CINCINNATI DEPARTMENT OF HEALTH

Master Plan Report

October 26, 2023





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EXECUTIVE SUMMARY

CINCINNATI HEALTH DEPARTMENT: MASTER PLAN



Project Goals and Guiding Principles

- Assess facilities for infrastructure and functionality within the Cincinnati Health Department
- Determine current and future needs throughout the programs provided by CHD
- Identify capital improvement needs within existing facilities and consider opportunities for new facilities when needed
- Provide a prioritized Action Plan, based on CHD's established priorities, that articulates the level of need, urgency, and the costs





ACKNOWLEDGEMENTS



We would like to thank the following people whose involvement and input was vital to this master plan:

Aaron Vincent	Cari Van Pelt	Kimberly Wright
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Adrienne Sirbu Charles Moore Lauren Thamann-Raines

Alvenia Ross Dale Gregg Mark Menkhaus

Angela Mullins David Miller Maryse Amin, PhD

Angela Robinson Denise Murray Michelle Daniels, DNP

Angela Uran Denise Saker Nancy Carter

Anna Novais Edward Herzig, MD Rashmi Aparajit

Annie Mincey Eric Washington Richard Singleton

Anthony Hill Geneva Goode, DNP Robert Smith

Antonio Young Grant Mussman, MD Robin Anderson

Arminda Allen Harry Barnes Ryan Baumgartner

Ashanti Salter John Dunham Stacey Wills

Beth Gay John Sanders Tiffany White

Betsy Buchanan Joyce Tate Tim Collier

Brenda Waldron Kimberly Jackson Tunu Kinebrew



EXECUTIVE SUMMARY



Cincinnati Health Department (CHD) engaged Jensen Partners and Moody Nolan to complete a strategic master facility plan (MFP). The department operates six Community Health Centers, one free-standing dental clinic, and 13 school-based health clinics. CHD also has three administrative sites as a part of the portfolio.

The options or bundles for the MFP were generated based on several factors.

- Several buildings need significant investment for deferred and ongoing maintenance
- Administrative functions are dispersed, inefficiently utilizing space, lacking economies of scale, missing out on collaborative opportunities, and have duplication of shared spaces
- Several health centers are reaching capacity in the next 10 years
- Several health centers require renovation to update space for team care model, and ability to add other services such as pharmacist consultations
- Misalignment of facilities locations and the patient populations being served

The bundles provide some flexibility in choice based on a few open items such as the divestment process of city buildings, the ability to gain approval from community partners for any anticipated moves and any new location still meeting a designated health shortage area as defined by HRSA.





Executive Summary



The chart below outlines the bundles from which to choose. Cost analysis is included in the report for the status quo and each bundle to help support CHD's final decision. The administrative consolidation is included in each bundle.

Building	Ownership Status	Universal Cluster – Admin. Only	Bundle 1 – Space Utilization / Capacity	Bundle 2 – Efficiency / Economy of Scale	Bundle 3 – Unify Brand / Space Constraints	
Community Health Centers						
Bobbie Sterne - Clinical	Owned	Maintain Existing Location	Divest; Downsize – New Location - Downtown or West	Divest; Achieve Scale -	Divest; Downsize – New Location - Downtown or West	
Price Hill	Owned	Maintain Existing Location	Maintain Existing Location	Combined in New Location between Existing Sites	Divest; Expand Capacity, Minimize Investment – New Location in Neighborhood	
Northside	Owned	Maintain Existing Location	Maintain Existing Location	Divest and Exit Lease; Achieve Scale – Combined in New	Divest; Minimize Investment – New Location in Neighborhood	
Millvale	Leased	Maintain Existing Location	Exit Lease; Create Capacity - New Location – More West than Current Site	Location Between Existing Sites	Exit Lease; Create Capacity - New Location – More West than Current Site	
Ambrose Clement	Leased	Current Location	Current Location			
Braxton Cann	Leased	Current Location		Current Location		
Administrative Buildings						
Burnet and King	Owned	Divest; New Admin. Bldg.		Divest; New Admin. Bldg.		
Muhlberg	Owned	Divest; New Admin. Bldg.		Divest; New Admin. Bldg.		
Bobbie Sterne – Administrative	Owned	Relocate Programs; New Admin. Bldg.	Relocate Programs; New Admin. Bldg.			
Program Buildings						
Crest Smile	Leased	Exit Lease; New Location – Ambrose Clement	Exit Lease; New Location – Ambrose Clement			
Lead Program – Millvale Rec. Center	Leased	Exit Lease; New Admin. Bldg.		Exit Lease; New Admin. Bldg.		





PROJECT BACKGROUND AND APPROACH

CINCINNATI HEALTH DEPARTMENT BACKGROUND



The Cincinnati Health Department (CHD) was founded in 1826 and serves the people of Cincinnati. The department has six Community Health Centers that saw 87,000 total visits from 25,000 patients in fiscal year 2023. In addition to these clinics, CHD also operates one free-standing dental clinic and 13 school-based health clinics, five of which also have dental services and two that have vision services.

The goal of the department is to build and maintain a healthy and safe community. CHD also supports healthy living environments and works to reduce health inequities, like food insecurity and poverty. This system mission is complementary of the CHD values, which also highlight excellent patient care and the importance of supporting access to healthcare:

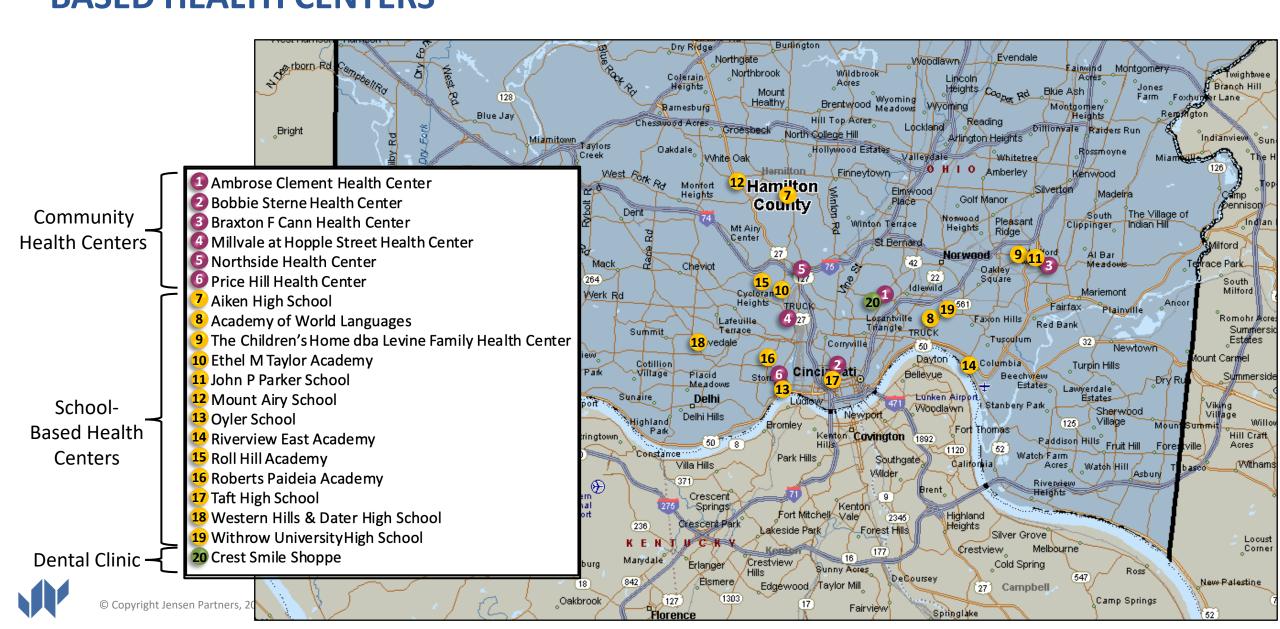
- Collaboration
- Commitment
- Accountability
- Quality
- Health Equity and Access

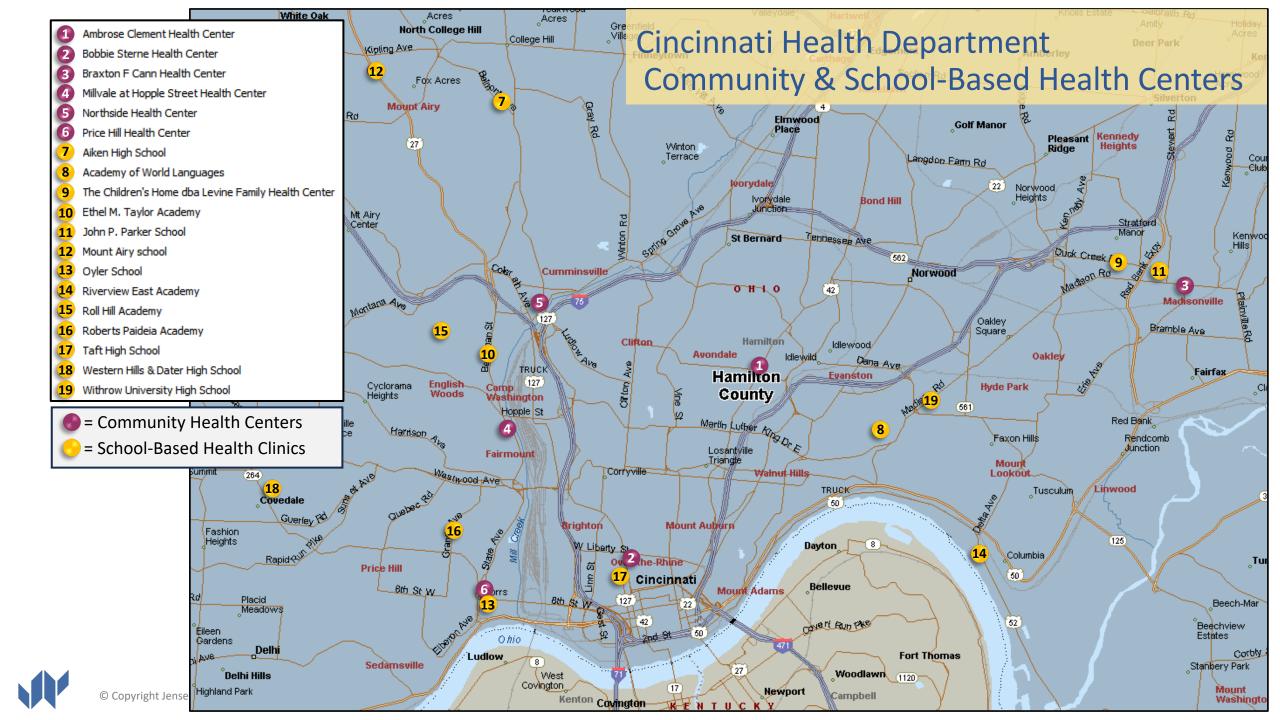




CINCINNATI HEALTH DEPARTMENT COMMUNITY & SCHOOL-BASED HEALTH CENTERS







WORKPLAN



Workplan:				span till	August	<u></u>	adilitie	- IVIGS	Septembe	r			October					
Week of		17	24	31	August 7	14	21	28	3eptembe	11	18	25	2	9	16	23	30	
Work Sessions	•	•	•	•	•	•	•	•	•	*	•	•	•	•	•	•	*	
& Strategic		er Engagem	ent, Workin						Strategic A	lignment					Strategic A	lignment		
		Utilization	trics, and Co	onstraints			♦											
Assessment:	Site Flow, I		Parking, Acc	nd Space Ut cessibility, C						♦								
Market Analysis					Demograp Service Lin Metrics &	e Opportur	nities			♦								REPORT
Needs Assessment					Issues & O		Needs/Urg es Impacting vements			♦								R
Development of Alternatives								Specific N	of Investmen Needs, New R s for New Fac	esources, Si		ements,	♦					
Recommen- dations												Action Pla		g Capital In	Master Plan nprovement Costs		♦	
Schedule & Budget	Budget Par	rameters							Preliminar Alignment						al Cost Estim		♦	
Executive Team Review & Approval	Review					Review			Review/ Approve			Review/ Approve			Review/ Approve		Approve	





PROJECT APPROACH



Cincinnati Health Department engaged Jensen Partners and Moody Nolan in July 2023 to develop an integrated master facilities plan, which provides an actionable (5-year) and a directional (10-year) roadmap that prioritizes the necessary activities to position itself for success in meeting the community's needs. The roadmap lays out the prioritized activities, timeline, phasing, and the needed capital to achieve a successful implementation. Jensen Partners and Moody Nolan analyzed the sizing, location, functionality, and infrastructure status of facility conditions and identified opportunities to improve clinical, administrative, and public health programmatic workflows and facility maintenance.

The 115-day master plan study began with site visits of each community health center, administrative building, and most of the school-based clinics. The market assessment included a detailed look at the demographics of the service area based on the patient origin data for each of the services being provided by CHD. Social determinants of health, HRSA underserved areas, and public transportation services maps were reviewed for the existing service area. A drive time radius was overlaid on each community health center to understand potential overlap and gaps in service.

The market assessment took into consideration how a shifting population in the Over-the-Rhine region of Cincinnati would change the need for healthcare services.

During the situation assessment, an infrastructure and functional assessment was completed for each facility. The infrastructure assessment reviewed the condition of each facility including shell and core, interior, code compliance, mechanical, electrical and plumbing utilities, and overall site conditions. The infrastructure assessment was reviewed and validated by CHD leadership and key facility leads. The functional assessment focused on the use of space, workflow, team room design, access, aesthetics, capacity for growth and adequate ancillary and support space.





PROJECT APPROACH



The planning process included an extensive review of the system's facilities, the current operational utilization, projected revisions for a future model of care and volume projections. The current state assessment incorporated an infrastructure and functional assessment of each community healthcare center. The market assessment focused on the demographics of CDH's total service area and took into consideration a shifting population with marginal growth projected across the city.

The needs assessment identified opportunities for the consolidation of public health programs to a central location, providing better workflow amongst the department and better access to the community. For the community health centers, an internal target of 1,750 annual visits/exam room for clinical visits and 1,625 visits/operatory for dental visits has been incorporated for future planning. This metric projects the number of patients who can be seen on average in an exam room in a year, assuming six patients/day/exam room in clinics. Determining the growth rate for the next ten years is essential when rationalizing the numbers and sizes of the facilities. Population change, demographic shift, disease prevalence, advances in care management, and evolving technology all contribute to the overall growth rate. Across the

CDH community health center service area, the overall ambulatory needs are projected to increase a moderate amount (17.1-18.0%). For the school-based health clinics, there is a more modest growth anticipated (1.5-3.5%).

Recommendations for adjustment to the location of services offered by CHD are included in this report





PROJECT ORGANIZATION



The Steering Committee mad up of CHD leadership guided the approach to planning and stakeholder engagement. Additional input from individual program leadership teams was critical in defining the process and directional priorities. A smaller, working core team was engaged to support project scheduling, logistics, and communication.

Jensen Partners, Moody Nolan, and the Steering Committee defined a project approach based on the approach that broad experience, influential leadership, and open communication are required for successful planning. Furthermore, this approach to planning and executing decisions around matters of space can secure support and enthusiasm for programs and leadership that are critical to the successful implementation of plans. Accordingly, series of work groups were established with progressive work sessions occurring about every three weeks over four months. This pace of planning allowed for progress and continuity in work group engagement, and the time necessary for plans to be refined and developed between work sessions.

The Jensen Partners and Moody Nolan team, along with the core planning team, facilitated a series of work sessions with leadership, management, providers, and front-line staff. These users were selected to broadly and specifically represent key program areas and provide critical context and assessment in the current state analysis as well as service area expertise in the assessment of future models and projections. These groups included Administrative Services, Community Health Services, School-Based Health Services, and Dental and Vision Services.

The charge to these work groups was to:

- Develop guiding principles
- Provide vision and expertise
- Represent broad stakeholder interest
- Solicit and offer ongoing input and feedback





STAKEHOLDER ENGAGEMENT



Steering Committee

- Dr. Maryse Amin
- Dr. Michelle Daniels
- Joyce Tate
- Dr. Grant Mussman
- Mark Menkhaus
- Anthony Hill

Tim Collier

• Dr. Edward Herzig

Core Planning Team

- Mark Menkhaus
- Anthony Hill
- Geneva Goode
- David Miller

Strategy, Innovation, and Future Care Model

Federally Qualified Health Centers (FQHCs)

Programs	Administrative	Vision and Dental Care	Community Health Centers	School-based Health Centers		
Customer Facing Programs • Lead Poisoning Prevention • Rashmi Aparajat	Co-Lead: Maryse Amin Co-Lead: Antonio Young	Co-Lead: Lauren Thamann-Raines Co-Lead: Cari Van Pelt	Co-Lead: Alvenia Ross Co-Lead: Geneva Goode	Co-Lead: Adrienne Sirbu Co-Lead: Angela Robinson		
Healthy Communities Program Eric Washington Vital Records	Muhlberg Office Building	Crest Smile Shoppe	 Stacey Wills Ryan Baumgartner Amy Kolbinski	 Michelle Daniels Denise Saker		
Tunu Kinebrew WIC Program	Health Dept. 3101 Burnet Ave.		Brenda Waldron Denise Murray	Angela Mullins		
Betsy Buchanan Environmental Health			Ambrose H. Clement	Mt. Airy School ^c	Taft High School	
Antonio Young Food Safety and Inspections John Sanders Waste			Braxton F. Cann Memorial	Oyler School ^{C,D,V}	The Children's Home dba Levine Family Health Center ^c	
Robin Anderson Technical Robert Smith			Millvale at Hopple Street	Riverview East School ^C	Western Hills & Dater High School ^D	
Healthy Homes Angela Uran Community Nursing Dr. Michelle Daniels			Northside	Roberts Paideia Academy ^C	Withrow University High School ^D	
Non-Customer Facing Programs • Communicable Diseases			Price Hill	Roll Hill Academy	Aiken High School ^{C,D}	
Kim Wright Epidemiology Kim Wright Emergency Preparedness			Bobbie Sterne	John P. Parker	Academy of World Languages ^{C,D,V}	
John Dunham Immunization Action Plan Group Path Co					Ethel M. Taylor Academy	



Beth Gay



SITUATION ASSESSMENT: INFRASTRUCTURE & FUNCTIONALITY

SUMMARY OF CINCINNATI HEALTH DEPARTMENT



The Cincinnati Health Department is comprised of six community-based health centers, 13 school-based health centers, one free-standing dental clinic, ten WIC offices, and three administrative buildings.

The community health centers are dispersed throughout the city of Cincinnati and support adult and pediatric clinic visits, women's health, behavioral health, and dental care. Each site was assessed in person to understand infrastructure, layout, workflow, functionality, and capacity and utilization for providing services.

The school-based health centers are located in 13 schools throughout Hamilton County supporting children of pre-school age all the way through high school. Five of these schools also have a dental clinic and two have a vision center. Of these 13 school-based clinics, seven offer services to community members in addition to students. Each site that contained a dental clinic was visited in person to assess infrastructure and functionality.

The Crest Smile Shoppe dental center is being relocated in the fall of 2024 closer to Ambrose H Clement Health Center. Plans are already approved and underway. This site was not visited as a part of this effort.

There are ten WIC offices throughout the city supporting women's and children's health. The WIC program was discussed and methods to improve patients' access to these services were considered, but this was not a focus of this master planning effort, and the sites were not visited in person.

There are three administrative buildings that house the community health programs offered by CHD and the administration for the department. Two of these buildings are free-standing while the third is a part of the Millvale Recreation Center. In addition to these three buildings, there are also administrative programs housed within one of the community health centers, Bobbie Sterne. Each of these sites was visited to assess infrastructure, layout, workflow, and space utilization.





SUMMARY OF CINCINNATI HEALTH DEPARTMENT



Community-Based Health Centers	School-Based Health Centers	Women, Infant, Children (WIC)	Dental Clinics	Administrative / Program Sites
Braxton Cann	Academy of World Languages	Elm Street	Crest Smile Shoppe	Burnet & King
Ambrose Clement	Aiken HS	Cann Health Center		Lead Program – Millvale Rec. Center
Millvale at Hopple St.	The Children's Home	Millvale-Hopple Health Center		Muhlberg
Northside	Mt. Airy	Northside Health Center		Bobbie Sterne ¹
Price Hill	Oyler	Price Hill Health Center		
Bobbie Sterne ¹	John P. Parker	Seven Hills		
	Riverview East	Western Hills		
	Robert Paideia Academy	Roselawn		
	Roll Hill Academy	Winton Hills Health Center		
	Taft HS	Children's Hospital		
	Ethel M. Taylor Academy			
	Western Hills & Dater HS			
	Withrow University HS			



INFRASTRUCTURE ASSESSMENT APPROACH



Our team toured each site and met with facility leadership to evaluate the current conditions of the primary building systems, including architectural features, mechanical and electrical systems, and site characteristics. These detailed evaluations formed the basis of a building rating system, as well as a timeline and budget schedule for anticipated improvements. The evaluations also helped to inform the suitability of the buildings' use for future care needs. Individual building systems are analyzed to understand the costs of either maintaining or replacing the system over the next 5-10 years. The facilities are evaluated on each building discipline: architectural, mechanical/electrical/plumbing, and civil. Within each discipline, the facility's existing conditions were evaluated by five categories.

Shell/Core includes the exterior walls, roof, structural system, foundations, windows, doors and vertical transportation.

The Interior consists of wall partitions, finish surface materials on floors, walls, and ceilings including built-in cabinetry and lighting.

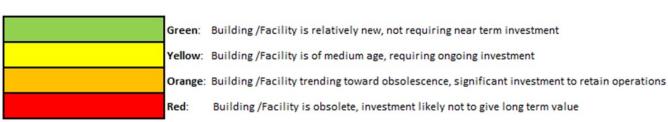
Building Code determines whether there is compliance with safety and disabled access regulations including fire safety, hazardous materials and safe exiting.

Mechanical, Electrical and Plumbing (MEP) deals with building utility systems for air conditioning, heating, plumbing, electrical power including core equipment and distribution elements

Site includes all exterior conditions of pavement, landscape, wayfinding, parking supply, site lighting and security

The **Overall Average** is the summary assessment of for each wing, and is placed at the top of the table, followed by the individual discipline assessments.

This evaluation method was used on all facility assessments to follow.





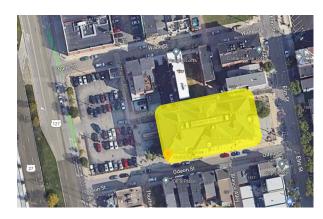


COMMUNITY HEALTH CENTER INFRASTRUCTURE ASSESSMENT SUMMARY





Ambrose H Clement Health Center, 3559 Reading Road



Bobbie Sterne Health Center, 1525 Elm Street



Braxton F Cann Memorial Health Center, 5818 Madison Road



Millvale at Hopple Street Health Clinic, 2750 Beekman Street



Northside Health Center, 3917 Spring Grove Ave.



Price Hill Health Center, 2138 W 8th Street



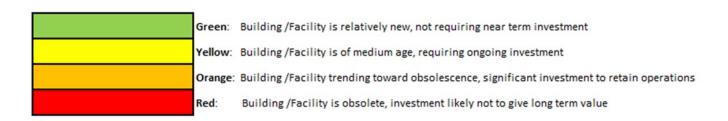




INFRASTRUCTURE ASSESSMENT: COMMUNITY HEALTH CENTERS



	Community Health Centers						
	Owned			Leased			
	Price Hill Health Center, 2138 W 8th Street	Bobbie Sterne Health Center , 1525 Elm Street	Northside Health Center, 3917 Spring Grove Avenue	Braxton F Cann Memorial Health Center, 5818 Madison Road	Millvale at Hopple Street Health Clinic, 2750 Beekman Street	Ambrose H Clement Health Center, 3559 Reading Road	
SHELL/CORE							
INTERIOR							
BUILDING CODE							
MEP							
SITE							
OVERALL AVERAGE							







AMBROSE H CLEMENT HEALTH CENTER





ose H Clement Health Center, 3559 Reading Road

The Ambrose Clement Health Center, a component of a mixed-use development constructed in 2018, provides Medical and Behavioral Health services within a 7,102-square-foot facility on the ground floor of the building at Reading Road and Lee Place. Following a walkthrough, the clinic was assessed as "green," signifying its recent construction and indicating that it does not require immediate investment. Notable findings from the assessment included a request to add a WIC office space, which could enhance the center's services, and the positive observation that the new clinic functions efficiently without any issues identified.

SHELL/CORE	
INTERIOR	
BUILDING CODE	
MEP	
SITE	
OVERALI	



AMBROSE CLEMENT – DEFERRED AND ONGOING MAINTENANCE



Project	Priority	Duration of Project
No current projects identified		





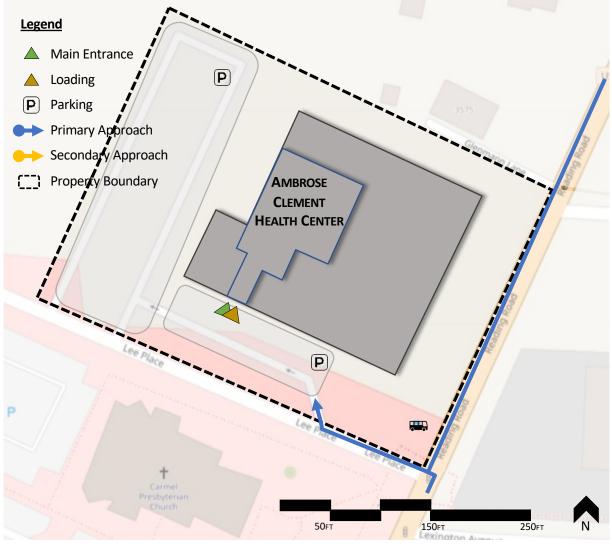
AMBROSE CLEMENT HEALTH CENTER – OVERVIEW





The Ambrose Clement Health Center is part of a mixed-use development that was built in 2018 and offers Medical and Behavioral Health services. The remainder of the development is retail and housing

The health center is 7,102 SF, located on the ground floor of the building at Reading Road and Lee Place.







