile, a recent internal audit of the REDI Cincinnati contract identified areas where documentation, oversight practices, and performance reporting could be strengthened. In response, DCED actively incorporated all recommended improvements into REDI's new contract.

This year, OPDA launched a payroll administration project to identify and reduce pay errors. By standardizing payroll processes, tightening approvals, and cleaning data at the source, we have reduced cycle time, increased on-time confirmation, lowered overtime, and seen fewer missed/returned payments.

Relationship and Collaboration with Council, Mayor, and Community Partners

In partnership with Morgan Sutter, Director of Grant Administration & Government Affairs, we expanded our lobbying and engagement efforts to directly include City Council offices. Since launching this initiative, we have held office hours briefings twice per month, attended regular weekly meetings with Council aides to review Committee agendas and field questions, and proactively asked Councilmembers about the topics they want to engage with as they shape their future policy priorities.

I continue to think creatively and implement new approaches to define best practices when communicating with elected officials. We have expanded the capabilities of our RAVE system to share emergency alerts directly with the Mayor and Councilmembers. I've also worked with my team to tailor specific communications approaches depending on how elected officials best receive information. This work advances our commitment to transparency, responsiveness, and high-quality service delivery.

Communication (Internal and External)

A vital function of City government is sharing critical and necessary information with the public that we serve. As City Manager, I have empowered my Communications staff to expand services, create clear systems for information sharing, and prioritize proactive communications both internally and externally.

That began with a Strategic Communications Plan executed in Summer 2024, which has provided a comprehensive resource guide to all communicators in the City to ensure consistency in our approach and clarity of messaging. We have expanded upon that by investing in our communications infrastructure and renovating our main conference room and press space. Room 115 on the first floor of City Hall serves several functions. It is the largest meeting room in City Hall and, therefore, is where we host external parties for collaborative meetings, officiate internal meetings, and bring members of the media for press

conferences. However, it had not been updated in more than 20 years and was not able to effectively accommodate the needs of our employees and residents.

The renovation project, in collaboration with the Mayor's Office, focused on optimizing the space and integrating new technology that would provide better information sharing and communication. The room received a physical overhaul with new flooring, paint, sound cancelling panels, and furniture. More importantly, we installed all new technology enabling the City to conduct Teams meetings in the room with parties who are not physically present, as well as adding large monitors to create better lines of sight for presentations. The City also prioritized accessibility, including resources for visitors who may require an audio device to participate. The result has been transformational. The room now enables the City and our partners to better communicate and is a strong representation of the City when featured in press conferences.

Additionally, the City Manager's Communications Staff help to oversee public records requests submitted to the City and personally handle all records requests submitted by our media partners. To date in 2025, the City has received more than 3,500 public records requests via the online GovQA portal (this excludes all requests submitted to CPD via their separate portal), including 227 requests specifically from members of the media. The Law and Communications teams collaborate to manage this workload, liaise with departments to identify records, communicate with requestors to seek clarification, conduct searches of emails and other communications, and ensure that all requests are completed in a timely manner.

Conclusion

Three years into this work, I remain grateful for the trust placed in me and remain clear-eyed about the responsibilities that come with it. Leading a city means facing challenges that arrive without warning and managing systems that must continue functioning even under strain.

This year tested us. We saw crime increases in our busiest neighborhoods, emerging financial pressures, and historic events—from infrastructure emergencies to severe winter storms. These moments did not merely challenge our systems; they revealed where they were strong, where they required refinement, and where innovation was overdue. Those lessons are informing and already shaping how we plan, respond, and staff for the years ahead.

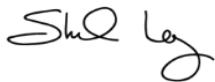
What continues to make a difference is the working relationship between Council and the Administration. We have built processes that allow us to communicate directly, adjust plans when conditions change, and stay focused on outcomes rather than headlines. That approach

has helped us move through complex moments with steadiness, and it will continue to guide us.

In times of ease, partnership between Council and Administration is beneficial; in times of strain, it is indispensable. I am grateful for your continued collaboration and for your willingness to provide productive input on how we govern. Thank you for your partnership over the last three years.

I would also like to thank our Assistant City Managers, Chief of Staff, Communications team, and department directors for supporting the development of this report.

Most importantly, I want to acknowledge them and the thousands of City employees who show up every day to deliver essential services across Cincinnati. You are the reason Cincinnati is the unique, wonderful place it is, and you are the reason that I take such pride in being City Manager.

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

Sheryl M.M. Long