AMBROSE CLEMENT HEALTH CENTER – LEVEL 1



Legend

Clinical

Clinical Support

Administrative

Public

Infrastructure

- 10 Exam Rooms
- 2 Behavioral Health Rooms

AMBROSE CLEMENT HEALTH CENTER					
Department	Sq. Ft. (+	/-)			
Level 1					
Administration Total		645			
Clinical Support		1,130			
Clinical		1,736			
Public		751			
	NET SF	4,914			







BOBBIE STERNE HEALTH CENTER





Bobbie Sterne Health Center, 1525 Elm Street

SHELL/CORE	
INTERIOR	
BUILDING CODE	
МЕР	
SITE	
OVERALL AVERAGE	

The Bobbie Sterne Health Center, constructed in 1900, provides a comprehensive range of healthcare services, including Adult Medical, Pediatric Medical, OB/GYN, Immunization, WIC, Dental, Home Health, and Environmental Health services. Situated in a 50,388-square-foot, 4-story building located off Elm Street and Odeon Street, a detailed walkthrough of the facility and site resulted in the categorization of all building elements as "yellow," signifying its medium age and the need for ongoing investment. However, the MEP (Mechanical, Electrical, and Plumbing) components were marked as "red," indicating a high priority and substantial investment requirement due to the outdated status of these systems.

Several significant findings were identified during the assessment, including concerns about the 200-year-old core and shell of the building, the aging MEP infrastructure with failing lead piping, the need for repair or replacement of most heating and cooling units, issues with peeling paint, and the necessity to replace HVAC, Mechanical, Electrical, and Plumbing equipment throughout the facility. These observations highlight the pressing need for investment and renovation to ensure the continued functionality and safety of the Bobbie Sterne Health Center.

BOBBIE STERNE – DEFERRED AND ONGOING MAINTENANCE

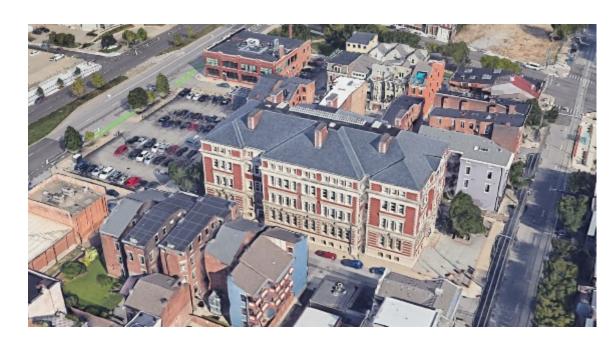


Project	Priority	Duration of Project
Gutter/Downspouts-replace/repair to address water damage	1	2 weeks
Update electrical breakers and wiring to code	2	3 months
Update plumbing to include boiler, valves, condenser	3	12 months
Update fire suppression to include fire pumps, add sprinkler system	4	1 month
Replace/repair AC system (condenser is part of AC system)	5	4 months
Replace heating coils	6	4 months
Replace power transformer and install generator	7	3 months
Replace windows	8	3 months
Abatement plans for asbestos – flooring, basement	9	12 months
Maintain foundation and brickwork	10	3 months
Replace carpet, flooring	11	4 months
Update bathrooms	12	12 months
ADA accessibility (front side of building)	13	4 months
Redesign pharmacy and storage space	14	36 months



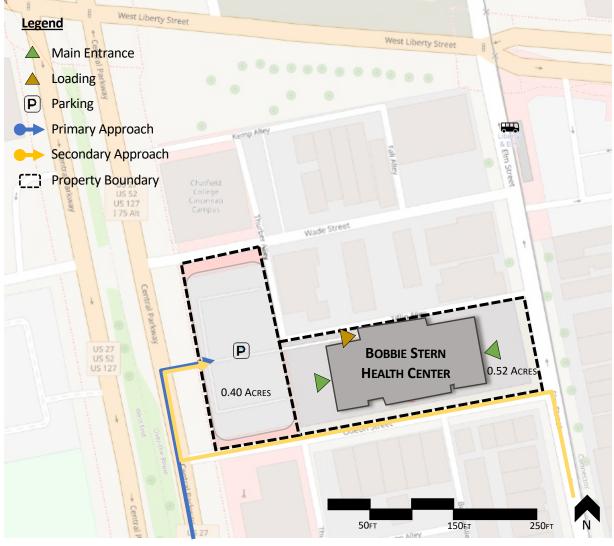






The Bobbie Sterne Health Center was built in 1900¹ and offers Adult Medical, Pediatric Medical, OB/GYN, Immunization, WIC, Dental, Home Health and Environmental Health services.

The 50,388 SF¹, 4-story building is located off Elm Street and Odeon Street.







BOBBIE STERNE HEALTH CENTER – BASEMENT



Legend

Clinical

Clinical Support

Administrative

Public

Infrastructure

WE EVENTO	7	
	FOR THE STATE OF T	
WALL AND THE PORT OF THE PORT	Abandoned Emergency Preparedness	
Waint "	Specimen 948 SF.	despt.
Storage 707 SF	SO FO O FO FO OF STATE OF STAT	
Vaccine	488 Vitals SF Storage Storage	
935, SF	935 SF POR CONTINUE OF THE PORT OF THE POR	intel.
	Liverage Control See Control S	

BOBBIE STERN HEALTH CENTER			
Department	Sq. Ft. (+/-)		
Ba	sement		
Clinical Storage	3,676		
Ahandoned Storage			





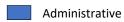




<u>Legend</u>











Vacant

• 8 Dental Exam Chairs

BOBBIE STERNE HEALTH CENTER				
Department	Sq. Ft. (+/-)			
Level 1				
Dental Clinic / Lounge	3,920			
Pharmacy / Cashier	1,022			
Vital Records (2)	1,876			
Shared / Vacant	1,618			







Legend





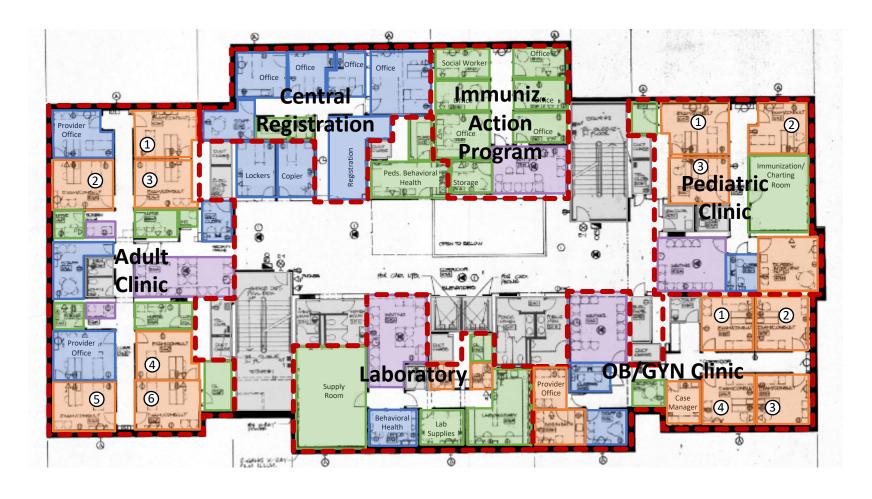


Public

Infrastructure

- 6 Adult Exam Rooms
- 4 OB/GYN Exam Rooms
- 3 Pediatric Exam Rooms

BOBBIE STERN HEALTH CENTER			
Department	Sq. Ft. (+/-)		
	Level 2		
Pediatric Clinic		1,659	
OB/GYN Clinic		1,671	
Laboratory		1,299	
Adult Clinic		2,694	
Central Registration		1,335	
Immuniz. Action Program		994	









Legend

Clinical

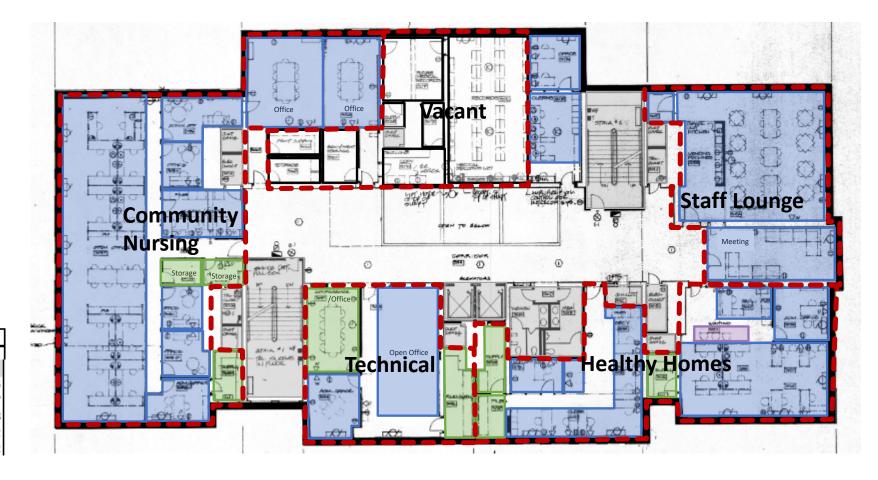
Clinical Support

Administrative

Public

Infrastructure

BOBBIE STERN HEALTH CENTER				
Department	Sq. Ft. (+/-)			
L€	evel 3			
Staff Lounge / Shared				
Healthy Homes	2,017			
Technical	1,178			
Community Nursing	3,532			
Vacant	1,772			







Legend

Clinical

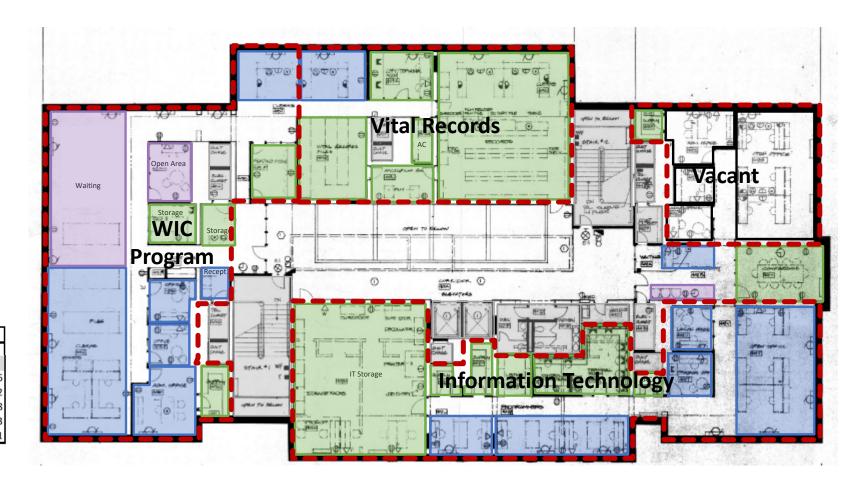
Clinical Support

Administrative

Public

Infrastructure

BOBBIE STERN HEALTH CENTER				
Department	Sq. Ft. (+/-)			
L	evel 4			
Information Technology				
WIC Program	3,412			
Vital Records	2,098			
Shared	613			
Vacant	1,021			





BOBBIE STERNE HEALTH CENTER – STACKING



Legend

Clinical

Clinical Support

Administrative

Public

Infrastructure

Vacant

Roof							
WIC Program		Vital Records		Vacant	Information Technology		
Communit	ty Nursir	ng	Vacant	Staff Lounge Technical Healthy Homes		ies	
Adult Clinic		Central Registration	Immunization Action Program	Pediatrics	OB/GYN Clinic	Laboratory	,
Vital Records		Pharm/ Cashier	Vacant	Dental Clinic			
Vaccine Storage	Mainten	ance Storage	Abandoned Storage	Clinic Storage	Emergency Preparednesss	Mechanical	Vitals Stor

ROOF LEVEL

FOURTH FLOOR LEVEL

THIRD FLOOR LEVEL

SECOND FLOOR LEVEL

FIRST FLOOR LEVEL

BASEMENT





BOBBIE STERNE HEALTH CENTER – DEPARTMENT AREA TABLE



BOBBIE STERN HEALTH CENTER			
Department	Sq.	Ft. (+/-)	
Ba	asement		
Clinical Storage		3,676	
Abandoned Storage		3,020	
	Level 1		
Dental Clinic / Lounge		3,920	
Pharmacy / Chasier		1,022	
Vital Records (2)		1,876	
Shared / Vacant		1,618	
	Level 2		
Pediatric Clinic		1,659	
OB/GYN Clinic		1,671	
Laboratory		1,299	
Adult Clinic		2,694	
Central Registration		1,335	
Immuniz. Action Program		994	
	Level 3		
Staff Lounge / Shared		1,455	
Healthy Homes		2,017	
Technical		1,178	
Community Nursing		3,532	
Vacant		1,772	
	Level 4		
Information Technology		3,196	
WIC Program		3,412	
Vital Records		2,098	
Shared		613	
Vacant		1,021	
	NET SF	45,078	

Function	Square Footage	Percentage of Occupancy
Administrative	24,047 SF	53%
Clinical	13,600 SF	30%
Vacant	7,431 SF	17%





BRAXTON F CANN MEMORIAL HEALTH CENTER

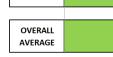




Health Center. 5818 Madison Road

SHELL/CORE	
INTERIOR	
BUILDING CODE	
MEP	
SITE	
OVERALL	

The Braxton Cann Health Center is situated within a commercial development established in 1991 and renovated in 2018. It offers a range of healthcare services, including Adult Medical, Pediatric Medical, OB/GYN, WIC, and Dental services, within a 10,540-square-foot, 1-story building located at Madison Road and Whetsel Avenue. Following a comprehensive walkthrough, the clinic received a "green" categorization, indicating its relative newness and the absence of a need for immediate investment. Noteworthy observations from the assessment included suggestions to repurpose space within the WIC clinic for alternative uses, reposition offices closer to the laboratory for improved patient access, a need for staff toilets, and a desire for collaborative workspaces for staff, highlighting opportunities for enhancing the center's functionality and service delivery.





BRAXTON CANN – DEFERRED AND ONGOING MAINTENANCE



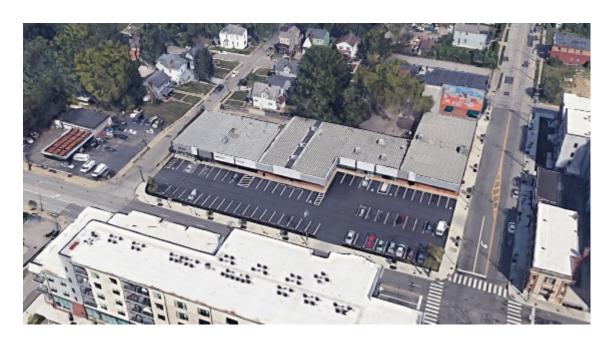
Project		Duration of Project
Create collaborative team space by combining workspace rooms	1	12 months





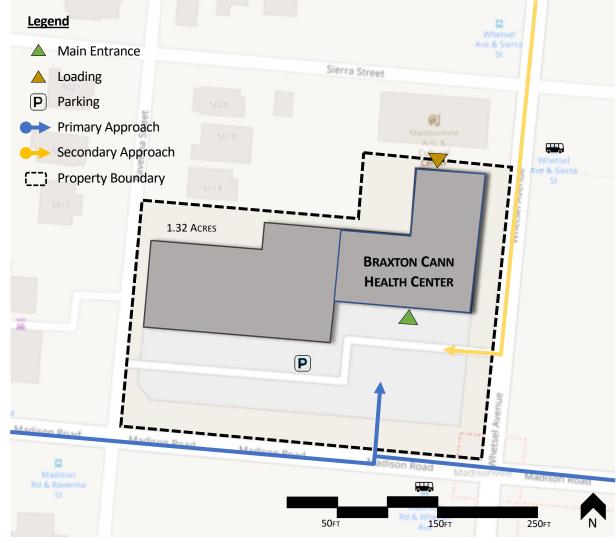
BRAXTON CANN HEALTH CENTER – OVERVIEW





The Braxton Cann Health Center is part of a commercial development that was built in 1991¹ and renovated in 2018 and offers Adult Medical, Pediatric Medical, OB/GYN, WIC and Dental services.

The health center is 10,540 SF¹, located in the 1-story building at Madison Road and Whetsel Avenue.







BRAXTON CANN HEALTH CENTER



Legend

Clinical

Clinical Support

Administrative

Public

Infrastructure

Vacant

- 5 Dental Exam Chairs
- 3 Pediatric Exam Rooms
- 2 OB/GYN Exam Rooms
- 6 Adult Exam Rooms

BRAXTON CANN HEALTH CENTER		
Department	Sq. Ft. (+/-)
	Level 1	
Medical Clinic Total		6,636
	OB/GYN	218
	Adult	560
	Peds	276
Dental Clinic		2,274
Public		1,796
	NET SF	10,706







MILLVALE AT HOPPLE STREET HEALTH CLINIC





Millvale at Hopple Street Health Clinic, 2750 Beekman Street

SHELL/CORE	
INTERIOR	
BUILDING CODE	
МЕР	
SITE	
OVERALL AVERAGE	

The Millvale at Hopple Street Health Center, constructed in 1996, provides a range of healthcare services, including Adult Medical, Pediatric Medical, OB/GYN, WIC, and Dental services. A portion of the health center is operated by Children's Hospital. Housed within a 14,468-square-foot, 1-story building located on Beekman Street near Hopple Street, a comprehensive walkthrough led to several observations that resulted in the assessment categorizing the building as "yellow," signifying its medium age and the requirement for ongoing investment. The key findings from the assessment included a recommendation to remove all carpet, particularly from the pediatric exam rooms, and the pressing need for more examination room space, as the current facilities were noted to be at or over capacity.



MILLVALE – DEFERRED AND ONGOING MAINTENANCE



Project		Duration of Project
Replace carpet		1 month
Redesign pharmacy to create more space		24 months
Create collaborative team space in old medical records space		24 months
Convert offices into exam rooms	4	24 months





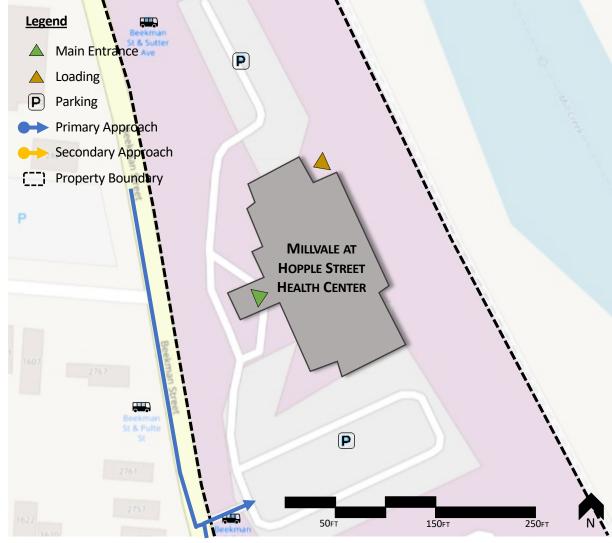
MILLVALE AT HOPPLE STREET HEALTH CENTER – OVERVIEW





The Millvale at Hopple Street Health Center was built in 1996¹ and offers Adult Medical, Pediatric Medical, OB/GYN, WIC and Dental services. Part of the health center is operated by Children's Hospital.

The health center is 14,468 SF¹, located in a 1-story building on Beekman Street near Hopple Street.







MILLVALE HEALTH CENTER



Legend

Clinical

Clinical Support

Administrative

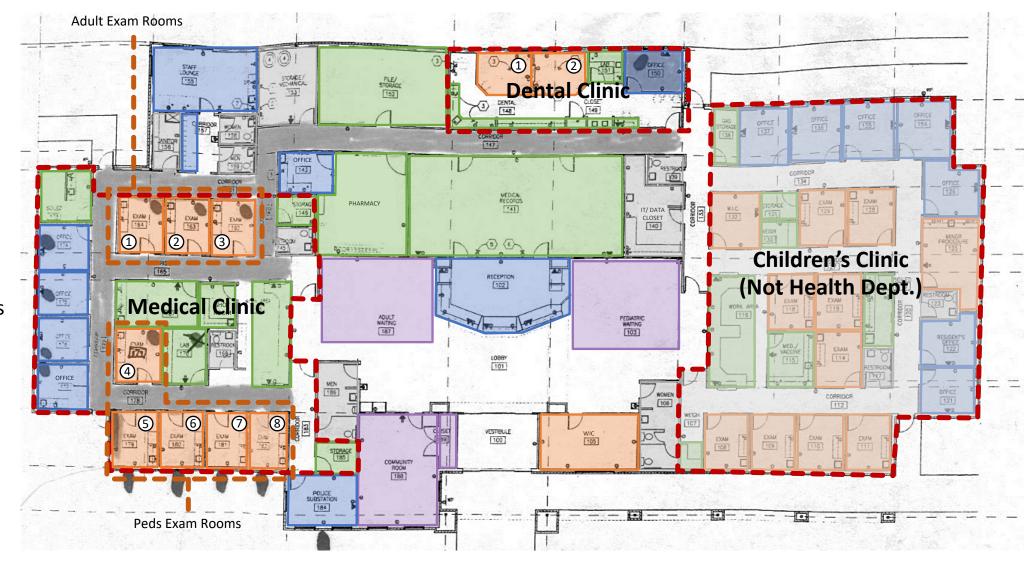
Public

Infrastructure

Vacant

- 2 Dental Exam Chairs
- 3 Adult Exam Rooms
- 5 Pediatric Exam Rooms

MILLVALE HEALTH CENTER		
Department	Sq. Ft. (+	+/-)
	Level 1	
Medical Clinic Total		3,109
	Adult	328
	Peds	535
Dental Clinic		733
Shared / Support		3,627
Public		1,570
	NET SF	9,039







NORTHSIDE HEALTH CENTER





Northside Health Center, 3917 Spring Grove Ave.

SHELL/CORE	
INTERIOR	
BUILDING CODE	
МЕР	
SITE	
OVERALL AVERAGE	

The Northside Health Center, originally constructed in 1950 and expanded in 1995, offers a range of healthcare services, including Adult Medical, Pediatric Medical, OB/GYN, and Dental care. Housed in an 11,147-square-foot, 2-story building on Spring Grove Avenue and Cooper Street, the facility received a "yellow" categorization after assessment, highlighting its medium age and the need for continuous investment. Notable site-related issues include the necessity for parking lot repaving and re-lining, despite the absence of parking-related problems. Exterior wall cracks were observed, later deemed surface-level and sealable based on CDPH facility team recommendations. Security concerns were addressed, with plans to enhance security through additional cameras. Building code compliance discussions centered around ADA accessibility for staff, considering the necessity of an elevator based on FGI guidelines.

Within the facility, recommendations included signage adjustment for registration kiosks and investigation of an air pressure issue in the pharmacy, potentially related to HVAC systems. The WIC clinic's size was considered adequate, leading to discussions about repurposing adjacent offices for social work or behavioral health services. The LabCorp space was deemed overly spacious, suggesting possible downsizing and relocation to create a collaborative area within the clinical space. Exam rooms posed no issues, though an evaluation of dental equipment age was recommended. The basement was allocated for facilities storage without reported problems.



NORTHSIDE – DEFERRED AND ONGOING MAINTENANCE



Project		Duration of Project
Replace roof	1	4 months
Maintain foundation and brickwork		3 months
Parking lot-resurface and stripe	3	1 month
Create collaborative team space in old medical records space	4	24 months





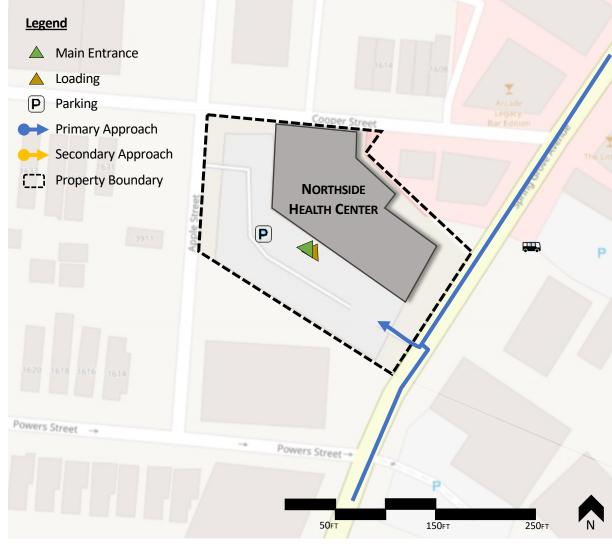
NORTHSIDE HEALTH CENTER – OVERVIEW





The Northside Health Center was built in 1950¹ and renovate/added onto in 1995 and offers Adult Medical, Pediatric Medical, OB/GYN and Dental services.

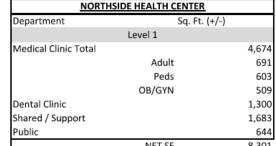
The health center is 11,147 SF¹, located in a 2-story building on Spring Grove Avenue and Cooper Street.



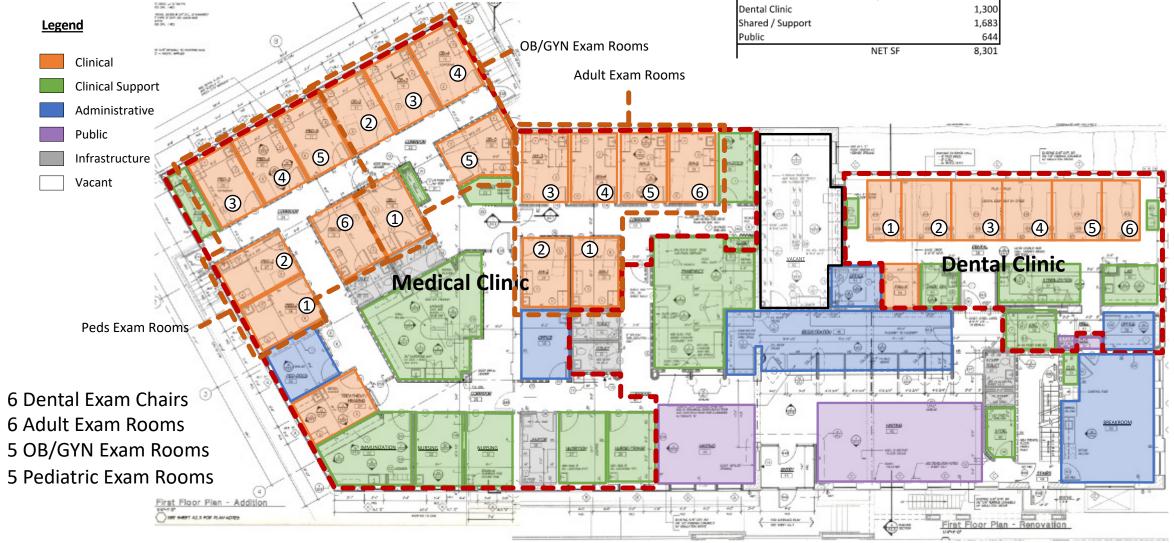




NORTHSIDE HEALTH CENTER – LEVEL 1











PRICE HILL HEALTH CENTER





Price Hill Health Center 2138 W 8th Street

SHELL/CORE	
INTERIOR	
BUILDING CODE	
MEP	
SITE	
OVERALL AVERAGE	

The Price Hill Health Center, constructed in 1926, provides a range of medical services, including Adult Medical, Pediatric Medical, OB/GYN, and Dental care. The health center, occupying a 16,124-square-foot, single-story building on West 8th Street between Depot Street and State Avenue, underwent an assessment that categorized it as "yellow," indicating its medium age and the need for continuous investment.

Key observations from the facility walkthrough encompassed an underutilized adjacent office area, parking requirements for both staff and patients, a well-maintained exterior facade, the need to replace certain ceiling panels, wayfinding challenges due to language barriers, limited patient access to behavioral health services outside the main clinic, the successful implementation of a new clinical work station, the recent renovation and functionality of a conference room, and the potential for improvements to waiting room furniture and lighting. There are opportunities to renovate areas for additional clinic or meetings spaces.

PRICE HILL – DEFERRED AND ONGOING MAINTENANCE



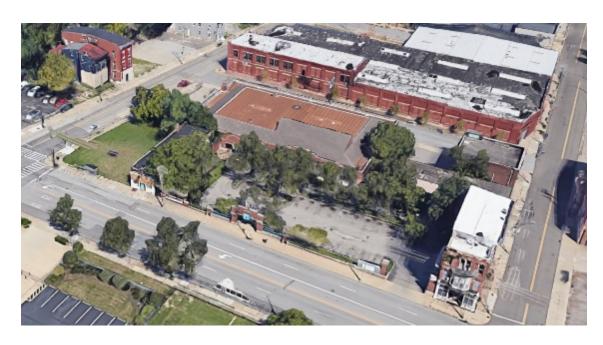
Project		Duration of Project
Basement floor drain/sump pump repair		2 months
Replace outside AC units		2 months
Outside lighting-Northwest and East sides of building		1 month
Parking lot-resurface and strip		1 month
Replace carpet	5	2 months
Reconfigure lab to gain consultation room	6	24 months
Redesign and reconfigure Annex space for additional clinical space	7	24 months





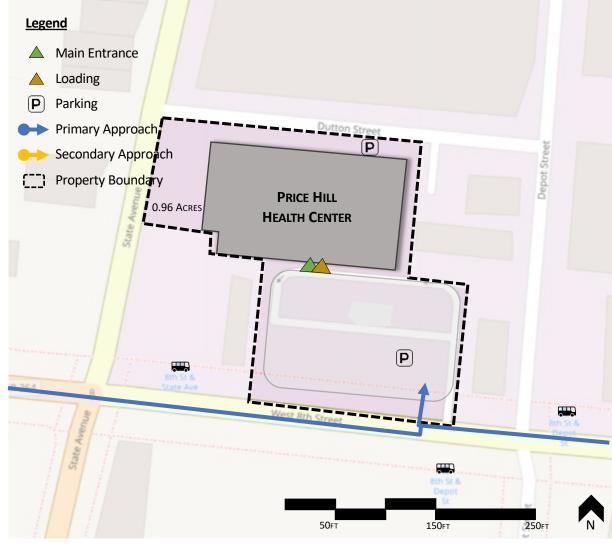
PRICE HILL HEALTH CENTER - OVERVIEW





The Price Hill Health Center was built in 1926¹ and offers Adult Medical, Pediatric Medical, OB/GYN and Dental services.

The health center is 16,124 SF¹, located in a 1-story building on West 8th Street between Depot Street and State Avenue.







PRICE HILL HEALTH CENTER - LEVEL 1



OB/GYN Exam Rooms

<u>Legend</u>

Clinical

Clinical Support

Administrative

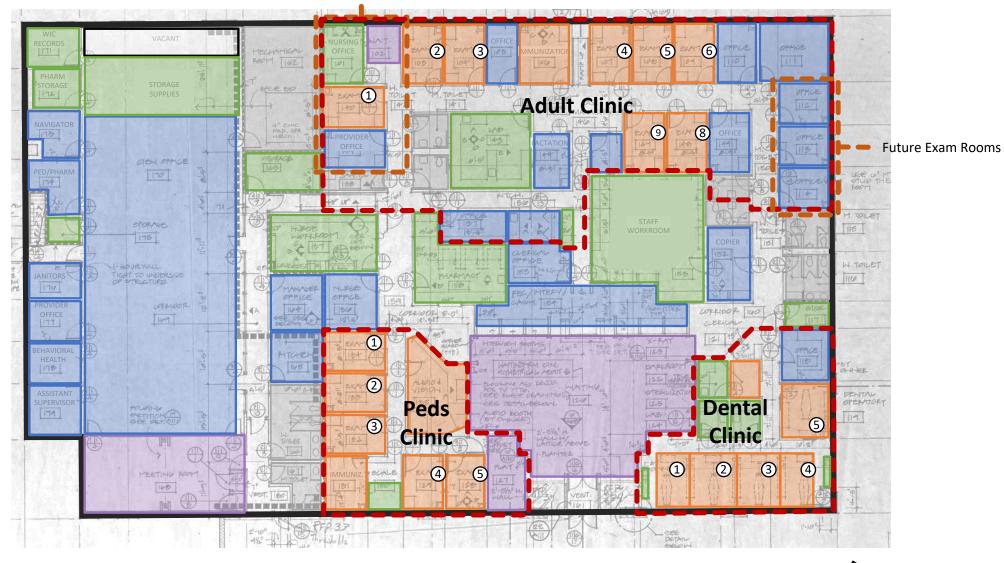
Public

Infrastructure

Vacant

- 8 Adult Exam Rooms
- 5 Pediatric Exam Rooms
- 5 Dental Exam Chairs

PRICE HILL HEALTH CENTER		
Department	Sq. Ft. (-	+/-)
	Level 1	
Adult Clinic Total		3,697
	OB/GYN	442
Dental Clinic		1,032
Pediatric Clinic		1,125
Shared / Support		7,427
Public		1,306
	NET SF	13,462







ADMINISTRATIVE BUILDING INFRASTRUCTURE ASSESSMENT





SUMMARY

Health Department Offices, 3101 Burnet Avenue



Muhlberg Offices, 3845 William P Dooley Bypass



Lead Clinic 3301 Beekman St.

Green:	Building /Facility is relatively new, not requiring near term investment
Yellow:	Building / Facility is of medium age, requiring ongoing investment
Orange:	Building /Facility trending toward obsolescence, significant investment to retain operations
Red:	Building /Facility is obsolete, investment likely not to give long term value

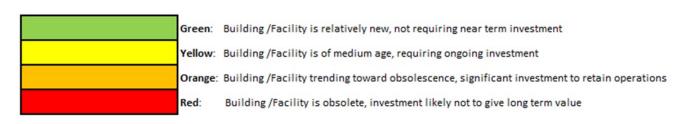




INFRASTRUCTURE ASSESSMENT: ADMINISTRATIVE BUILDINGS



	Administrative Buildings			
	Owned	Leased	Owned	
	Burnet & King	Lead Prevention	Muhlberg	
	3101 Burnet Avenue	3301 Beekman St.	3845 William P Dooley Bypass	
SHELL/CORE				
INTERIOR				
BUILDING CODE				
MEP				
SITE				
OVERALL AVERAGE				





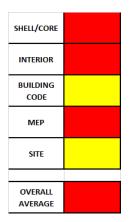


BURNET & KING





Health **Department** Offices, 3101 Burnet Avenue



The Health Department offices, originally built in 1971, serve as the primary location for EPI, Auditorium, and Call Center services within a 42,273-square-foot, 4-story building positioned off Burnet Avenue and Piedmont Avenue. After a comprehensive walkthrough assessment, the facility was categorized as "red," signifying its obsolescence and raising questions about the long-term value of further investments. The assessment identified numerous issues, including concerns related to roof and HVAC systems causing water leakage, the potential presence of asbestos behind walls, inadequate facilities in the basement, the need for collaborative spaces to enhance staff operations, elevator breakdowns, plumbing problems and water pressure issues in toilet rooms, as well as window leaks in first-floor offices and a conference room.

The assessment also highlighted the need for investigations into carpets, walls, and ceiling panels displaying water damage, along with the potential conversion of third-floor laboratory spaces for functional purposes. Structural concerns, such as warped basement doors and a wall crack on the first floor near the elevator, were noted. Additional issues encompassed the underground water leaks, damage caused by leaking water fountains, fire safety system deficiencies, HVAC problems, and the necessity for the replacement of various utilities, including cooling tower, chiller, and backflow preventer. Furthermore, improving security for lighting in the parking area, replacing ductwork and air handlers in the basement, and creating a dedicated space for equipment storage and workspace were identified as crucial.

BURNET – DEFERRED AND ONGOING MAINTENANCE

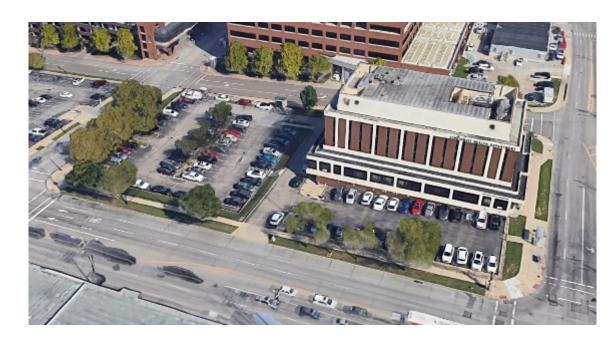


Project	Priority	Duration of Project
Address building settling-foundation and brickwork		12 months
Update fire suppression to include fire pumps, add sprinkler system	2	12 months
Update plumbing to include valves, boiler, riser pumps, drains	3	24-30 months
Update AC to include chiller coils, air dampers	4	12 months
Update electrical breakers, transformers, and wiring to code	5	12 months
Abatement plans for asbestos-insulation, ceiling/wall tiles, flooring	6	12 months
Replace windows and manage building envelope		6 months
Outside lighting		4 months
Security cameras for property	9	3 months
Parking lot-gate controller repair/replace	10	3 months
Parking lot-resurface and stripe	11	2 months
Update interior lighting	12	8 months
Replace doors	13	5 months



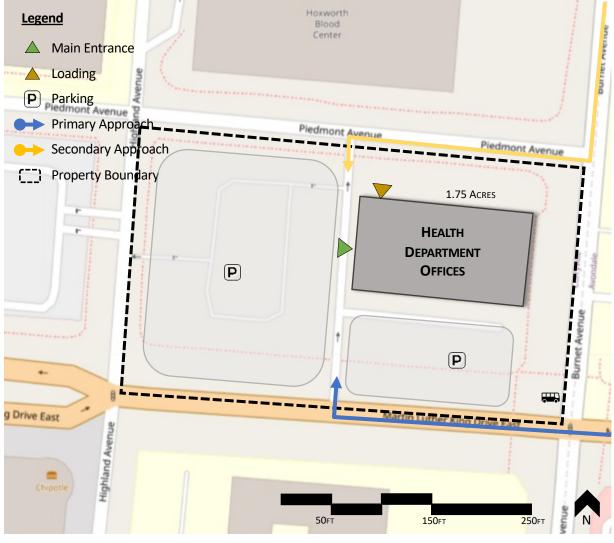
HEALTH DEPARTMENT OFFICES – OVERVIEW





The Health Department offices was built in 1971¹ and offers EPI, Auditorium and Call Center services. The majority of the building is health department offices.

The 42,273 SF¹, 4-story building is located off Burnet Avenue and Piedmont Avenue.





HEALTH DEPARTMENT OFFICES – BASEMENT



Legend

Clinical

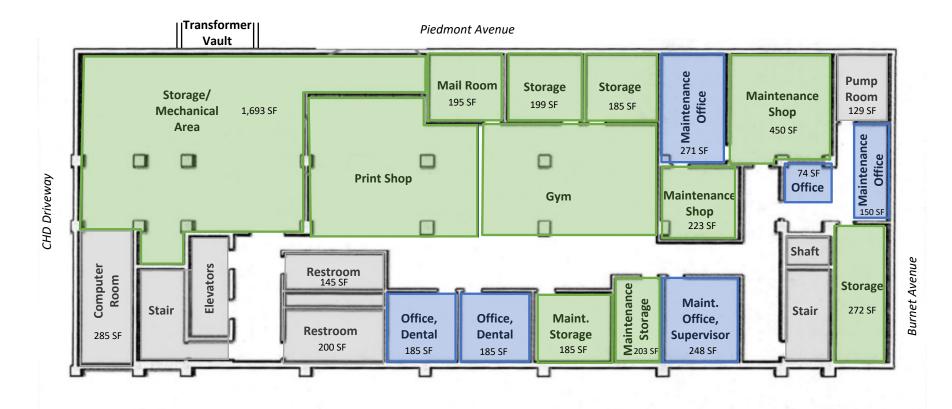
Clinical Support

Administrative

Public

Infrastructure

Vacant



HEALTH DEPARTMENT OFFICES				
Department Sq. Ft. (+/-)				
Bas	ement			
Clinical Support	5,3!	52		
Administration	1,0	72		





HEALTH DEPARTMENT OFFICES – GROUND FLOOR



Legend

Clinical

Clinical Support

Administrative

Public

Infrastructure

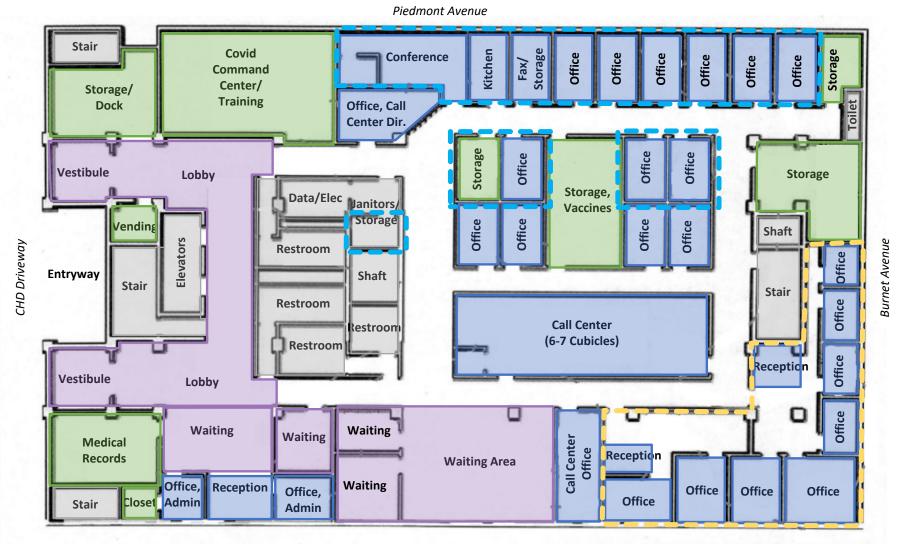
Vacant

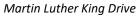
Group

Communicable Disease Unit (CDU)

School Health

HEALTH DEPARTMENT OFFICES				
Department	Sq. Ft. (+/-)			
	Ground			
Clinical Support		2,309		
Administration Total		4,547		
	CDU	1,739		
	School Health	1,818		
Public		2,677		









HEALTH DEPARTMENT OFFICES – LEVEL 1



Legend

Clinical

Clinical Support

Administrative

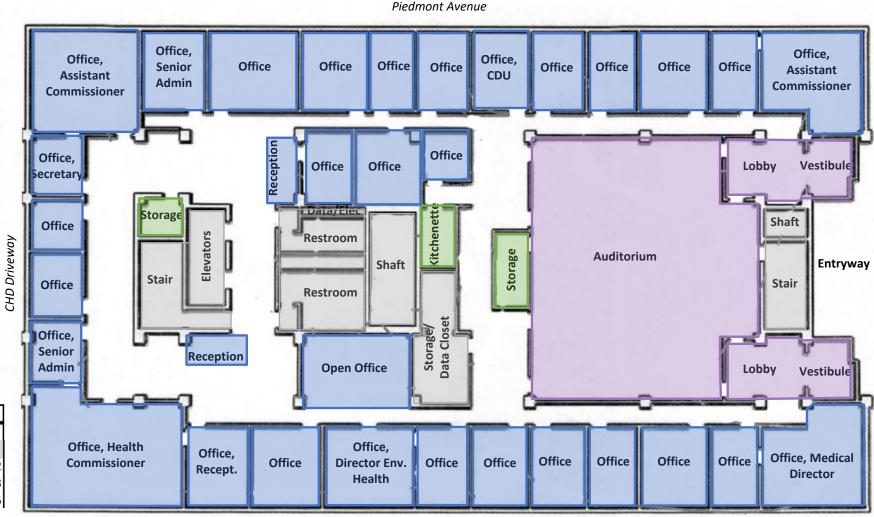
Public

Infrastructure

Vacant



HEALTH DEPAR	TMENT OFFICES		
Department	Sq. Ft. (+/-)		
Le	vel 1		
Clinical Support	242		
Administration Total	6,953		
Public	2,805		



Martin Luther King Drive







HEALTH DEPARTMENT OFFICES – LEVEL 2



Legend











Vacant

Group

Dental

TRD/Fiscal

Healthy Comm

Nursing

CCPC Admin

HEALTH DEPARTMENT OFFICES			
Department	nt Sq. Ft. (+/-)		
	Level 2		
Clinical Support			2,249
Administration Total			7,616
	Dental		1,744
	TRD / Fiscal		2,888
Healthy Comm.			2,411
	Nursing		473
	CCPC Admin.		544







HEALTH DEPARTMENT OFFICES – LEVEL 3



Legend

Clinical

Clinical Support

Administrative

Public

Infrastructure

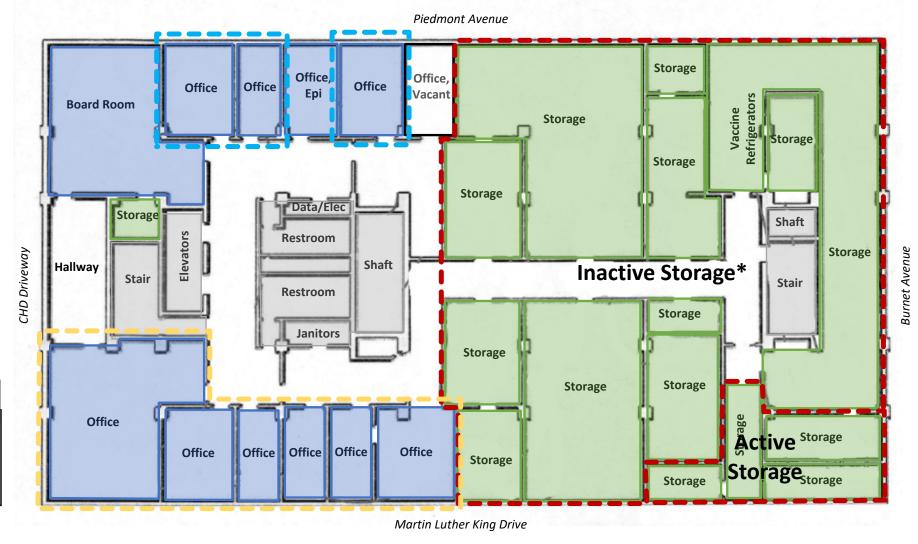
Vacant

Group

Emergency Preparedness

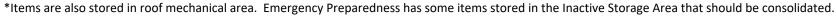
H

HEALTH DEPARTMENT OFFICES			
Department	Sq. Ft. (+/-)		
Level 3			
Clinical Support	6,696		
Active Stora	nge 715		
Inactive Stora	nge 5,823		
Administration Total			
Emergency Preparedno	ess 635		
	HR 1,824		









HEALTH DEPARTMENT OFFICES – STACKING



Legend

Clinical

Clinical Support

Administrative

Public

Infrastructure

Vacant

	ROOF & MECH ROOM FLOOR LEVEL					ROOF LEVEL	
	HR Offices	Emergency Preparedness Offices	Inactive Storage		Active Stor.	THIRD FLOOR LEVEL	
Health	ny Comm. Offices	Dental Offices	CCPC Admin Offices TRD/Fiscal Offices		Nursing Offices	SECOND FLOOR LEVEL	
Public Health Offices		Audit	uditorium Public Health Offices		Public Health Offices		FIRST FLOOR LEVEL
Medical Records	Lobby/ Waiting	Call Center		Communicable Disease Unit (CDU)	School Health	GROUND FLOOR LEVEL	
	aintenance Offices/ tenance Shop	Print Shop	Gym	Mailroom	Storage	Vault	BASEMENT





HEALTH DEPARTMENT OFFICES – DEPARTMENT AREA TABLE



HEALTH DEPARTMENT OFFICES			
Department		Sq. Ft. (+/-)	
	Basement		
Clinical Support			5,352
Administration			1,072
	Ground		
Clinical Support			2,309
Administration Total			4,547
	CDU		1,739
	School Health		1,818
Public			2,677
	Level 1		
Clinical Support			242
Administration Total			6,953
Public			2,805
	Level 2		
Clinical Support			2,249
Administration Total			7,616
	Dental		1,744
	TRD / Fiscal		2,888
	Healthy Comm.		2,411
	Nursing		473
	CCPC Admin.		544
	Level 3		
Clinical Support			6,696
	Active Storage		715
	Inactive Storage		5,823
Administration Total			3,638
Emergen	cy Preparedness		635
	HR		1,824
	NET SF		46,156

Program	Current Private Offices	Current Shared Offices
Dental	7	1
Maintenance	1	3
Communicable Diseases	10	0
School Health	8	0
CHD Administration	29	1
TRD/Fiscal	8	1
Healthy Communities	6	1
CCPC Administration	3	0
Nursing	3	0
Emergency Preparedness	3	0
HR	6	0





MUHLBERG





Muhlberg Offices, 3845 William P Dooley Bypass

SHELL/CORE	
INTERIOR	
BUILDING CODE	
МЕР	
SITE	
OVERALL AVERAGE	

The Muhlberg Offices, whose construction date is unknown, serve as the location for Food Inspector, Waste, and Licensing Offices within a 5,278-square-foot, 1-story building situated off the William P. Dooley Bypass. A comprehensive walkthrough of the facility led to its assessment and categorization as "yellow," indicating it falls within a medium-age category and necessitates ongoing investment. Notable findings from the assessment encompassed the need for a full-scale renovation of the parking lot, the recommendation for additional security cameras, a pressing requirement to replace the roof within a 5-year timeframe, the need to replace both front and back doors, and the generally good condition of the windows.

In terms of building code compliance, the facility requires an ADA-accessible ramp for exterior access. Internally, operational improvements and space for hearings and the public are needed, while concerns were raised about the old metal pan ceiling tiles, with uncertainty regarding potential asbestos concerns. In the realm of MEP (Mechanical, Electrical, and Plumbing), HVAC issues related to thermostat proximity were noted, along with concerns about moisture near printers, potentially necessitating the addition of another diffuser and investigation into the source of moisture, which could be linked to a leaking roof.



MUHLBERG – DEFERRED AND ONGOING MAINTENANCE



Project	Priority	Duration of Project
Replace roof	1	3 months
Install fire suppression system	2	4 months
Outside lighting	3	1 month
Security cameras for property	4	1 month
Replace windows	5	1 month
Update interior lighting	6	3 months
Parking lot-resurface and stripe	7	4 months
Replace doors	8	3 months
Redesign entrance into building	9	24 months





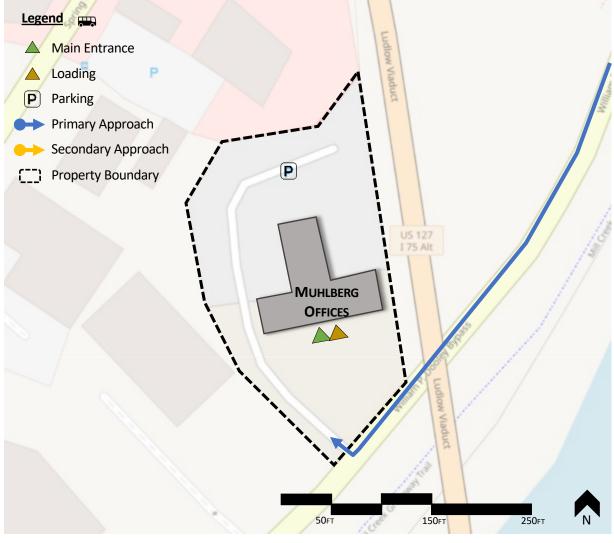
MUHLBERG OFFICES – OVERVIEW





The Muhlberg Offices were built at an unknown date and houses Food Inspector, Waste and Licensing Offices.

The 5,278 SF, 1-story building is located off of William P. Dooley Bypass.





MUHLBERG OFFICES – LEVEL 1



Legend

Clinical

Clinical Support

Administrative

Public

Infrastructure

Vacant

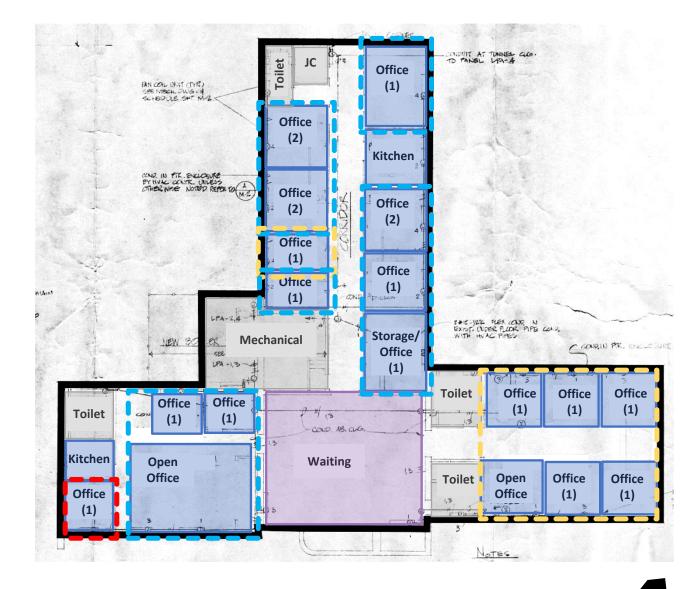
Group

Food Inspectors

Environmental Waste

Licensing

MUHLBERG OFFICES					
Department	Sq. Ft. (+/-)				
Leve	el 1				
Administration Total		3,652			
Food Inspectors		2,219			
Environmental Waste		1,291			
l	easing.	119			
Public		1,003			
	NET SF	5,391			

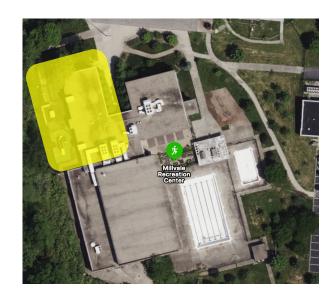






LEAD PREVENTION PROGRAM





Lead Clinic 3301 Beekman St.

SHELL/CORE

INTERIOR

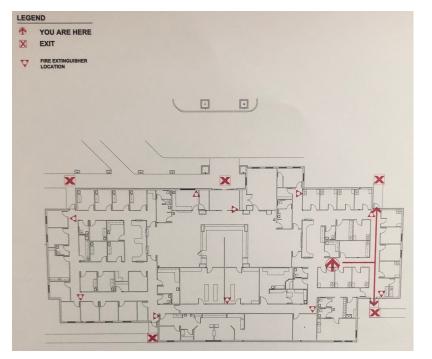
BUILDING
CODE

MEP

SITE

OVERALL
AVERAGE

The lead prevention program office, following a thorough walkthrough, received a "yellow" categorization, suggesting it is of medium age and necessitates ongoing investment. The assessment identified signs of wear and tear in the bathrooms, including bug traps that indicate a possible issue. However, it was noted that the overall space appeared to be functional and suitable for meeting the program's needs.







LEAD PREVENTION OFFICE – DEFERRED AND ONGOING MAINTENANCE



Project		Duration of Project
No current projects identified that CHD is responsible for maintaining		





SCHOOL-BASED HEALTH CENTERS



School-Based Health Centers	Student Care	Community Care	Dental	Vision
Academy of World Languages	X	X	X	X
Aiken HS	X	X	X	
The Children's Home	X	X		
Mt. Airy	X	X		
Oyler	X	X	X	X
John P. Parker	X			
Riverview East	X	X		
Robert Paideia Academy	X	X		
Roll Hill Academy	X			
Taft HS	X			
Ethel M. Taylor Academy	X			
Western Hills & Dater HS	X		X	
Withrow University HS	X		X	





SUMMARY OF SCHOOL-BASED HEALTH CENTERS



- The Cincinnati Public Schools have 24 school-based health centers. The Cincinnati Department of Health oversees thirteen of the school-based clinics across the service area. Cincinnati Children's Hospital, Crossroads, Mercy, and WinMed oversee the remaining eleven clinics.
- Seven of the thirteen CHD clinics provide access to the community for care in addition to the students.
- Five of the CHD clinics also provide dental care, and two clinics offer vision care.
- Oyler and Academy of World Languages offer the comprehensive services (students, community, dental, vision)
- Between one and four of CHD's clinics remain open throughout the summer to offer care for the community (dependent on staffing).





SCHOOL-BASED HEALTH CENTERS WALK-THROUGH ANALYSIS



Following our recent walk-throughs of the in-school clinics operated by the Cincinnati Health Department, several recommendations are proposed to improve overall effectiveness.

- Firstly, it is advised to incorporate safety and security measures into each space, aligning them with school requirements to ensure a secure environment for both staff and students.
- Additionally, updating aging equipment is essential to maintain high-quality healthcare services. Create a complete inventory of the equipment with its age, space and infrastructure requirements, and a replacement schedule to formulate a long-term capital budget.
- Finally, a reconfiguration of certain spaces to accommodate additional workspace is recommended, addressing specific areas identified during the walk-throughs.

These targeted enhancements aim to optimize the functionality of the clinics, ultimately contributing to an improved healthcare delivery system within the school environment.





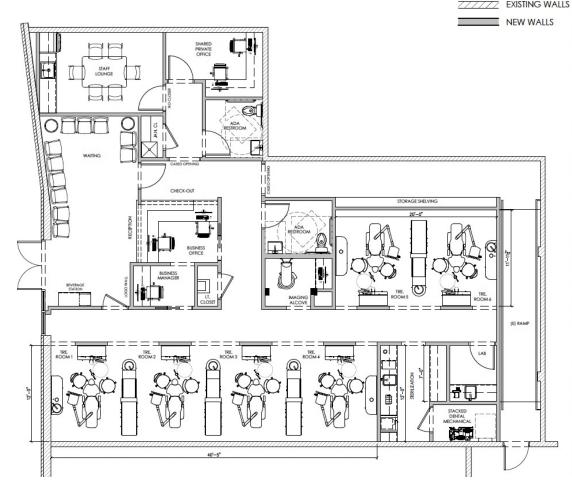
CREST SMILE CENTER



- Crest Smile is a free-standing site which provides dental care to the community.
- Crest Smile will move from its current location, 612 Rockdale Ave., to a site next to Ambrose Clement in 2024.
- The new location will have six operatory suites, Panorex capabilities, and a laboratory for restorative dentistry.
- Six Dental Exam Chairs

Total SF: 2,573 Clinical: 1,070

Support: 798



New Ambrose Clement Location Layout





PARKING ASSESSMENT SUMMARY



Building	Current Parking Spaces	Current ADA Accessible Spaces	Current Electric Vehicle Spaces	Required Parking Spaces	Required ADA Accessible Spaces	City Vehicles Stored Onsite	Excess/ Deficit Parking Spaces	Excess/ Deficit ADA Accessible Spaces
Burnet	82	6	2	66	3	9	+7	+3
Muhlberg	36	0	2	7	1	3, Trailer	+26	-1
Bobbie Sterne	45	4	0	*	-	7	-	-
Ambrose H. Clement	103	6	0	34	2	0	+69	+4
Braxton F. Cann	27	3	0	75	3	0	-48	0
Millvale	89	9	0	103	4	0	-14	+5
Northside	37	1	0	51	3	0	-14	-2
Price Hill	29	3	0	114	5	0	-85	-2





PARKING ANALYSIS SUMMARY



Community Health Centers

- Four (Cann, Millvale, Northside, Price Hill) of the six community health centers do not meet the requirements for general parking spaces.
- Two (Northside, Price Hill) of these four centers also have a deficiency in ADA parking spaces.
- Bobbie Sterne has very limited parking for patients and staff, but the calculations do not identify a deficiency because it resides in an Urban Overlay District which does not have a minimum requirement. The available spaces are even more limited by the parking of city vehicles onsite.

Administrative Buildings

• One building (Muhlberg) has plenty of parking, while the other (Burnet) building has seven more spaces than the minimum requirement. The excess parking spaces at Burnet are deceptive because city vehicles occupy nine spaces and create a deficiency of two spaces.

Electric Vehicle (EV) Charging Stations

Two (Muhlberg, Burnet) of eight buildings have charging stations available.





BOBBIE STERNE HEALTH CENTER – PARKING STUDY



Inventory of Existing Parking:

Parking Lot:

Staff / Visitor Parking: 45

■ Handicap Parking: <u>4</u>

Total: **49**

Code Requirements:

- Located in Urban Parking Overlay District
 - Zoning Code Minimum Parking Requirements Do Not Apply – See Appendix

Nearby Public Parking Access:

- FC Cincinnati East & West Garages are Open to the Public on Non-Game Days (3 Minute Walk)
- Liberty & Race Street Parking Lot (5 Minute Walk)
- Public Parking Garage Under Washington Park (7 Minute Walk)



Bobbie Sterne Health Center, 1525 Elm Street





BOBBIE STERNE HEALTH CENTER – PARKING STUDY



Visual Deficiency at Existing Parking:

Parking Lot:

- Asphalt Cracks / Deterioration
- Parking Restriping / HC Symbols Repaint
- Concrete Parking Stop/Bumper out of position











AMBROSE H. CLEMENT HEALTH CENTER – PARKING STUDY



Inventory of Existing Parking:

Parking Lot:

Residential / Staff / Visitor Parking: 103

Handicap Parking:

Total: **109**

Code Requirements:

Medical Services & Clinics

1 Parking Space per 150 SF

Calculated using DGSF

Existing Parking Exceeds Requirements

Total Parking Spaces Required: 34

Minimum ADA Parking Spaces Required: 5

Existing Min. ADA Parking Spaces Required: 2



Ambrose H. Clement Health Center 3559 Reading Road





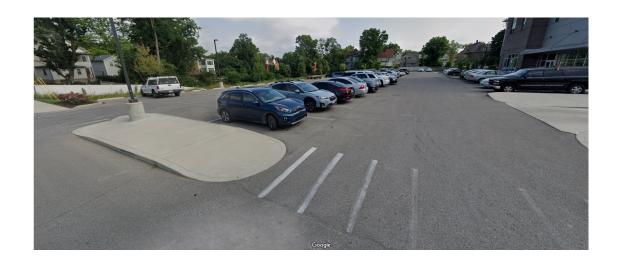
AMBROSE H. CLEMENT HEALTH CENTER – PARKING STUDY



Visual Deficiency at Existing Parking:

Parking Lot:

- Newer Parking Lot as of 2018
- Crosswalks need Restriping











BRAXTON F. CANN MEMORIAL HEALTH CENTER – PARKING



Inventory of Existing Parking:

Parking Lot:

STUDY

Staff / Visitor Parking: 27

■ Handicap Parking: __3

Total: 30

Code Requirements:

Medical Services & Clinics

1 Parking Space per 150 SF

Calculated using BGSF

Existing Parking Does Not Meet Requirements

Total Parking Spaces Required: 75

Minimum ADA Parking Spaces Required: 3

Existing Min. ADA Parking Spaces Required: 2



Braxton F. Cann Memorial Health Center 5818 Madison Road





BRAXTON F. CANN MEMORIAL HEALTH CENTER – PARKING STUDY



Visual Deficiency at Existing Parking:

Parking Lot:

 Recent upgrade to Asphalt and Parking Striping was done.











NORTHSIDE HEALTH CENTER – PARKING STUDY



Inventory of Existing Parking:

Parking Lot:

Staff / Visitor Parking: 37

■ Handicap Parking: <u>1</u>

Total: **38**

Code Requirements:

Medical Services & Clinics

■ 1 Parking Space per 150 SF

Calculated using BGSF

Existing Parking Does Not Meet Requirements

Total Parking Spaces Required: 51

Minimum ADA Parking Spaces Required: 3

Existing Min. ADA Parking Spaces Required: 2



Northside Health Center 3917 Spring Groove Ave.





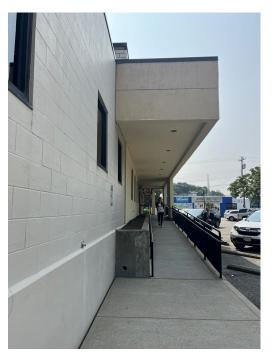
NORTHSIDE HEALTH CENTER – PARKING STUDY



Visual Deficiency at Existing Parking:

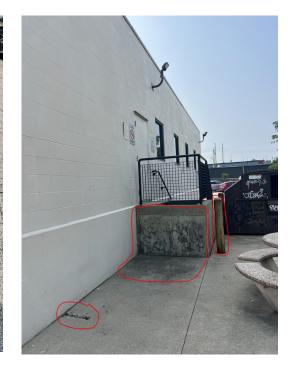
Parking Lot:

- Asphalt Cracking / Deterioration
- Parking Restriping / HC Symbols Repaint
- Repair of Concrete Wall
- Cleaning / Sealing back of Stair Wall















MILLVALE AT HOPPLE STREET HEALTH CLINIC – PARKING STUDY



Inventory of Existing Parking:

Parking Lot:

Staff / Visitor Parking: 89

Handicap Parking:

Total: **98**

Code Requirements:

Medical Services & Clinics

1 Parking Space per 150 SF

Calculated using BGSF

Existing Parking Does Not Meet Requirements

Total Parking Spaces Required: 103

Minimum ADA Parking Spaces Required: 4

Existing Min. ADA Parking Spaces Required: 4



Millvale at Hopple Street Health Clinic 2750 Beekman Street





MILLVALE AT HOPPLE STREET HEALTH CLINIC – PARKING STUDY



Visual Deficiency at Existing Parking:

Parking Lot:

Asphalt Cracking / Deterioration







PRICE HILL HEALTH CENTER – PARKING STUDY



Inventory of Existing Parking:

Street Parking for Visitors

Employee Parking Lot:

■ Staff Parking: 7

■ Handicap Parking: <u>1</u>

Total: 8

Front Parking Lot:

■ Public Parking: 22

Handicap Parking: 2

Total: **24**

Code Requirements:

Medical Services & Clinics

■ 1 Parking Space per 150 SF

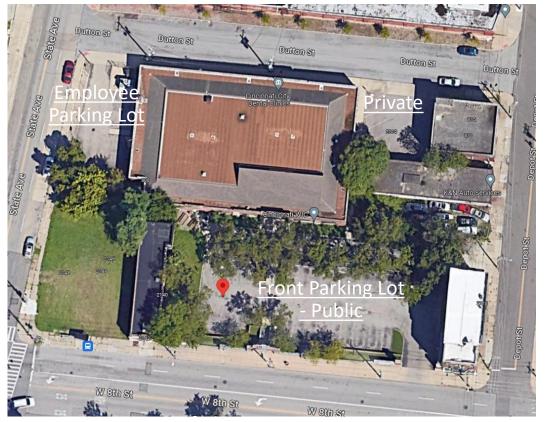
Calculated using BGSF

Existing Parking Does Not Meet Requirements

Total Parking Spaces Required: 114

Minimum ADA Parking Spaces Required: 5

Existing Min. ADA Parking Spaces Required: 2



2138 W. 8th Street





PRICE HILL HEALTH CENTER - PARKING STUDY

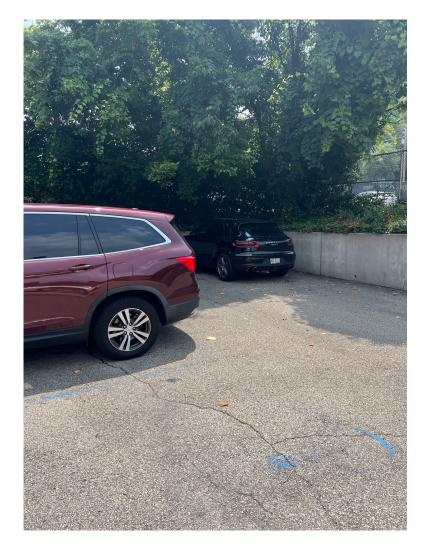


Visual Deficiency at Existing Parking:

Parking Lot:

- Asphalt Cracking / Deterioration
- Parking Restriping / HC Symbols Repaint









HEALTH DEPARTMENT OFFICES – PARKING STUDY



Inventory of Existing Parking:

Lower Parking Lot:

Permit Parking Spaces: 54

Upper Parking Lot:

Staff / Visitor Parking: 28

■ Handicap Parking: __6

Sub Total: 34

Total Parking: 88

Code Requirements:

- Government facilities & offices
 - 1 Parking Space per 750 SF
 - Calculated using BGSF
- Existing Parking Exceeds Requirements
 - Total Parking Spaces Required: **66**
 - Minimum ADA Parking Spaces Required: 3
 - Existing Min. ADA Parking Spaces Required: 4



Health Department Offices 3101 Burnet Avenue





HEALTH DEPARTMENT OFFICES – PARKING STUDY



Visual Deficiency at Existing Parking:

Loading Dock:

- Asphalt Deterioration
- Sidewalk Cracking





Upper Parking Lot:

- Asphalt Deterioration
- Parking Restriping / HC Symbols Repaint











MUHLBERG OFFICES – PARKING STUDY



Inventory of Existing Parking:

Parking Lot:

Staff / Visitor Parking: 36

Electric Vehicle Parking: 2

■ Handicap Parking: <u>C</u>

Total: **38**

Code Requirements:

Government facilities & offices

■ 1 Parking Space per 750 SF

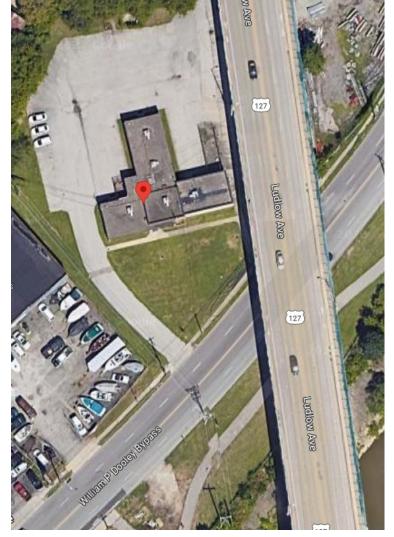
Calculated using BGSF

Existing Parking Exceeds Requirements

Total Parking Spaces Required: 7

Minimum ADA Parking Spaces Required: 1

Existing Min. ADA Parking Spaces Required: 2



Muhlberg Offices 3845 William P. Dooley Bypass





MUHLBERG OFFICES – PARKING STUDY



Visual Deficiency at Existing Parking:

Parking Lot:

- Asphalt Cracking / Deterioration
- Parking Restriping / HC Symbols Repaint
- (Also noted exterior building eave deterioration)











MARKET ANALYSIS

MARKET ASSESSMENT: OVERVIEW



The market assessment provides an important understanding of demand for healthcare services of residents originating from the CHD service area and how the distribution of CHD facilities, including community health centers, school-based health centers, and free-standing dental clinics, meet the current and future demand for healthcare services. The market assessment identifies demographic changes and utilization of the community and school-based health centers.

CHD is an important provider of health services in Hamilton County, especially for uninsured and under-insured residents seeking health and dental care.

Demographic segmentation provides the opportunity to analyze and group people by age, race, ethnicity, income, and other characteristics. This approach assists in better understanding target populations and their anticipated healthcare needs. As populations grow and/or as the population ages, so too does demand for a limited number of health resources. A demographic assessment is important in ensuring that future models of care address the changing population. Relative to Ohio, the CHD service area has a lower population percentage of seniors aged 65+ (16.7% vs 19.2%), however the service area is aging. By 2028, 18.5% of service area

residents will be aged 65+, up nearly three percentage points from 2023. An aging population is important to consider when planning health services.

The overall CHD service area is expected to shrink by 0.3% by 2028. However, the demand for clinical services is expected to rise by 17-18% by 2033 (see Needs Assessment).

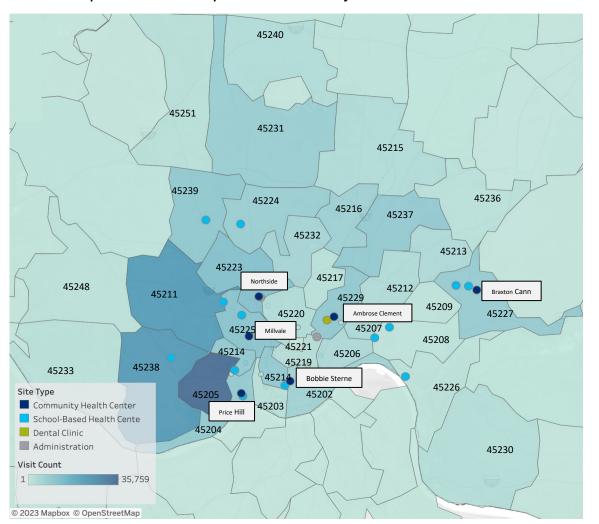




CINCINNATI DEPARTMENT OF HEALTH SERVICE AREA



The Service Area for the CHD was defined as the ZIP Codes that make up approximately 90% of all patient visits across all 20 department locations. One-third of all patients seen by a CHD facility come from only three ZIP codes just to the west of downtown Cincinnati.



Cincin	nati Department of He	ealth Visits by	ZIP Code (All	Sites of Care)
ZIP Code	City	Visits	% of Total	Cumulative %
45205	Cincinnati	18,971	14%	14%
45238	Cincinnati	12,194	9%	24%
45211	Cheviot	11,807	9%	33%
45223	Cincinnati	6,312	5%	37%
45225	Cincinnati	5,326	4%	41%
45229	Avondale	5,148	4%	45%
45239	Coletrain Township	4,978	4%	49%
45204	Queen City	4,910	4%	53%
45214	Queen City	4,799	4%	56%
45237	Amberley	4,603	3%	60%
45231	Mount Healthy	4,171	3%	63%
45227	Madeira	4,100	3%	66%
45224	College HL	3,966	3%	69%
45216	Elmwood	3,489	3%	72%
45202	Cincinnati	3,207	2%	74%
45232	Saint Bernard	3,027	2%	77%
45207	Cincinnati	2,062	2%	78%
45206	Walnut Hills	2,001	2%	80%
45213	Taft	1,939	1%	81%
45220	Cincinnati	1,843	1%	83%
45212	Norwood	1,734	1%	84%
45215	Arlington Heights	1,734	1%	85%
45219	Cincinnati	1,358	1%	86%
45203	Queen City	1,132	1%	87%
45217	Saint Bernard	1,032	1%	88%
45209	Cincinnati	653	0%	88%
45226	Cincinnati	586	0%	89%
45208	Cincinnati	575	0%	89%
Sub-Total		117,657	89%	89%
All Other		14,279	11%	100%
Total		131,936	100%	



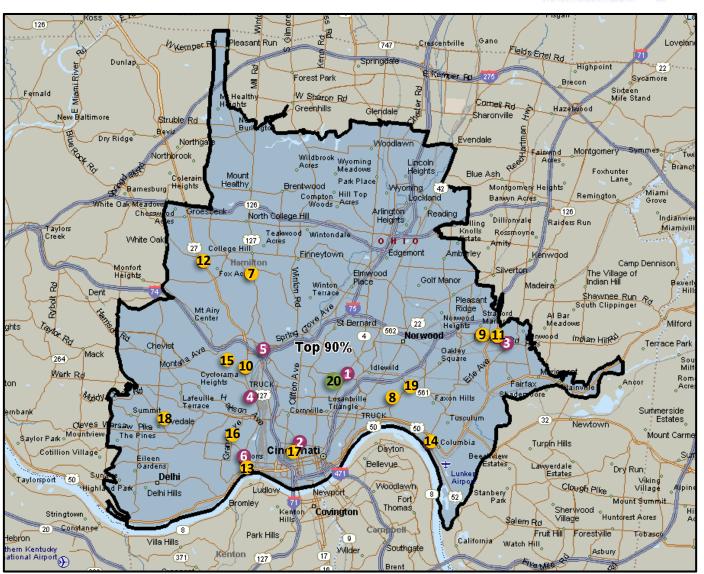


CINCINNATI HEALTH DEPARTMENT SERVICE AREA



CHD serves the residents of Cincinnati and Hamilton County and students at Cincinnati Public Schools. Community and school-based health centers are located throughout the city.

- Ambrose Clement Health Center
- Bobbie Sterne Health Center
- Braxton F Cann Health Center
- Millvale at Hopple Street Health Center
- Northside Health Center
- 6 Price Hill Health Center
- Aiken High School
- 8 Academy of World Languages
- The Children's Home dba Levine Family Health Center
- 10 Ethel M Taylor Academy
- 11 John P Parker School
- 12 Mount Airy School
- 13 Oyler School
- 14 Riverview East Academy
- 15 Roll Hill Academy
- 16 Roberts Paideia Academy
- 17 Taft High School
- 18 Western Hills & Dater High School
- 19 Withrow University High School
- 20 Crest Smile Shoppe

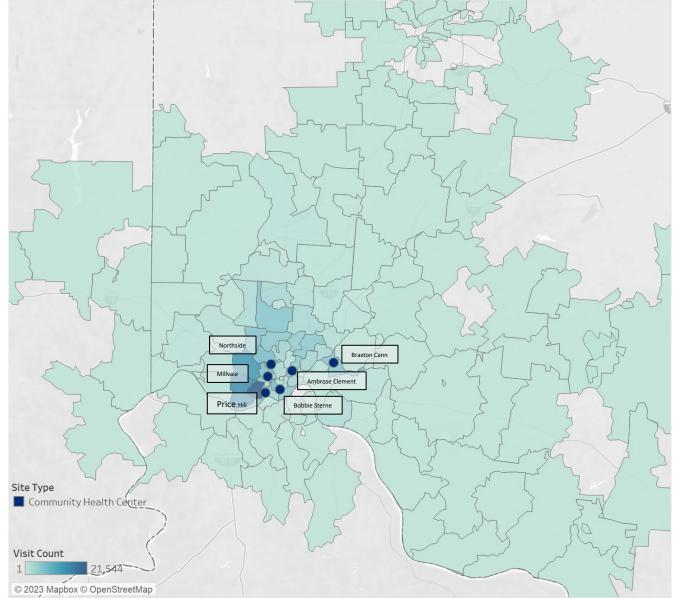




COMMUNITY HEALTH CENTER PATIENT ORIGIN



Most of the patients seen at the six community health centers come from the corridor just to the west of downtown Cincinnati. Although this region has the highest density of patients, residents from throughout the state and nearby counties have received care from these clinics.



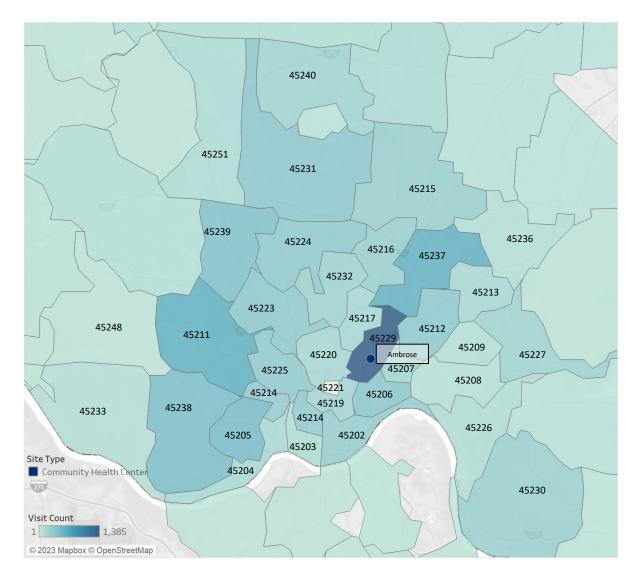


AMBROSE CLEMENT PATIENT ORIGIN

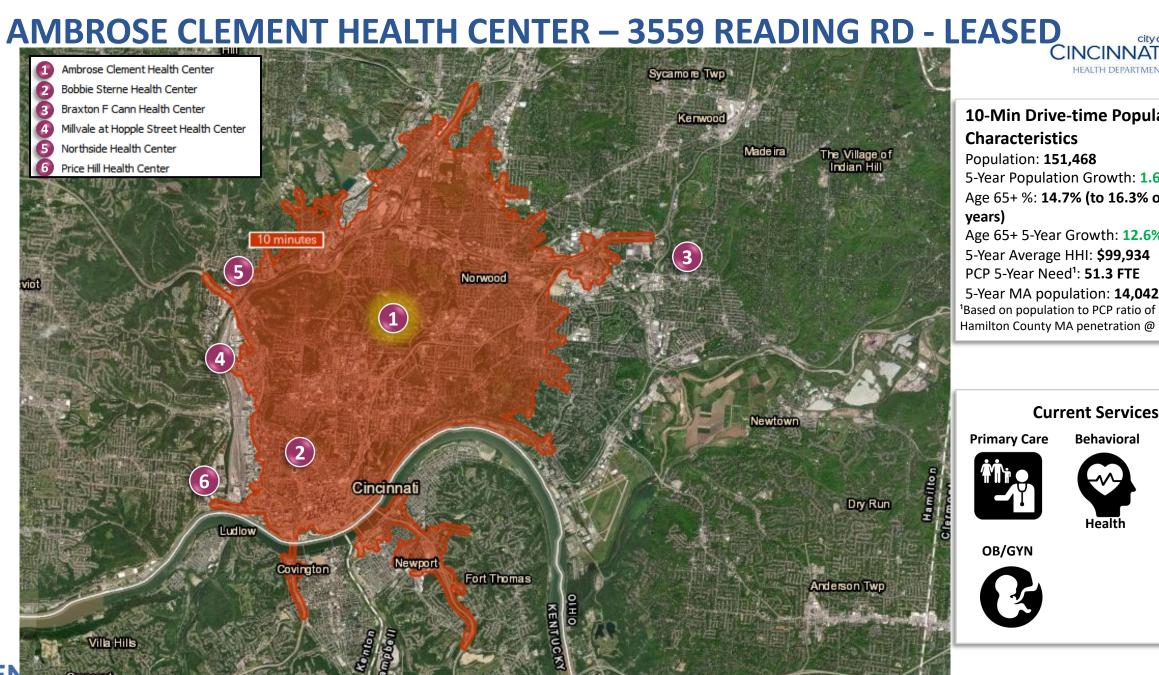


Ambrose H Clement Health Center draws a large percentage of its patient volume (15.4%) from the ZIP Code in which it's located (45229). Remaining volume originates largely from neighboring/ nearby ZIP Codes.

Index	ZIP Code	Visit Count	% of Total Visit
1	45229	589	15.4%
2	45237	237	6.2%
3	45211	219	5.7%
4	45238	187	4.9%
5	45205	159	4.2%
6	45239	149	3.9%
7	45206	140	3.7%
8	45231	139	3.6%
9	45214	124	3.2%
10	45223	121	3.2%







10-Min Drive-time Population **Characteristics**

Population: **151,468**

5-Year Population Growth: 1.6% Age 65+ %: **14.7% (to 16.3% over 5**

years)

Age 65+ 5-Year Growth: 12.6% 5-Year Average HHI: **\$99,934** PCP 5-Year Need¹: **51.3 FTE** 5-Year MA population: 14,042

¹Based on population to PCP ratio of 3,000:1

Hamilton County MA penetration @ 56% (YTD 2023)

Current Services

Primary Care







OB/GYN



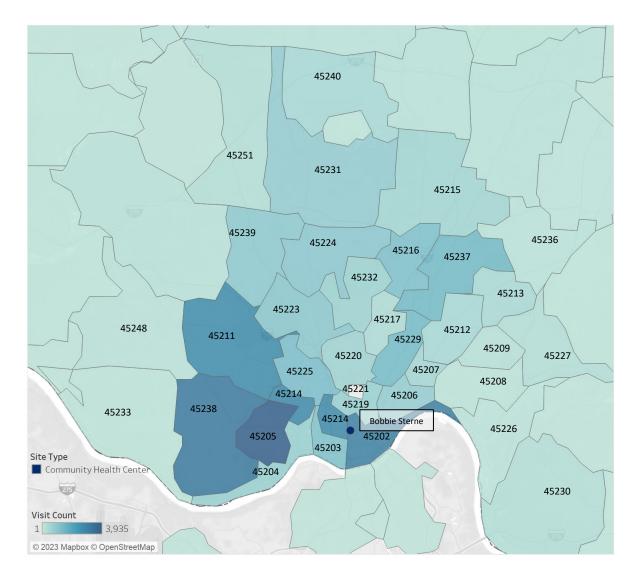


BOBBIE STERNE PATIENT ORIGIN



Approximately 9% of the patients seen at Bobbie Sterne Health Center originate from the ZIP Code in which it's located (45202). Approximately 30% of patients originate from ZIP Codes west of downtown Cincinnati; 45205 (12%), 45238 (10%), and 45211 (8%)

Index	ZIP Code	Visit Count	% of Total Visit
1	45205	1,851	12.0%
2	45238	1,538	10.0%
3	45202	1,408	9.1%
4	45214	1,310	8.5%
5	45211	1,276	8.3%
6	45237	641	4.2%
7	45225	592	3.8%
8	45229	559	3.6%
9	45203	522	3.4%
10	45216	474	3.1%







BOBBIE STERNE HEALTH CENTER – 1525 ELM ST. - OWNED

Newport

Fort Thomas

Heights





Ludlow

Fort Mitchell

Villa Hills

Crescent

Covington

Fort Wright

10-Min Drive-time Population Characteristics

Population: **153,716**

5-Year Population Growth: 1.8%

Age 65+ %: 13.2% (to 14.7% over 5 years)

Age 65+ 5-Year Growth: 13.4% 5-Year Average HHI: \$90,380 PCP 5-Year Need1: **52.1 FTE** 5-Year MA population: **12,882**

¹Based on population to PCP ratio of 3,000:1

Hamilton County MA penetration @ 56% (YTD 2023)

Current Services

Primary Care



Pediatrics



Behavioral

OB/GYN



Dentistry



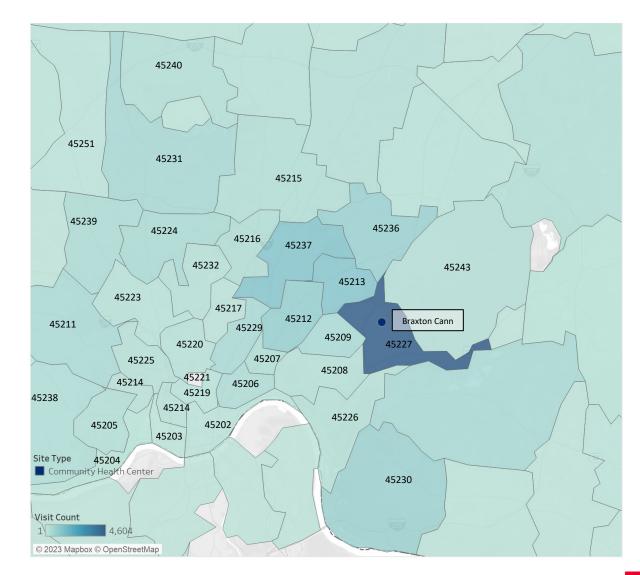


BRAXTON CANN PATIENT ORIGIN



One-fourth of all patients seen at Braxton Cann Health Center come from the ZIP Code in which the facility is located (45227). A further 22% of patient visits originate across 45213 (6.8%), 45237 (6.3%), 45212 (4.5%), and 45236 (4.3%)

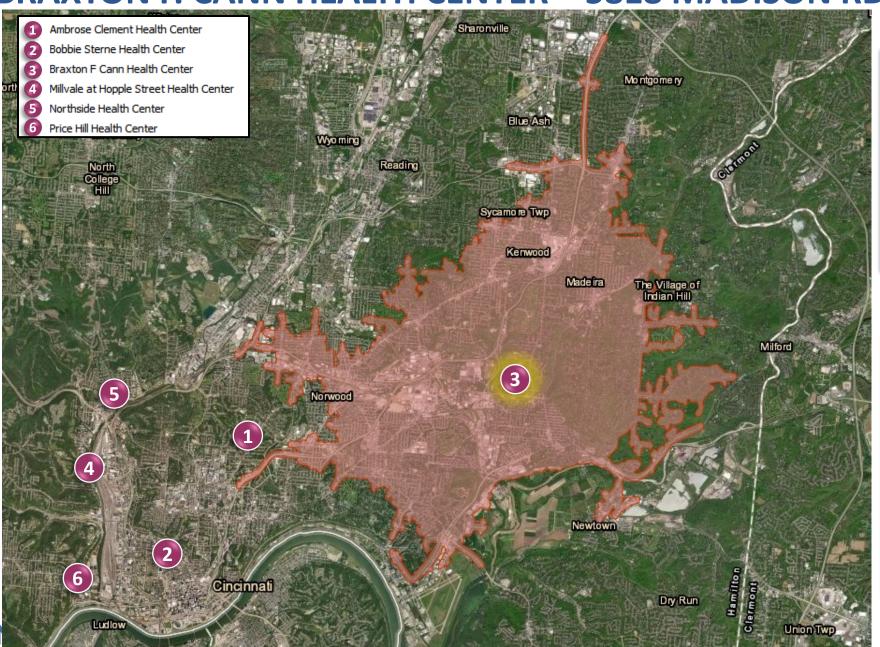
Index	ZIP Code	Visit Count	% of Total Visit
1	45227	2,213	25.0%
2	45213	601	6.8%
3	45237	562	6.3%
4	45212	398	4.5%
5	45236	377	4.3%
6	45230	354	4.0%
7	45231	252	2.8%
8	45209	240	2.7%
9	45244	218	2.5%
10	45229	204	2.3%







BRAXTON F. CANN HEALTH CENTER - 5818 MADISON RD. - LEASED





10-Min Drive-time Population Characteristics

Population: **110,156**

5-Year Population Growth: -0.3%

Age 65+ %: 19.4% (to 21.8% over 5 years)

Age 65+ 5-Year Growth: **12.0%** 5-Year Average HHI: **\$137,846** PCP 5-Year Need¹: **36.6 FTE** 5-Year MA population: **13,404**

¹Based on population to PCP ratio of 3,000:1

Hamilton County MA penetration @ 56% (YTD 2023)

Current Services

Primary Care



Pediatrics



OB/GYN



Dentistry

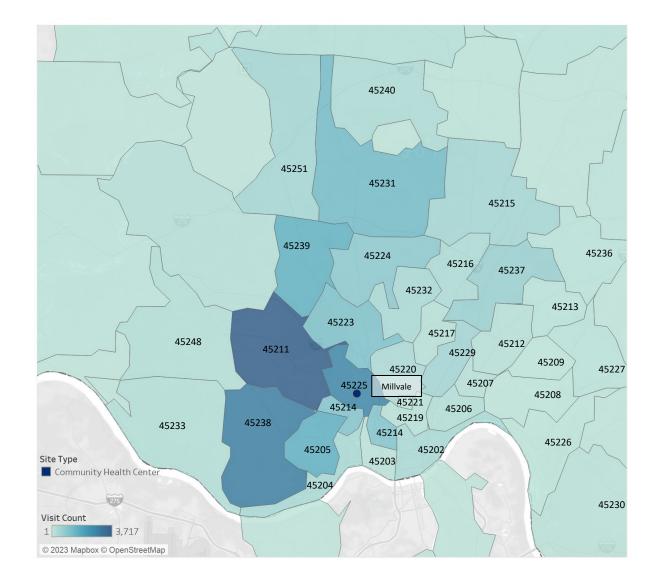


MILLVALE SERVICE PATIENT ORIGIN



Nearly 50% of all Millvale patient visits originate from ZIP Codes 45211 (16%), 45238 (13%), 45225 (11%), and 45205 (8%)

Index	ZIP Code	Visit Count	% of Total Visit
1	45211	1,698	15.8%
2	45238	1,414	13.2%
3	45225	1,208	11.3%
4	45205	842	7.9%
5	45239	630	5.9%
6	45231	530	4.9%
7	45223	467	4.4%
8	45214	436	4.1%
9	45224	332	3.1%
10	45237	274	2.6%

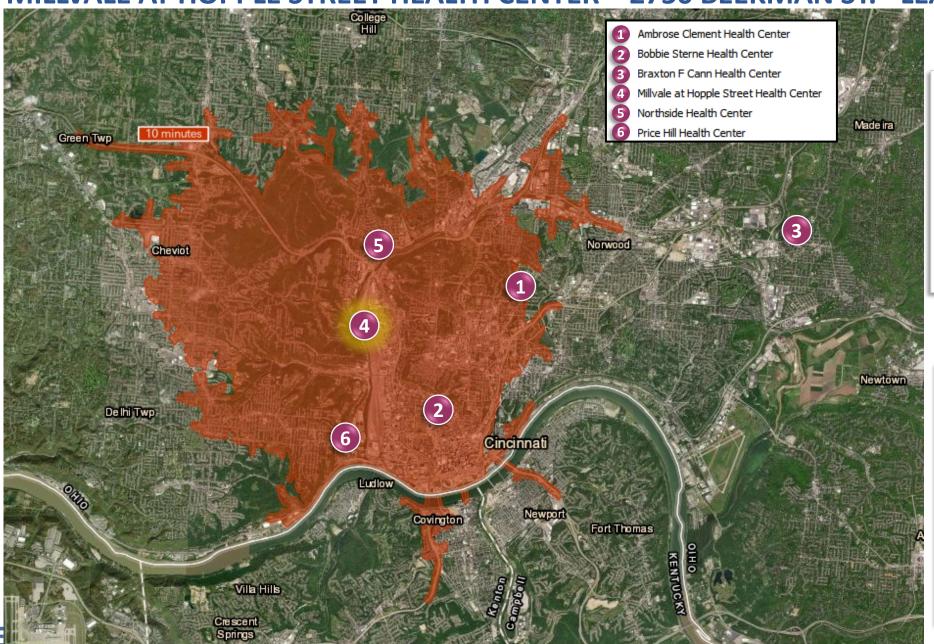






MILLVALE AT HOPPLE STREET HEALTH CENTER – 2750 BEEKMAN ST. - LEASED





10-Min Drive-time Population Characteristics

Population: 176,473

5-Year Population Growth: 0.8%

Age 65+ %: 13.5% (to 15.0% over 5 years)

Age 65+ 5-Year Growth: 12.0% 5-Year Average HHI: **\$81,801** PCP 5-Year Need1: 59.3 FTE 5-Year MA population: **14,941**

¹Based on population to PCP ratio of 3,000:1

Hamilton County MA penetration @ 56% (YTD 2023)

Current Services

Primary Care







Behavioral

OB/GYN **Dentistry**



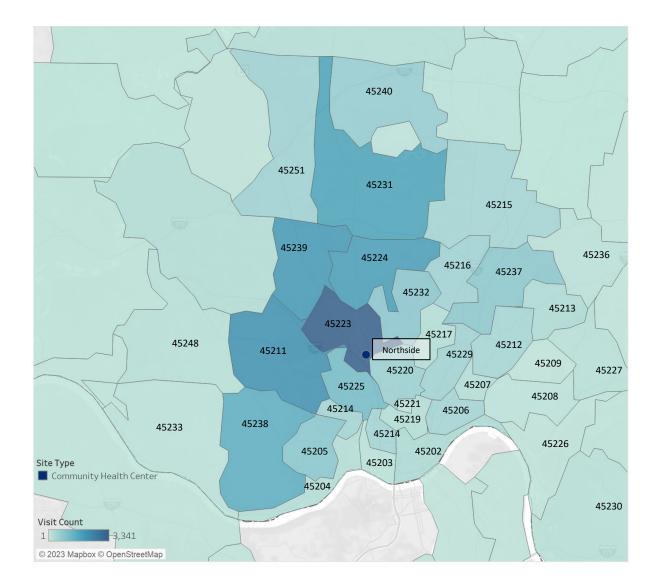


NORTHSIDE PATIENT ORIGIN



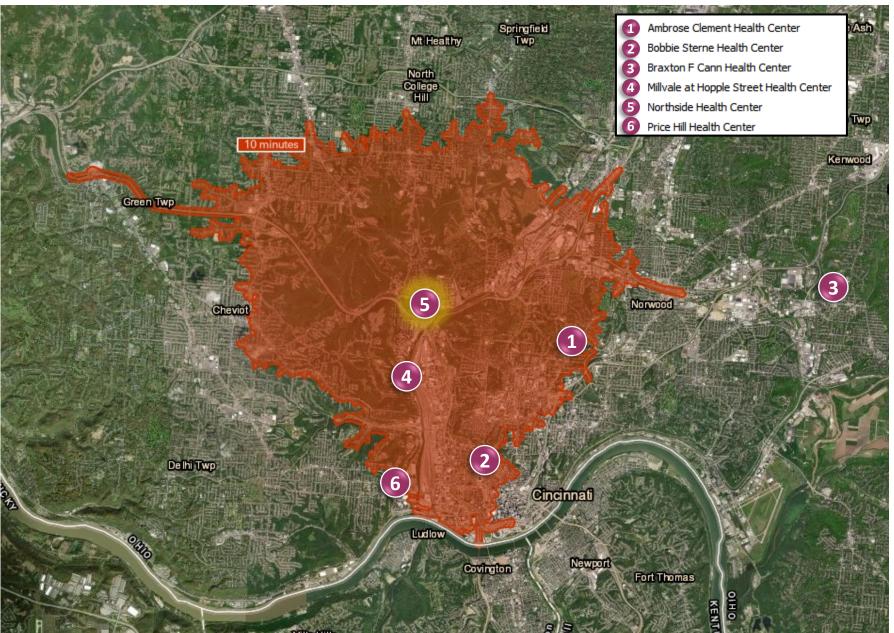
Northside Health Center serves patients from the whole west side of Hamilton County. Most patients (14.7%) come from the same ZIP Code as the facility, while an additional 25.1% come from the ZIP Codes directly adjacent to the west and north (45211, 45239, 45224).

Index	ZIP Code	Visit Count	% of Total Visit
1	45223	1,755	14.7%
2	45211	1,105	9.2%
3	45239	1,016	8.5%
4	45231	982	8.2%
5	45224	890	7.4%
6	45238	757	6.3%
7	45225	508	4.2%
8	45205	409	3.4%
9	45232	374	3.1%
10	45237	368	3.1%





NORTHSIDE HEALTH CENTER – 3917 SPRING GROVE AVE. - OWNED





10-Min Drive-time Population **Characteristics**

Population: 146,356

5-Year Population Growth: **0.4%**

Age 65+ %: 14.4% (to 16.0% over 5 years)

Age 65+ 5-Year Growth: 11.5% 5-Year Average HHI: **\$78,365** PCP 5-Year Need1: 49.0 FTE 5-Year MA population: 13,163

¹Based on population to PCP ratio of 3,000:1

Hamilton County MA penetration @ 56% (YTD 2023)

Current Services

Primary Care



Pediatrics



Behavioral



OB/GYN **Dentistry**





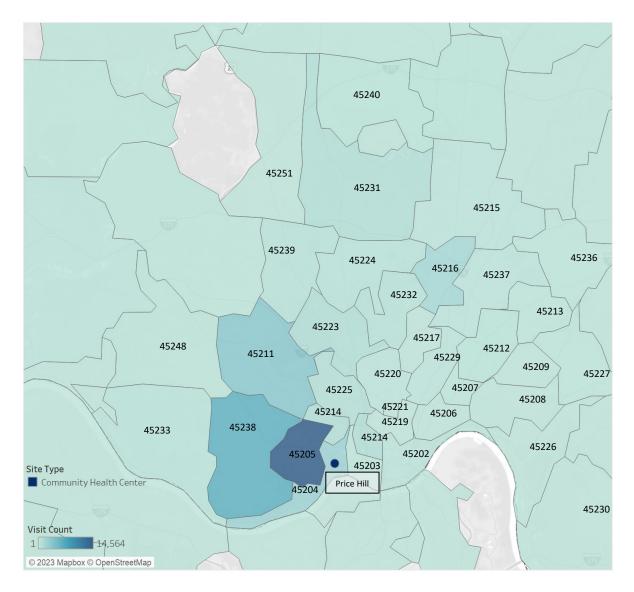


PRICE HILL PATIENT ORIGIN



Patients seen at Price Hill Health Center are very localized. Most of the patients (64.7%) come from only three ZIP Codes just to the west/northwest of the facility (45205, 45238, 45211). Only a small subset of patients come from elsewhere in Hamilton County (6% or less from any other one ZIP Code).

Index	ZIP Code	Visit Count	% of Total Visit
1	45205	7,387	39.6%
2	45238	3,057	16.4%
3	45211	1,625	8.7%
4	45204	1,117	6.0%
5	45216	760	4.1%
6	45231	439	2.4%
7	45214	427	2.3%
8	45223	390	2.1%
9	45225	273	1.5%
10	45239	241	1.3%

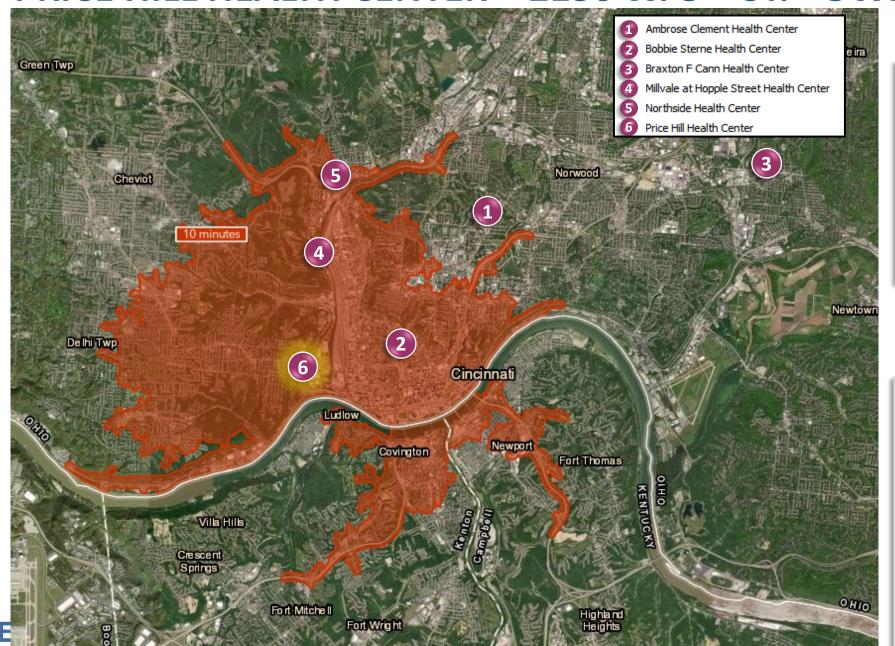






PRICE HILL HEALTH CENTER – 2136 W. 8TH ST. - OWNED





PARTNERS

10-Min Drive-time Population Characteristics

Population: 152,134

5-Year Population Growth: 1.9%

Age 65+ %: **12.6% (to 14.0% over 5 years)**

Age 65+ 5-Year Growth: **13.1%** 5-Year Average HHI: **\$84,739** PCP 5-Year Need1: 51.7 FTE 5-Year MA population: 12,148

¹Based on population to PCP ratio of 3,000:1

Hamilton County MA penetration @ 56% (YTD 2023)

Current Services

Primary Care



Pediatrics



Behavioral

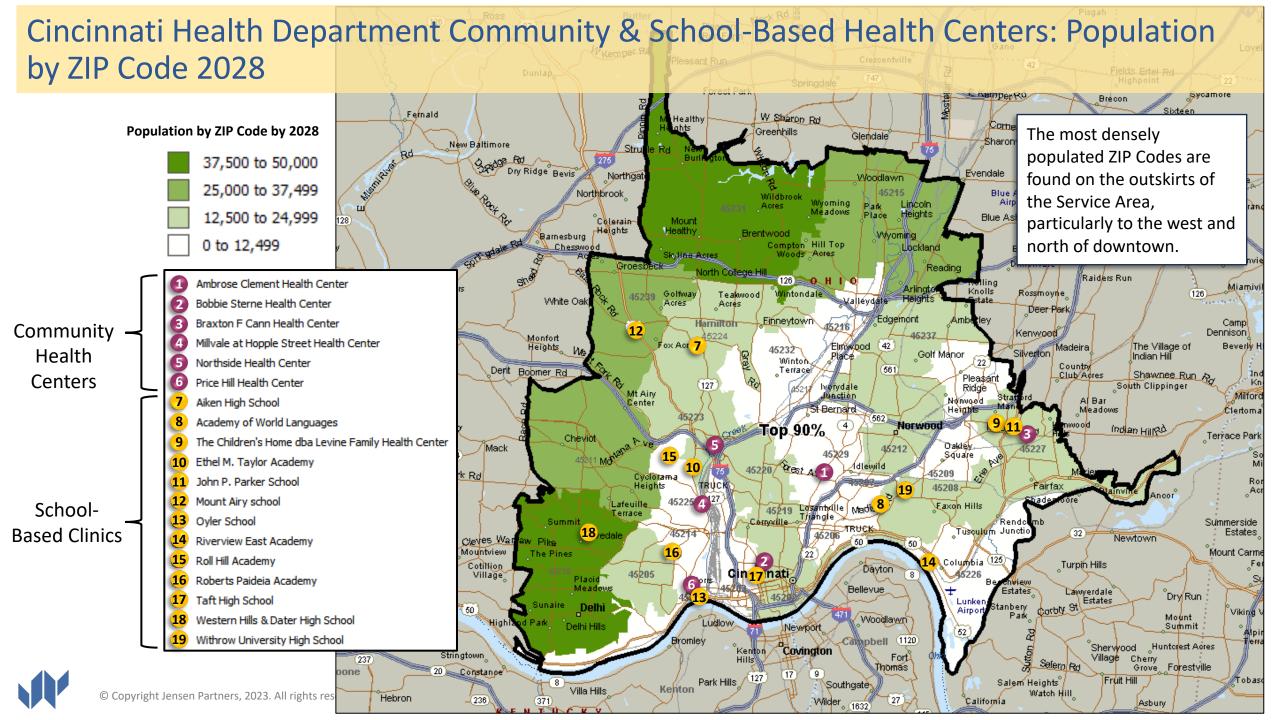


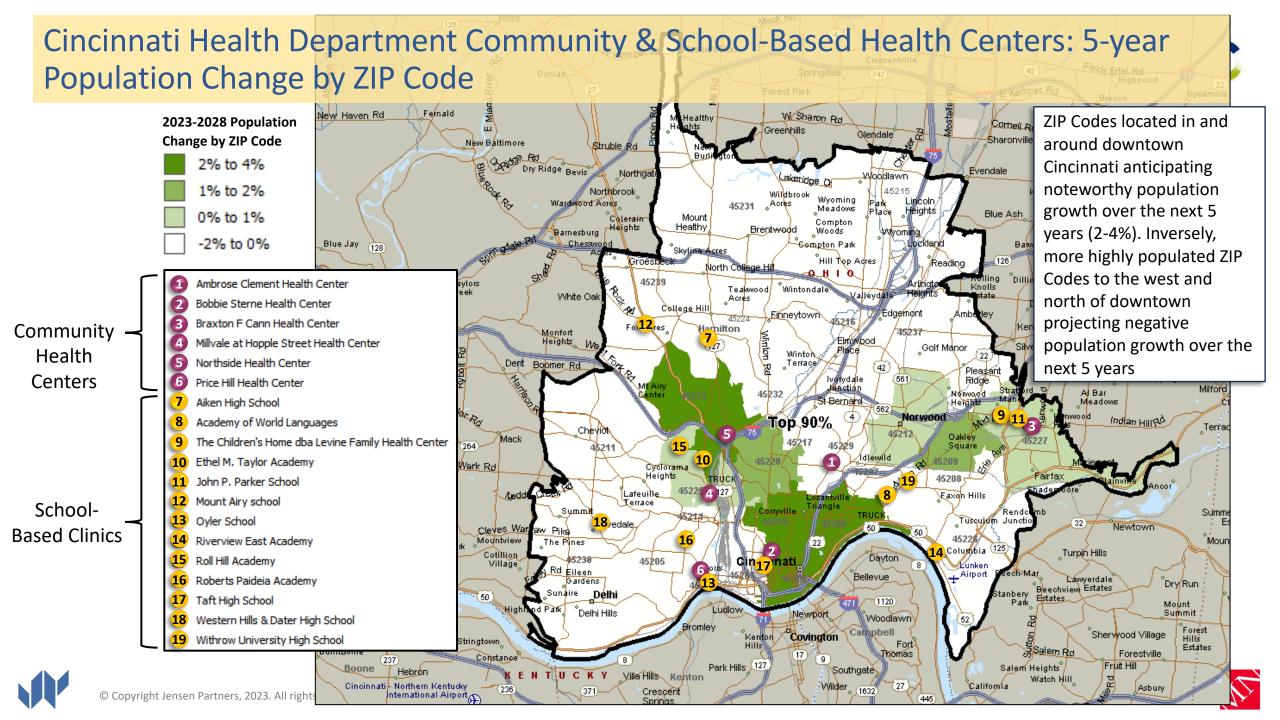
OB/GYN

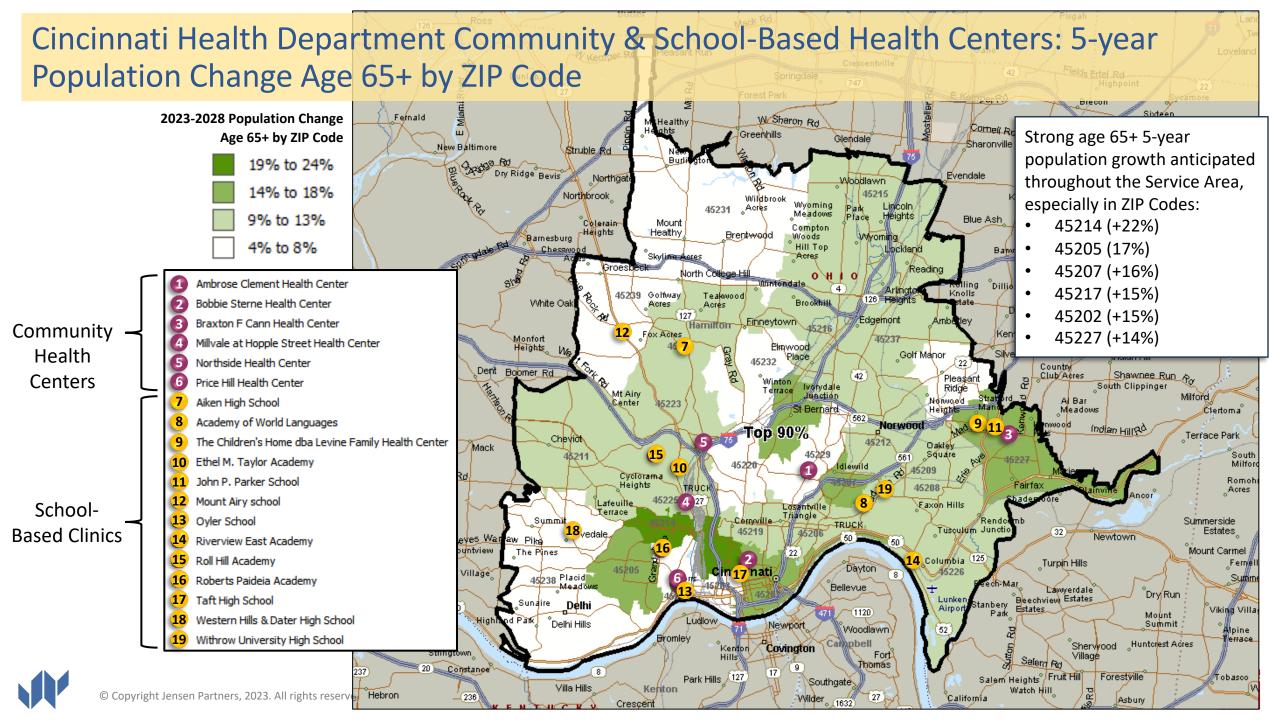


Dentistry









DEMOGRAPHICS BY AGE COHORT

Over the next five years, the CHD service area is projected to decline slightly (-0.3%). This change is noteworthy as Hamilton county and the U.S. are expected to grow 3.5% and 1.5% respectively (Ohio state expected to have no change). This decline is largely driven by the pediatric population, which is expected to decline by 2.2%. In contrast, the 65+ population in the CHD service area is projecting 11.1% growth through 2028. By 2028, nearly one in five residents will be age 65+. The anticipated rise in the 65+ population is important to consider as these individuals are more susceptible to health problems related to cognitive decline, heart disease, osteoarthritis/osteoporosis, respiratory issues, influenza/pneumonia, and cancer, which puts a greater strain on healthcare services.

			DEMO	GRAPHICS	ASSESSME	NT BY AC	E COHORT:	2023-2028				
	CHD C	linic Servic	e Area	Han	nilton Cou	nty	Ohio			USA		
Population	2023	2028	Change	2023	2028	Change	2023	2028	Change	2023	2028	Change
0-4	6.0%	6.1%	1.4%	6.6%	5.7%	-10.6%	5.4%	5.4%	0.0%	5.7%	5.8%	3.3%
5-9	5.9%	5.7%	-3.7%	6.4%	5.9%	-4.5%	5.8%	5.7%	-1.7%	6.1%	5.9%	-1.8%
10-14	5.9%	5.6%	-5.4%	6.5%	6.1%	-2.8%	6.1%	6.0%	-1.6%	6.3%	6.1%	-1.7 %
15-24	15.1%	15.4%	1.7%	14.6%	13.5%	-4.3%	12.6%	12.2%	-3.2%	12.8%	12.4%	-1.6%
25-34	14.7%	14.0%	-5.0%	13.5%	13.5%	3.5%	12.8%	12.2%	-4.7%	13.7%	13.1%	-2.9%
35-44	12.7%	12.8%	0.5%	12.2%	12.5%	6.1%	12.5%	12.7%	1.6%	13.1%	13.6%	5.4%
45-54	10.9%	11.0%	0.6%	14.9%	11.4%	-20.8%	12.0%	11.9%	-0.8%	11.9%	11.8%	0.7%
55-64	12.1%	10.8%	-11.0%	12.0%	13.1%	13.0%	13.6%	12.2%	-10.3%	12.7%	11.6%	-7.3%
65-74	9.5%	10.2%	7.1%	6.6%	10.5%	64.7%	11.3%	12.0%	6.2%	10.6%	11.0%	5.4%
75-84	5.0%	5.9%	17.7%	4.6%	5.5%	23.8%	5.7%	7.1%	24.6%	5.3%	6.6%	26.4%
85+	2.2%	2.5%	13.3%	2.0%	2.4%	24.3%	2.2%	2.5%	13.6%	1.9%	2.2%	17.6%
Total Population	478,942	477,600	-0.3%	802,374	830,844	3.5%	11,849,286	11,850,386	0.0%	337,470,185	342,640,129	1.5%
<18	21.1%	20.7%	-2.2%	23.6%	21.1%	-7.4%	20.9%	20.6%	-1.4%	21.6%	21.3%	0.1%
Adult (18+)	78.9%	79.3%	0.2%	76.4%	78.9%	6.9%	79.1%	79.4%	0.4%	78.4%	78.7%	1.9%
Senior (65+)	16.7%	18.6%	11.1%	13.2%	18.4%	44.3%	19.2%	21.6%	12.5%	17.8%	19.8%	12.9%

Source: Esri



-0.3%

Change: 2023-2028

CHD Clinic SA 65+

+11.1%

Change: 2023-2028

Hamilton County

+3.5%

Change: 2023-2028

CHD Clinic SA <18

-2.2%

Change: 2023-2028



DEMOGRAPHICS BY HOUSEHOLD INCOME

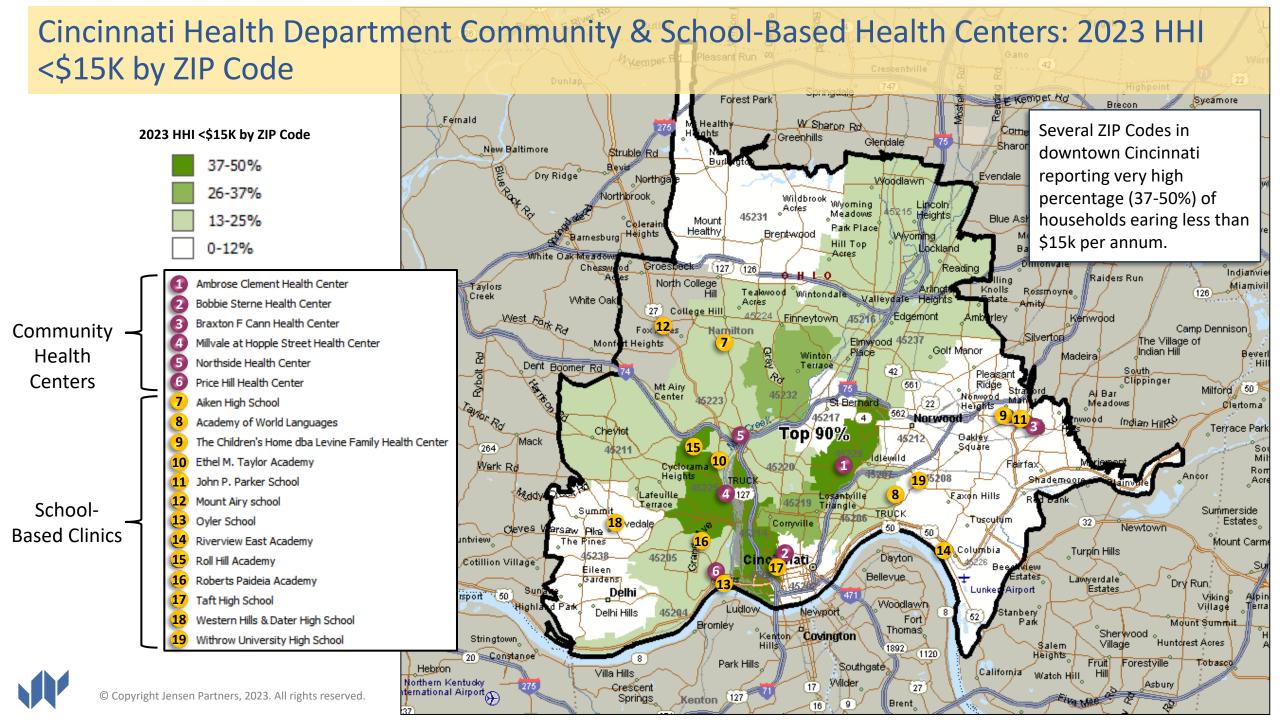


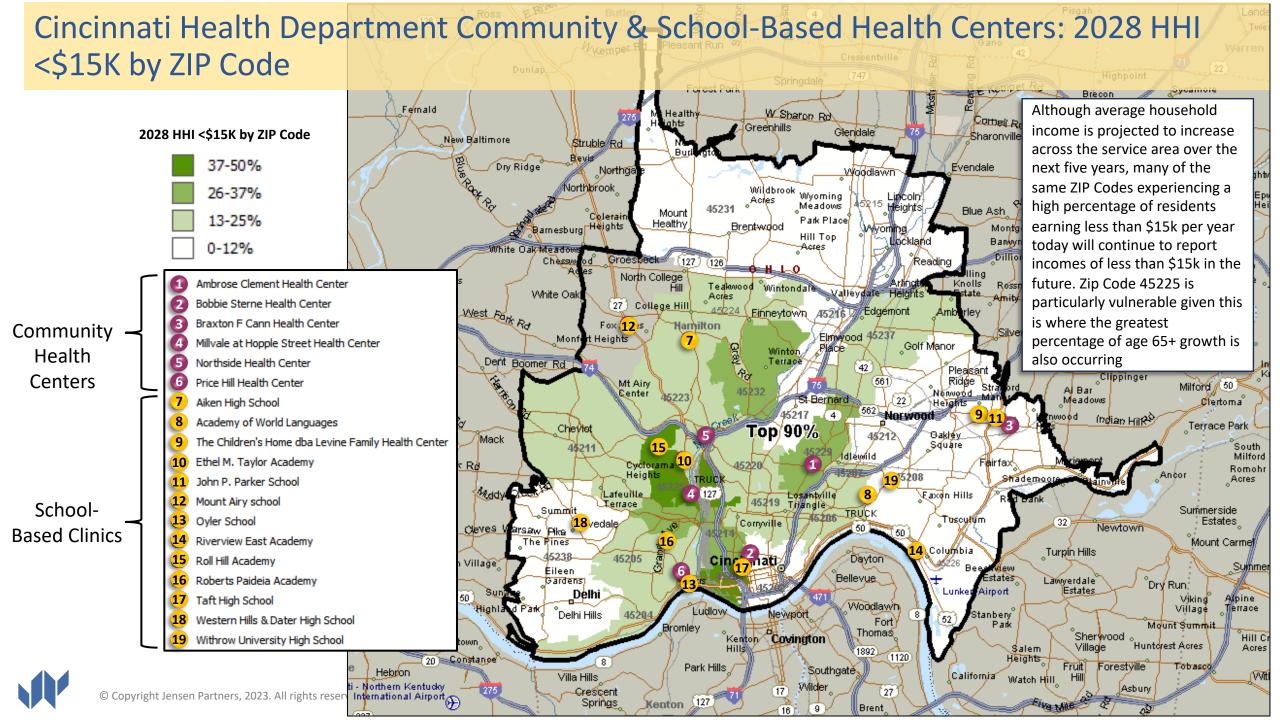
One of the fundamental causes of health inequality is the unequal distribution of incomes across the population. It influences health directly through the goods and services that people buy which can support, or damage, their health. It also influences a wide variety of factors that have an indirect impact on health, including social status and control over unforeseen events. In the CHD service area, the average household income (\$85k) is lower than that of Hamilton county, Ohio state, and the nation. The five-year projection indicates a shift from lower to higher household income brackets in the CHD service area by 2028. Homes bringing home <\$35k are projecting a shift from 35% of the population to 30%, and those households making \$75k+ are shifting from 38% to 44% of residents. The ZIP Codes that are projected to have the lowest rise in income (8-12% increase) are located along the Ohio River and in the heart of downtown Cincinnati, including where Bobbie Sterne and Price Hill are currently located.

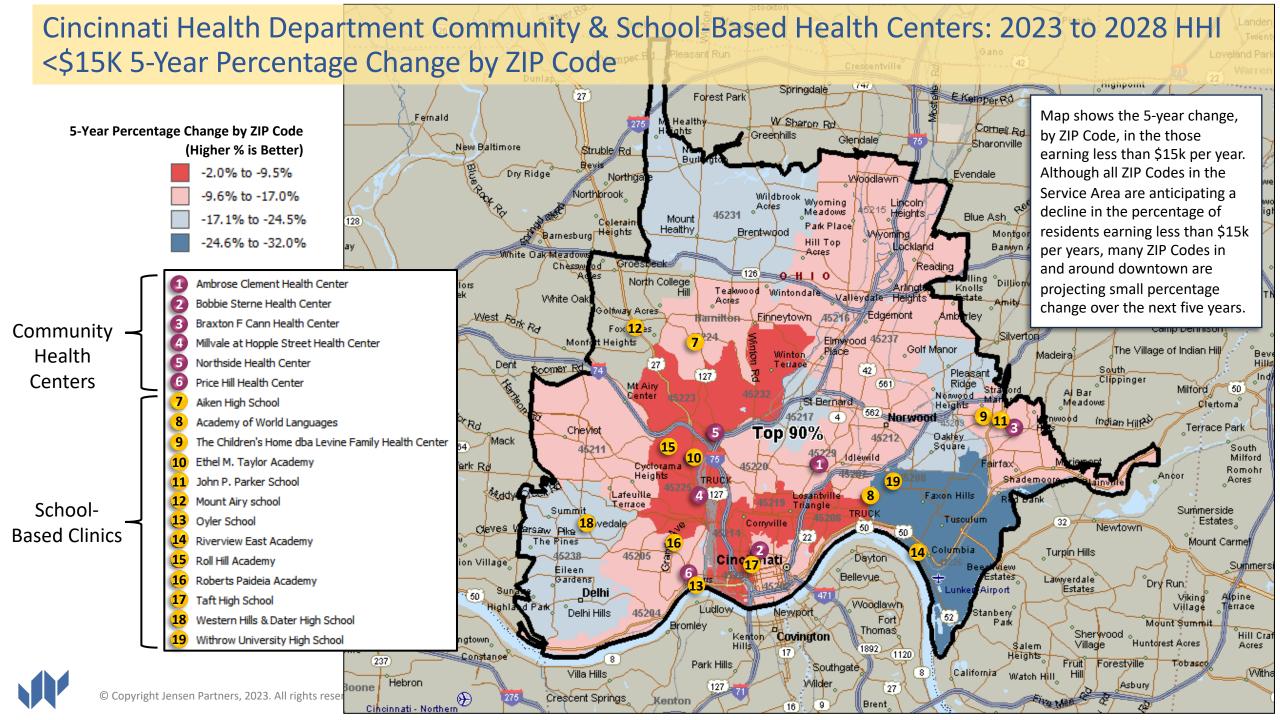
SE	SERVICE AREA POPULATION HOUSEHOLD INCOME DISTRIBUTION: 2023-2028												
		20	23			20	28						
Household Income	CHD Clinic SA	Hamilton County	Ohio	USA	CHD Clinic SA	Hamilton County	Ohio	USA					
\$0-\$15,000	16.7%	12.4%	10.3%	9.5%	14.5%	10.6%	9.0%	8.3%					
\$15 - \$24,999	9.2%	7.6%	7.7%	7.1%	7.4%	6.0%	6.3%	5.7%					
\$25 - \$34,999	8.7%	7.7%	8.2%	7.4%	7.8%	6.6%	7.1%	6.2%					
\$35 - \$49,999	11.9%	10.9%	12.3%	10.8%	11.1%	9.9%	11.2%	9.5%					
\$50 - \$74,999	15.5%	15.2%	17.6%	16.5%	15.1%	14.4%	16.7%	15.6%					
\$75 - \$99,999	11.7%	12.4%	13.4%	12.8%	12.5%	12.8%	13.8%	12.9%					
\$100 - \$149,999	14.2%	16.7%	16.2%	16.9%	16.6%	18.9%	18.3%	18.6%					
\$150,000 - \$199,999	5.1%	6.8%	7.1%	8.6%	6.9%	9.0%	9.3%	10.7%					
\$200,000+	6.9%	10.2%	7.0%	10.6%	8.1%	11.9%	8.2%	12.4%					
Total	100%	100%	100%	100%	100%	100%	100%	100%					
Average Household Income	\$84,796	\$102,068	\$92,536	\$107,008	\$98,051	\$117,674	\$105,607	\$122,048					

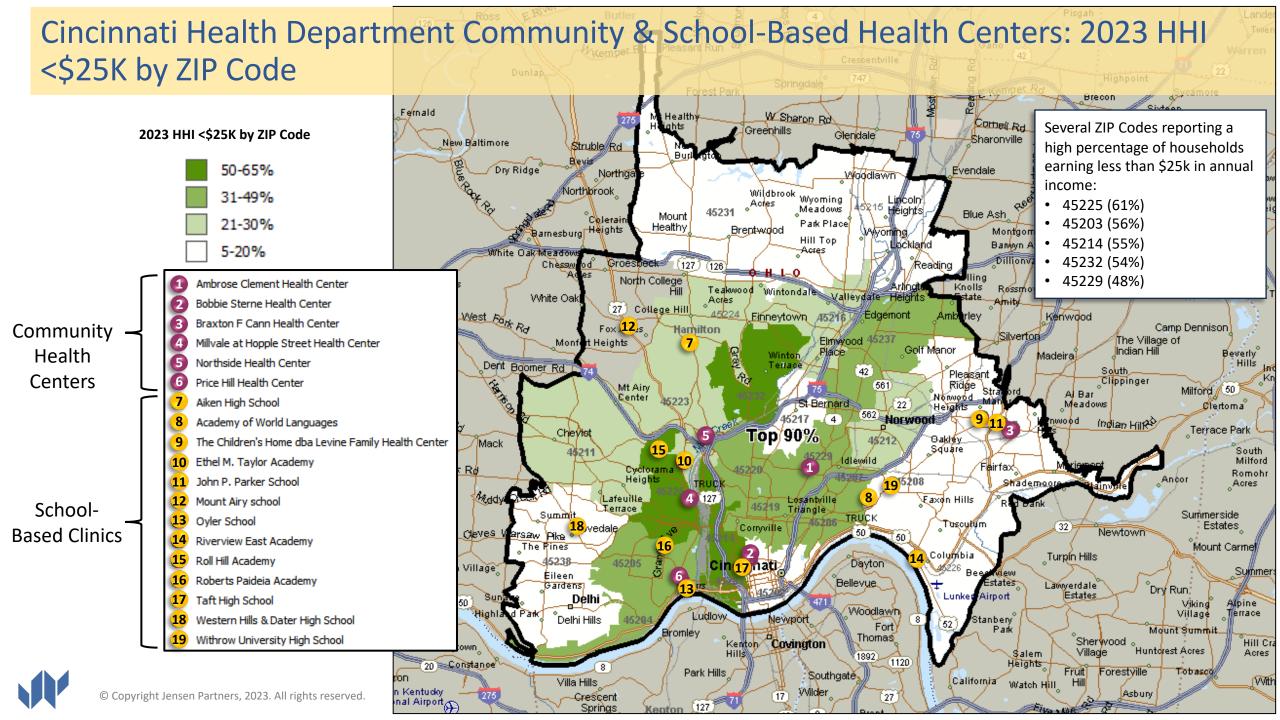
Source: Esri

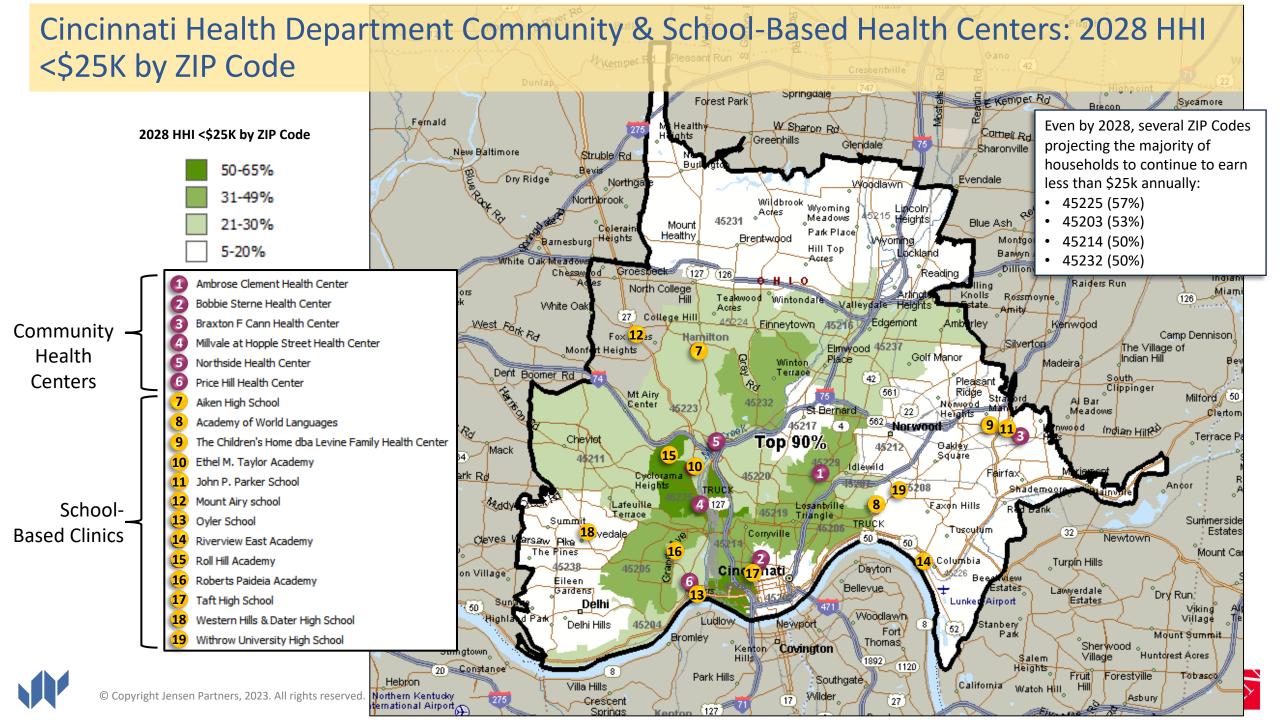


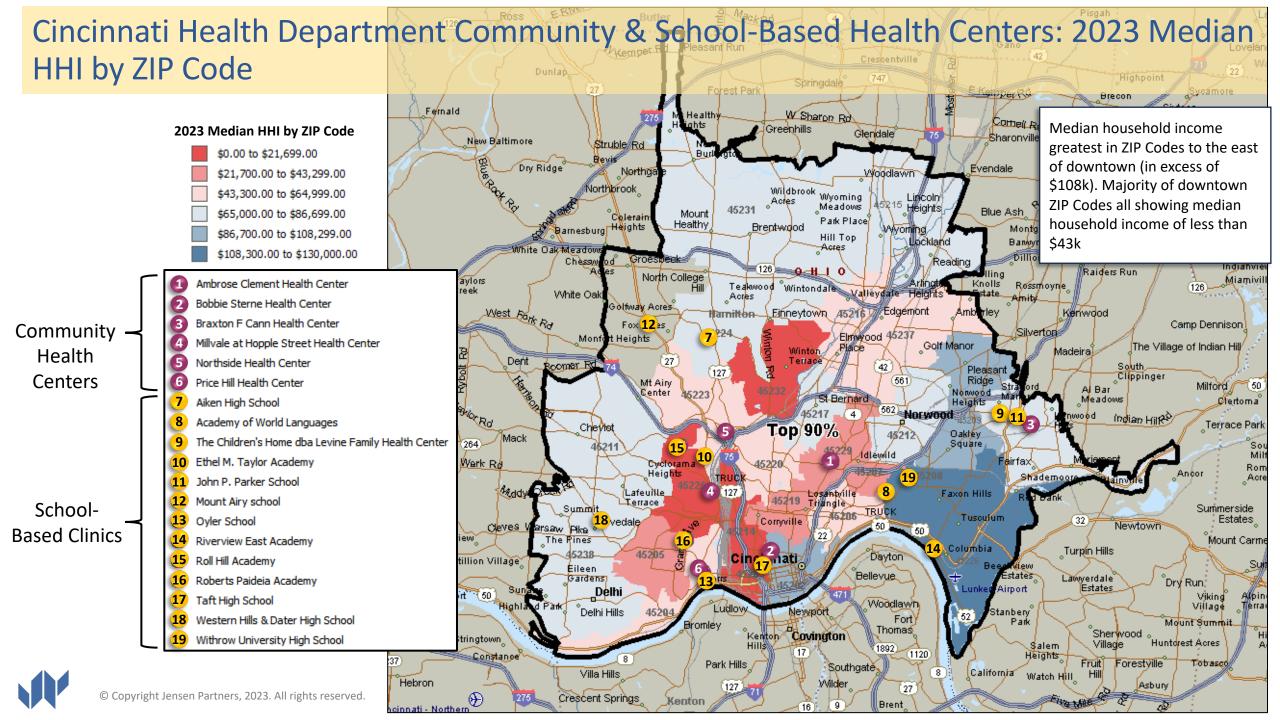


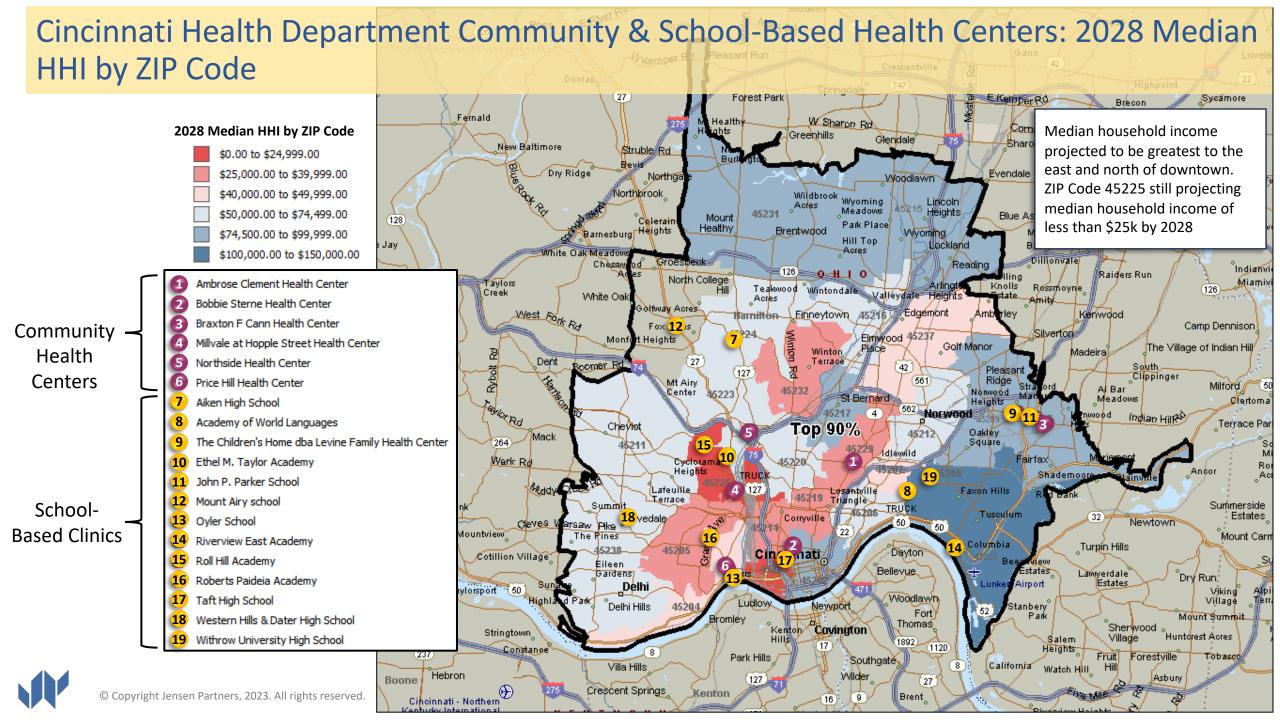


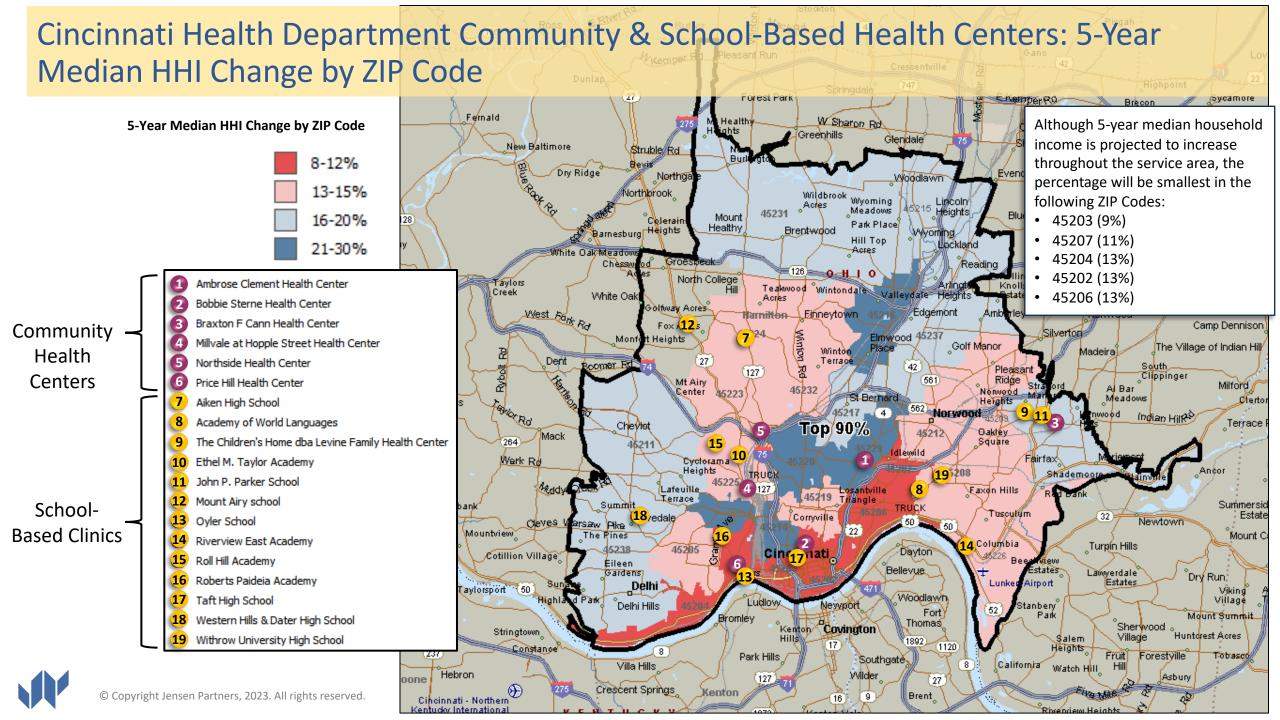












DEMOGRAPHICS BY RACE ETHNICITY



Race and Ethnicity is another variable that is commonly used in determining health disparities. For example, there are striking racial and ethnic differences in infant mortality rates. African American infants have the highest mortality rates and are more than twice as likely as White infants to die in their first year of life. Research also shows that African Americans are less likely than White and Asian residents to engage in preventive health practices related to diet, smoking, exercise, and use of screening tests. Today, more than a quarter (25.6%) of residents in the CHD service area are African Americans, a much higher percentage than the state and national averages (12.7% and 12.5%, respectively), while 62.1% of residents are White. Over the next five years, the CHD service area is expected to become more diverse, with a decline in percentage identifying as White and an increase in percentage of those residents identifying as African American, Asian, and Two or More races.

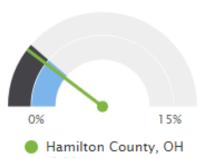
		SERVICE A	REA POPULAT	TION RACE/E	THNICITY			
	CHD Clinic SA		Hamilto	n County	Ol	nio	USA	
	2023	2028	2023	2028	2023	2028	2023	2028
White	62.1%	60.0%	62.1%	60.0%	76.1%	74.4%	60.6%	58.8%
African American	25.6%	26.1%	25.6%	26.1%	12.7%	13.0%	12.5%	12.6%
American Indian Alone	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	1.1%	1.2%
Asian Alone	3.3%	3.7%	3.3%	3.7%	2.7%	3.1%	6.2%	6.7%
Pacific Islander Alone	0.1%	0.1%	0.1%	0.1%	0.0%	0.1%	0.2%	0.2%
Some Other Race Alone	2.5%	3.0%	2.5%	3.0%	2.0%	2.3%	8.7%	9.3%
Two or More Races	6.0%	6.8%	6.0%	6.8%	6.1%	6.9%	10.6%	11.3%
Total	100%	100%	100%	100%	100%	100%	100%	100%
Hispanic Origin	4.7%	5.4%	4.7%	5.4%	4.8%	5.3%	19.4%	20.4%
Non-Hispanic or Latino	95.3%	94.6%	95.3%	94.6%	95.2%	94.7%	80.6%	79.6%
Total	100%	100%	100%	100%	100%	100%	100%	100%

Source: Esri





Unemployment



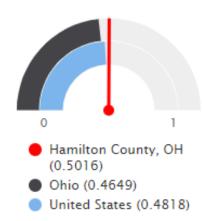
- (3.1%)

 Ohio (3.4%)
- Ohio (3.4%)

United States (3.4%)

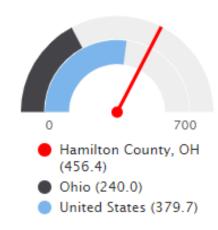
Total unemployment in the report area for the current month equals 13,281, or 3.1% of the civilian noninstitutionalized population age 16 and older (non-seasonally adjusted). This indicator is relevant because unemployment creates financial instability and barriers to access including insurance coverage, health services, healthy food, and other necessities that contribute to poor health status.

Income Inequality



This indicator reports income inequality using the Gini coefficient. Gini index values range between zero and one. A value of one indicates perfect inequality where only one household has any income. A value of zero indicates perfect equality, where all households have equal income.

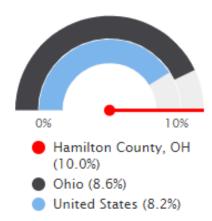
HIV Prevalence



This indicator reports the prevalence of HIV in the report area as a rate per 100,000 population over age 13. The data reflect persons living with diagnosed HIV infection at the end of the latest reporting year, or persons living with infection ever classified as stage 3 (AIDS) at the end of the latest report year. HIV rate climbed 50% since 2009. African American HIV rate in excess of 1,000 per 100k population.

Low Birth Weight

CINCINNA

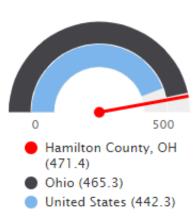


This indicator reports the percentage of live births where the infant weighed less than 2,500 grams (approximately 5 lbs., 8 oz.). These data are reported for a 7-year aggregated time period. Data were from the National Center for Health Statistics - Natality Files (2014-2020) and are used for the 2023 County Health Rankings. Within the report area, there were 7,236 infants born with low birth weight. This represents 10.0% of the total live births.

Source: Community Commons



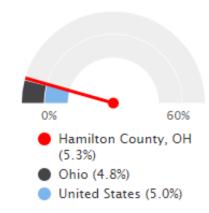
Cancer Incidence Rates



This indicator reports the age adjusted incidence rate (cases per 100,000 population per year) of cancer (all sites) adjusted to 2000 U.S. standard population age groups.

Within the report area, there were 4,535 new cases of cancer reported. This means there is a rate of 471.4 for every 100,000 total population.

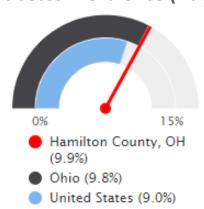
Chronic Conditions - Asthma



This indicator reports the number and percentage of the Medicare FFS Service population with asthma. Data are based upon Medicare administrative enrollment and claims data for Medicare beneficiaries enrolled in the Fee-for-Service program.

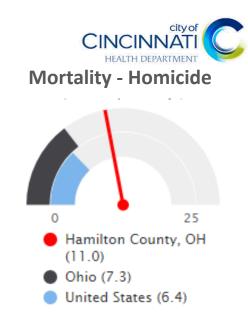
Within the report area, there were 3,789 beneficiaries with asthma based on administrative claims data in the latest report year. This represents 5.3% of the total Medicare Fee-for-Service beneficiaries.

Chronic Conditions - Diabetes Prevalence (Adult)



This indicator reports the number and percentage of adults age 20+ who have ever been told by a doctor that they have diabetes. This indicator is relevant because it may indicate an unhealthy lifestyle and puts individuals at risk for further health issues.

Within the report area, 66,335 of adults age 20+ have diabetes. This represents 9.9% of all the adults age 20+.



This indicator reports the 2016-2020 five-year average rate of death due to assault (homicide) per 100,000 population. This indicator is relevant because homicide rate is a measure of poor community safety and is a leading cause of premature death.

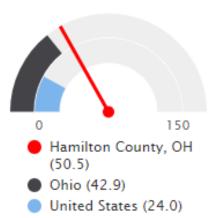
Within the report area, there are a total of 439 deaths due to homicide. This represents an ageadjusted death rate of 11.0 per every 100,000 total population.

Source: Community Commons





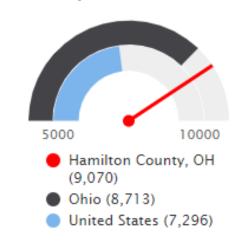
Mortality - Poisoning



This indicator reports the 2016-2020 five-year average rate of death due to poisoning (including drug overdose) per 100,000 population. This indicator is relevant because poisoning deaths, especially from drug overdose, are a national public health emergency. Within the report area, there are a total of 2,013 deaths due to poisoning. This represents an ageadjusted death rate of 50.5 per every 100,000 total population.

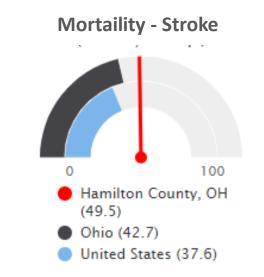
Source: Community Commons

Mortality – Premature Death



This indicator reports the Years of Potential Life Lost (YPLL) before age 75 per 100,000 population for all causes of death. This indicator is relevant because a measure of premature death can provide a unique and comprehensive look at overall health status.

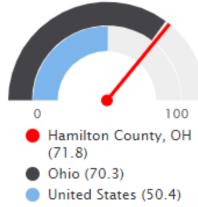
Within the report area, there are a total of 11,698 premature deaths from 2018 to 2020. This represents an ageadjusted rate of 9,070 years potential life lost before age 75 per every 100,000 total population.



This indicator reports the 2016-2020 five-year average rate of death due to cerebrovascular disease (stroke) per 100,000 population. This indicator is relevant because stroke is a leading cause of death in the United States.

Within the report area, there are a total of 2,474 deaths due to stroke. This represents an age-adjusted death rate of 49.5 per every 100,000 total population.





This indicator reports the 2016-2020 five-year average rate of death due to unintentional injury per 100,000 population. This indicator is relevant because unintentional injuries are a leading cause of death in the United States. Within the report area, there are a total of 2,993 deaths due to unintentional injury. This represents an ageadjusted death rate of 71.8 per every 100,000 total population.



CINCINNATI HEALTH DEPARTMENT

Poverty - Population Below 100% FPL

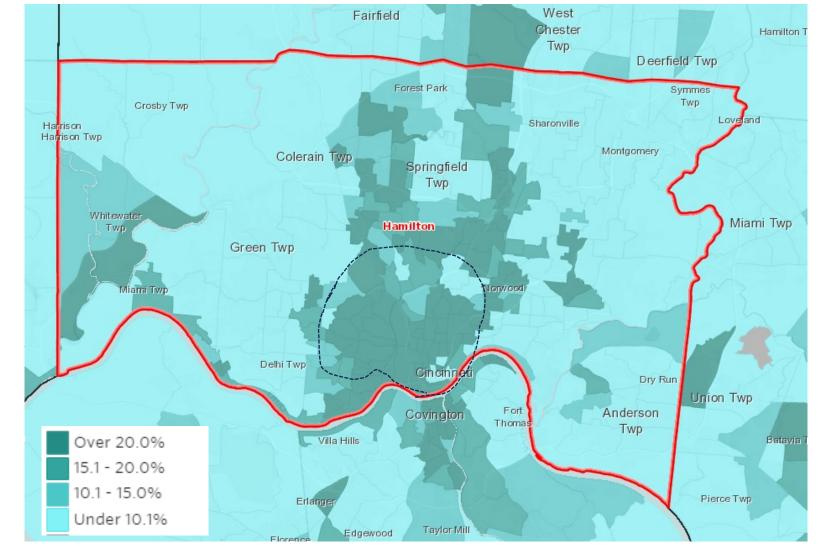


- Hamilton County, OH (14.88%)
- Ohio (13.35%)
- United States (12.63%)

14.88% or 120,284 individuals for whom poverty status is determined are living in households with income below the Federal Poverty Level (FPL). This indicator is relevant because poverty creates barriers to access including health services, healthy food, and other necessities that contribute to poor health status.

Source: Community Commons

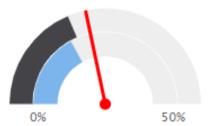
 Overall poverty level even more acute in and around the communities making up the CHD Clinic Service Area (in excess of 40% of residents below 100% of FPL in majority of census tracts)







Poverty: Children Below 100% FPL

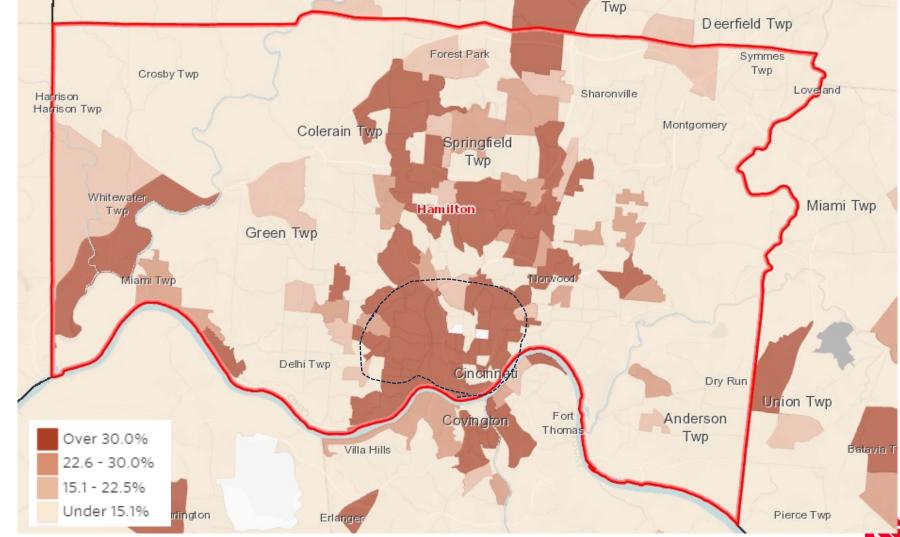


- Hamilton County, OH (21.70%)
- Ohio (18.61%)
- United States (17.05%)

21.70% or 40,730 children aged 0-17 are living in households with income below the Federal Poverty Level (FPL). This indicator is relevant because poverty creates barriers to access including health services, healthy food, and other necessities that contribute to poor health status.

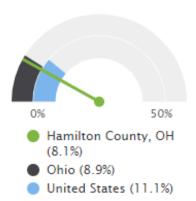
Source: Community Commons

• Child poverty level even more acute in and around the communities making up the CHD Clinic Service Area (in excess of 30% of children below 100% of FPL in majority of census tracts)





Percent Population with No High School Diploma

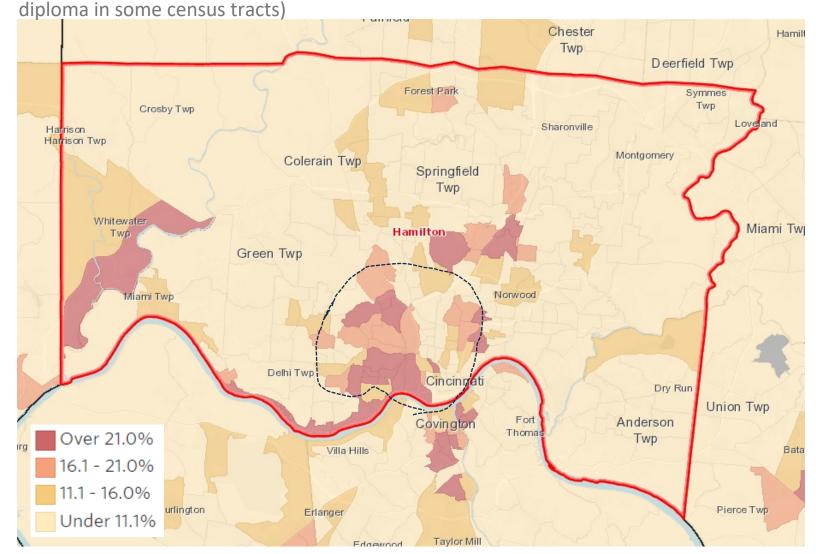


Educational Attainment shows the distribution of the highest level of education achieved in and helps schools and businesses to understand the needs of adults. Educational attainment is calculated for persons over 25 years old and is an estimated average for the period from 2017 to 2021.

For the selected area, 25.9% stopped their formal educational attainment after high school.

Source: Community Commons

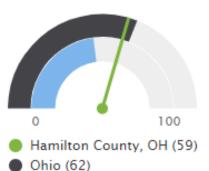
Overall, high school attainment levels considerably poorer in and around the communities
making up the CHD Clinic Service Area (in excess of 40% of residents without a high school
diploma in some consus tracts)





CINCINNATI HEALTH DEPARTMENT

Area Deprivation Index

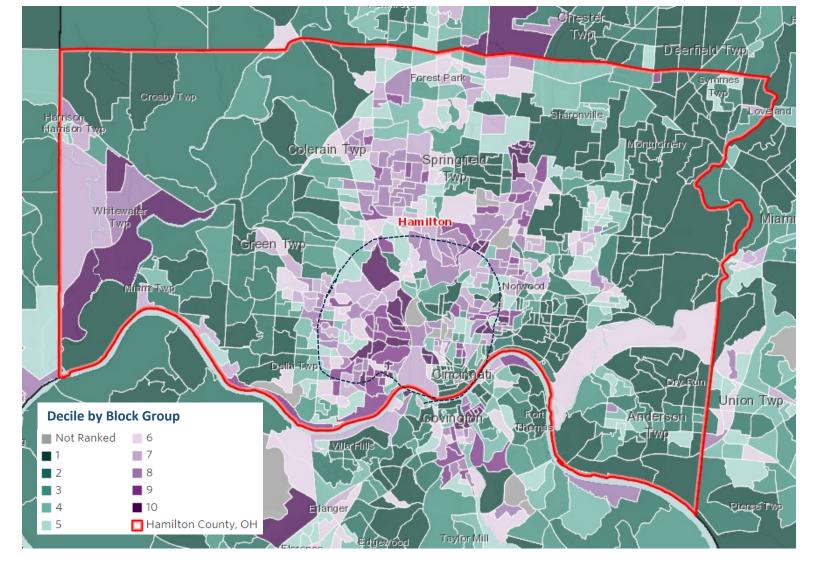


United States (46)

This indicator reports the average (population weighted) Area Deprivation Index (ADI) for the selected area. The ADI ranks neighborhoods and communities relative to all neighborhoods across the nation. The ADI is calculated based on 17 measures related to four primary domains (Education; Income & Employment; Housing; and Household Characteristics). The overall scores are measured on a scale of 1 to 100 where 1 indicates the lowest level of deprivation (least disadvantaged) and 100 is the highest level of deprivation (most disadvantaged).

Source: Community Commons

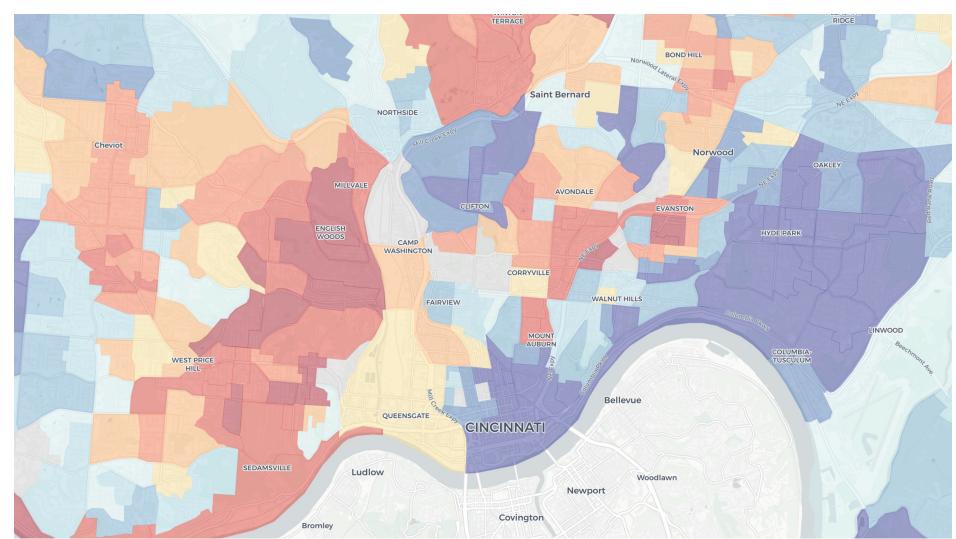
Most of the area making up the CHD Clinic Service Area is comprised of census tracts with the highest ADI indicators (decile rating of between 8 and 10).



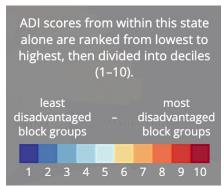


AREA DEPRIVATION INDEX





This indicator reports the average (population weighted) Area Deprivation Index (ADI) for the selected area. The ADI ranks neighborhoods and communities relative to all neighborhoods across the nation. The ADI is calculated based on 17 measures related to four primary domains (Education; Income & Employment; Housing; and Household Characteristics). The overall scores are measured on a scale of 1 to 100 where 1 indicates the lowest level of deprivation (least disadvantaged) and 100 is the highest level of deprivation (most disadvantaged).







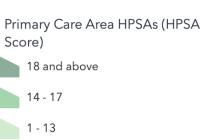
HEALTH PROFESSIONAL SHORTAGE AREA – PRIMARY CARE

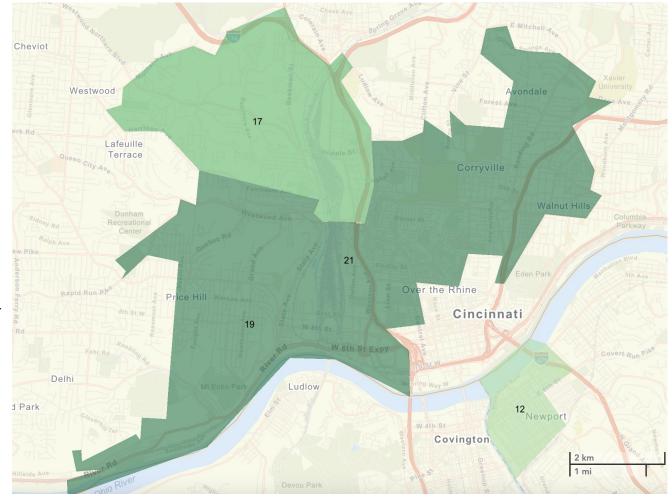


Health Professional Shortage Area (HPSA) designations are used to identify areas and population groups that are experiencing a shortage of health professionals. There are three categories of HPSA designation depending on the health discipline experiencing a shortage

- Primary medical
- 2. Dental
- Mental health

The primary factor used to determine a HPSA designation is the number of health professionals relative to the population with consideration of high need. Federal regulations stipulate that, in order to be considered as having a shortage of providers, an area must have a population-to-provider ratio of a certain threshold. For primary medical care, the population to provider ratio must be at least 3,500 to 1 (3,000 to 1 if there are unusually high needs in the community).









CINCINNATI HEALTH DEPARTMENT SCHOOL-BASED HEALTH CENTERS: ENROLLMENT BY SCHOOL, 2023



There are over 8,600 students eligible to receive health services across the 13 school-based health centers. The largest of these are Aiken New Tech High School, Western Hills & Dater High School, and Withrow University High School, each of which has over 1,000 students.

	Cinc	innati Health De	partment	School-Ba	sed Health	Centers:	Enrollmen	t by Schoo	ol, 2023						
															Total
School	Preschool	Kindergarten	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	Grade 9	Grade 10	Grade 11	Grade 12	Students
Academy of World Languages															541
Aiken New Tech High School	0	0	<10	<10	0	0	0	<10	194	163	349	202	131	181	1,216
The Children's Home dba Levine Family Health Center															166
Ethel M. Taylor Academy	16	39	25	29	24	40	27	21	0	0	0	0	0	0	221
John P. Parker School	52	44	41	41	37	43	47	43	0	0	0	0	0	0	344
Mt. Airy School	20	70	80	85	67	99	82	67	<10	0	0	0	0	0	569
Oyler School	21	33	34	35	49	33	41	27	43	44	63	46	24	25	515
Riverview East Academy	<10	21	13	13	19	17	18	21	57	62	84	57	43	39	463
Roll Hill Academy	18	53	54	53	61	67	50	49	0	0	0	0	0	0	404
Roberts Paideia Academy	36	73	76	73	73	80	85	84	100	85	0	0	0	0	761
Taft High School	0	0	0	0	0	0	0	<10	116	107	183	137	78	85	698
Western Hills & Dater High School	0	0	0	0	0	0	0	<10	164	226	485	294	117	125	1,404
Withrow University High School	0	0	0	0	0	0	<10	<10	176	190	375	255	161	181	1,328
Total	173	333	333	329	330	379	360	352	860	877	1,539	991	554	636	8,630

Source: The Ohio Department of Education

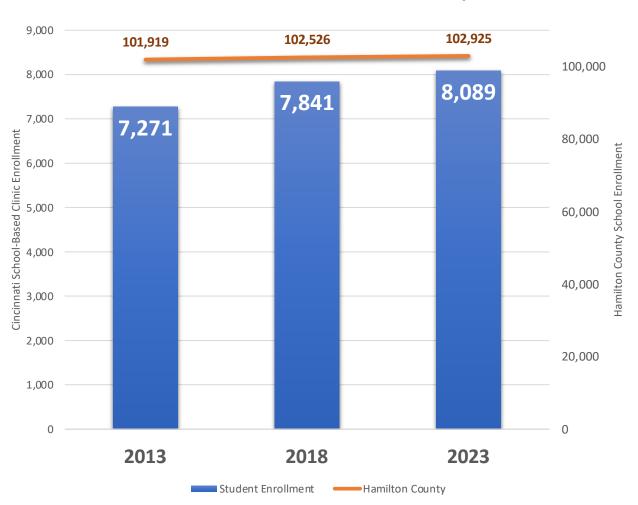




CINCINNATI HEALTH DEPARTMENT SCHOOL-BASED HEALTH CENTERS: ENROLLMENT TREND BY YEAR



Student Enrollment Across 13 Cincinnati Health Department Schools

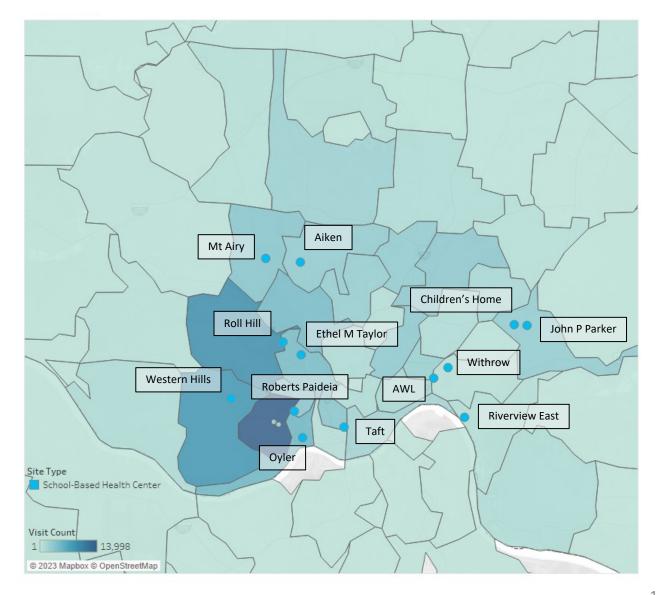


Over the last ten years, enrollment at the 13 schools with CHD health centers has increased by 11%. This is notably higher than the enrollment increase across all Hamilton County schools, which has only increased by 1% during the same time period.

SERVICE AREA OF SCHOOL-BASED HEALTH CENTERS



Most of the patients seen at the 13 school-based health centers come from the corridor just to the west of downtown Cincinnati. Although this region has the highest density of patients, people from throughout the state and nearby counties have received care from these clinics.





NEEDS ASSESSMENT & INTEGRATED STRATEGY

NEEDS ASSESSMENT: SUMMARY



The needs assessment provides an important analysis of existing and future capacity and demand for healthcare services across Cincinnati Health Department locations of care. The needs assessment identifies appropriate operational targets, includes growth over the next 10-year time period to existing patient volume, and assesses future capacity and needs for patient care space.

At the project kickoff, the Steering Committee defined the goals and working assumptions to create a foundation for the project. The leadership team provided essential context for the Plan, and approaches to stakeholder engagement were addressed and defined. The team developed a detailed schedule and confirmed sources of information and data available to support the project.

Patient care space was assessed in the following categories: Community Health Centers, Dental Clinics, and School-Based Health and Dental Centers.

Community Health Centers

Six community health centers are located throughout the city of Cincinnati. Benchmarks of 1,750 visits per exam room and 1,625 visits per dental operatory was used to plan for future growth (average of 7 patient visits per exam room per day or 6.5 patient visits per operatory per day, respectively).

Dental Clinic

One dental clinic is operated by the Cincinnati Health Department. A benchmark of 1,625 visits per dental operatory was used to plan for future growth. This dental clinic is projected to move near Ambrose H Clement Health Center in the fall of 2024.

School-Based Health and Dental Centers

13 school-based health centers are located throughout the city. Five of these schools also operate a dental clinic. Benchmarks of 1,500 visits per exam room and 1,625 visits per dental operatory was used to plan for future growth.





NEEDS ASSESSMENT: COMMUNITY HEALTH CENTERS



Planning Considerations

10-year growth projection includes virtual visits, which requires less clinical space than in-person clinical visits. However, projected exam room needs include only anticipated in-person visits. A benchmark of 1,750 annual visits per exam room was determined for all clinical visits and 1,625 annual visits per operatory for all dental visits. This correspond to an average of 7 visits per day per exam room and 6.5 visits per day per operatory, respectively.

Key Take-aways

There is excess capacity to meet projected clinical demands at most community health centers, except Millvale and Price Hill, which are projected to close to capacity by 2033. All dental clinics at these health centers are likewise projected to have more than enough capacity to accommodate future volume.

	FY2	023	Benchmark FY2			2033	
Clinic	Total Visits	Rooms Visits/Exam Room Growth Vis		Total Visits	Exam Room Need		
Ambrose H Clement Health Center	4,809	13	1,750	5	17.1%	5,631	6
Bobbie Sterne Health Center	11,752	13	1,750	9	17.6%	13,820	10
Braxton F Cann Memorial Health Center	8,385	11	1,750	6	17.6%	9,861	7
Millvale at Hopple Street	9,626	8	1,750	6	17.6%	11,320	8
Northside Health Center	10,870	16	1,750	8	17.6%	12,783	9
Price Hill Health Center	20,158	15	1,750	13	18.0%	23,786	14

	FY2	023	Benchm	ark	FY	2033	
Dental Clinic	Total Visits	Exam Rooms	Target Visits/Exam Room	Exam Room Need	Projected Growth	Total Visits	Exam Room Need 5
Bobbie Sterne Health Center	6,435	8	1,625	4	17.6%	7,568	5
Braxton F Cann Memorial Health Center	3,642	5	1,625	3	17.5%	4,279	3
Millvale at Hopple Street	4,189	5	1,625	3	17.8%	4,935	4
Northside Health Center	3,922	6	1,625	3	17.7%	4,616	3
Price Hill Health Center	3,639	5	1,625	3	18.0%	4,294	3





NEEDS ASSESSMENT: DENTAL CLINIC



	FY2	023	Benchm	ark	FY	2033	
Dental Clinic	Total Visits	Exam Rooms	Target Visits/Exam Room	Exam Room Need	Projected Growth	Total Visits	Exam Room Need
Crest Smile Shoppe	4,373	6	1,625	3	3.5%	4,526	3

Planning Considerations

A benchmark of 1,625 annual visits per operatory was determined for all dental visits. This corresponds to an average of 6.5 visits per operatory.

Key Take-aways

Crest Smile Shoppe has excess capacity to meet current and future needs in its current location. This facility is planned to move in the fall of 2024 to a location near Ambrose H Clement Health Center, where it will have 6 operatories. This will be adequate space to meet the projected needs.



NEEDS ASSESSMENT: SCHOOL-BASED HEALTH CLINICS



	FY2	023	Benchm	ark	FY	2033	
Clinic	Total Visits	Exam Rooms	Target Visits/Exam Room	Exam Room Need	Projected Growth	Total Visits	Exam Room Need
Aiken High School	1,963	2	1,500	2	2.4%	2,010	2
Academy of World Languages	2,201	4	1,500	2	2.7%	2,261	2
The Children's Home dba Levine Family He	1,619	4	1,500	2	3.7%	1,679	2
Ethel M Taylor Academy	750	2	1,500	1	1.9%	764	1
John P Parker	739	1	1,500	1	1.5%	750	1
Mt Airy School	1,486	2	1,500	1	3.0%	1,530	2
Oyler School	2,437	3	1,500	2	2.5%	2,498	2
Riverview East School	1,397	5	1,500	1	2.3%	1,430	1
Roll Hill Academy	542	2	1,500	1	1.6%	551	1
Roberts Paideia Academy	2,444	2	1,500	2	2.7%	2,510	2
Taft High School	1,205	2	1,500	1	2.7%	1,238	1
Western Hills & Dater High School	1,742	4	1,500	2	3.0%	1,794	2
Withrow University High School	2,497	2	1,500	2	2.2%	2,553	2

Planning Considerations

A benchmark of 1,500 annual visits per exam room was determined for all visits. This corresponds to an average of 6 visits per room.

Key Take-aways

All school-based health clinics have adequate capacity to support current volume and the minimal growth that is anticipated in the next ten years.





NEEDS ASSESSMENT: SCHOOL-BASED DENTAL CLINICS



	FY2	023	Benchmark FY20			2033	033	
Dental Clinic	Total Visits	Exam Rooms	Target Visits/Exam Room	Exam Room Need	Projected Growth	Total Visits	Exam Room Need	
Aiken High School	4,948	4	1,625	4	2.4%	5,067	4	
Academy of World Languages	4,726	4	1,625	3	2.7%	4,854	3	
Oyler School	4,280	3	1,625	3	2.5%	4,387	3	
Western Hills & Dater High School	6,287	4	1,625	4	3.0%	6,474	4	
Withrow University High School	4,664	4	1,625	3	2.2%	4,768	3	

Planning Considerations

A benchmark of 1,625 annual visits per operatory was determined for all dental visits. This corresponds to an average of 6.5 visits per operatory.

Key Take-aways

All school-based dental clinics have adequate capacity to support current volume and the minimal growth that is anticipated in the next ten years. An additional school-based dental clinic is targeted to open in the fall of 2024 at Roberts Paideia Academy, however this will have little to no impact upon the volume of the dental clinics above, as the vast majority of the patients that attend these clinics are students from the school in which they are located and their families. Rather, this new dental clinic at Roberts will bring dental access to a new subset of the population of Cincinnati.



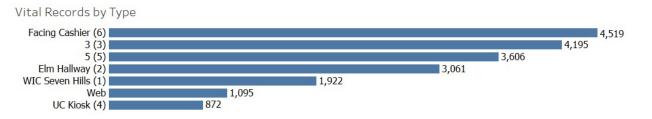


NEEDS ASSESSMENT: VITAL RECORDS

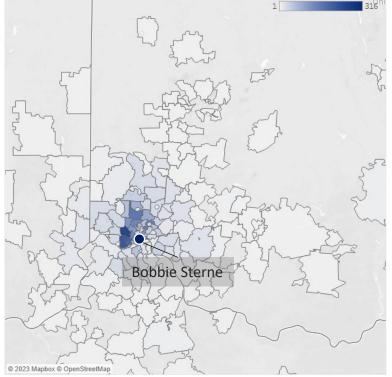




Less than a quarter (23%) of people requesting vital records request the records in-person. The remaining requests come through kiosks throughout the city as well as through the web portal. Many of these requests are delivered to the customer in-person after the request is made while an unknown percentage of the records are delivered by mail. The majority of customers requesting records in-person come from zip codes located to the west and northwest of Bobbie Sterne, the current location of Vital Records.







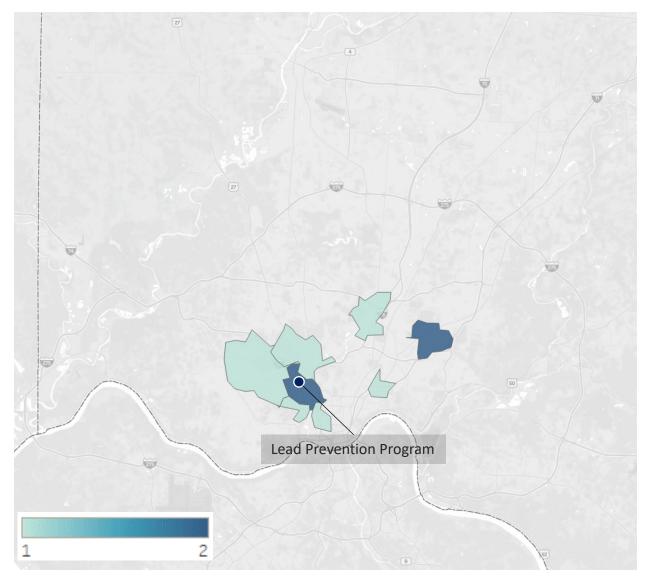


NEEDS ASSESSMENT: HEPA VACUUM LOAN PROGRAM



Key Take-aways

There have been nine people that have borrowed a HEPA vacuum from the Lead Poisoning Prevention Program in 2023 to date. These people originate primarily from zip codes surrounding the current location of the Lead Program, the Millvale Recreation Center.





RECOMMENDATIONS & ALTERNATIVES

ASSESSMENT AND RECOMMENDATION SUMMARY



Administrative functions are dispersed across four sites, including Burnet & King, Muhlberg, Millvale Lead Clinic, and Bobbie Sterne. Within Bobbie Sterne, these administrative groups are separated across several floors and in between clinical spaces. This wide distribution limits synergies between programs and reduces efficiency. The largest of these administrative buildings (Burnet) was determined to have a red infrastructure score, indicating that the building is trending towards obsolescence and any investment is not likely to give long-term value. All other administrative buildings were determined to have a yellow infrastructure score, indicating that these building will require ongoing investment to maintain operations. Each building has a list of ongoing and deferred maintenance projects, and the amount of investment varies by building. The internal layouts limit functionality and do not match the existing uses because the buildings were designed for other intended purposes and not renovated for its current use. Parking at two of these facilities (Burnet & King and Bobbie Sterne) is severely limited due to the number of spots and the need for the city to park government vehicles onsite, requiring off-campus parking for many employees and visitors.

Based on the full assessment, the recommendation is to consolidate all administrative functions into one newly obtained building. This will necessitate exiting the lease at the Millvale Lead Prevention Program and divesting Burnet & King and Muhlberg. Burnet & King's current location is at the epi-center of CHD's service area and adjacent to other healthcare partners. the recommendation is to identify a roughly

55,000 SF new location near Burnet's current location to accommodate all programs and administrative functions for the department. The amount of square footage required depends on the type of layout and the willingness to move towards more shared common spaces and less private offices. This recommendation is consistent across all recommendation bundles.

Ambrose H Clement Health Center is a new building with a green infrastructure rating. It has ample parking and excellent workflow for patients and staff. The current clinical space is more than enough for the current patient load and anticipated patient volume in FY2033. The location of the clinic is central to its patient base. The recommendation is to maintain this clinic in its current location, and this recommendation is consistent across all suggested bundles.

The Crest Smile Shoppe has plans underway to relocate into a brandnew space adjacent to Ambrose. Configuration of the new commercial space have been drawn by the equipment vendor. This proximity enhances the comprehensive care provided to patients at Ambrose.

Braxton F Cann Memorial Health Center is a tenant in a shared commercial plaza that was renovated in 2018. The clinic was determined to have a green overall infrastructure rating, but some limitations in parking since it is in a multi-tenant plaza. The clinic is central to its patient population and has enough clinical space to accommodate the current patient volume and the volume anticipated by FY2033.





ASSESSMENT AND RECOMMENDATION SUMMARY



The recommendation is to stay current with ongoing maintenance and undertake some focused renovations to improve the shared team space. This is a consistent recommendation across all bundles.

The administrative consolidation, relocation of the Crest Smile Shoppe, and maintaining the current locations for Braxton Cann and Ambrose Clement are part of a universal cluster that is recommended at a minimum and is included in all MFP scenarios. The universal cluster addresses the obsolescence of the Burnet building and the inefficiencies created by the administrative and programmatic functions being dispersed across multiple locations. The master plan was organized into scenarios to more easily describe and sequence the potential suggested moves for each of the community health centers. Selection of the bundle depends on further due diligence with the City of Cincinnati regarding divestment of assessments, recognition and approval of the moves by the boards, other community partners, and the federal grant program.

Bobbie Sterne Health Center is located downtown in a century-old schoolhouse that has four floors. Currently, it houses numerous clinical functions in addition to several community health programs and administrative functions, including vital records, Community Nursing, Healthy Homes, and several more. 53% of the building's functions are administrative, 30% clinical, and 17% is currently vacant. The building was determined to have a yellow overall infrastructure score with a red MEP sub-score, indicating a significant level of investment to continue operations. Additionally, parking at this site is severely limited and

much of the street parking is restricted.

Operationally, the current clinical space was determined to be sufficient for current and projected patient volume. Analysis of patient origin for the health center determined that most patients come from the west of downtown Cincinnati, several ZIP codes away. The recommendation is to relocate all programs and administrative functions to a single administrative site. Divestment and relocation makes sense because only about 30% of the building will be occupied once the administrative functions are moved. Right-sizing the clinical functions will require approximately 15,000 SF. This new location can be shifted towards the greatest patient density, in or near ZIP code 45205, or can remain downtown to maintain a more central presence. The decision is predicated on whether the community's needs are supported by the existing FQHCs in the vicinity, the new location meets 330 grant requirements, and support of the new community. The current building is in an area undergoing urban renewal and there is a high likelihood that there would considerable interest in the building and the property.

Millvale at Hopple Street Health Center is in a leased building shared with the Hopple Street Neighborhood Health Center run by Children's Hospital. The infrastructure of the building was determined to be rated yellow, which is driven primarily by the shell/core and building code categories. Parking is deficient by 14 general spots but has more than enough ADA accessible parking spots. The Millvale clinic is very busy for the number of available exam rooms.





ASSESSMENT AND RECOMMENDATION SUMMARY



With the current patient volume and compared with a target benchmark of 1,750 cases per exam room per year, the clinic is nearing capacity. Given the projected increase in patient volume over the next ten years, the clinic is expected to be running at capacity by FY2033. The care teams are currently in separate offices, but there is an opportunity to create a collaborative team space in the old medical records areas. The offices can then be converted to exam rooms for additional capacity. There is real value in undertaking the creation of the team space now and waiting on any further renovations. The recommendation is to monitor capacity at the clinic and to, based on lease terms, exit the lease in the next five to ten years when volume grows too high. A new location should be found to house the clinic slightly more west towards much of the incoming patient population, but within the same neighborhood.

Northside Health Center is a stand-alone clinic located north of downtown Cincinnati. The building was determined to have a yellow infrastructure rating and a deficit of parking spaces. There is enough clinical space to support the current and projected patient volume and is located near its patient population. The recommendation for this property is to maintain the clinic in its current state for the next five years and consider divesting and relocating to a newer building which requires less maintenance in the five to ten-year timeframe. This relocation can be to a more northern location to accommodate the

northern patient population, or to maintain the same general area as its current location. In the interim, the old medical records space should be converted to a shared team space to facilitate team-based care activities.

Price Hill Health Center is the busiest of CHD's community health centers. It is a one-floor stand-alone clinic with severely limited parking. The building has a yellow infrastructure rating, driven by the shell/core and building code sub-categories. Based on current patient volume, the clinic is nearly at capacity based on a 1,750 visits per exam room per year target. With the projected growth, Price Hill will be even closer to capacity by FY2033. The clinic boasts a large mostly-unused annex that could be renovated to provide additional clinical space. The recommendation for this clinic is to maintain for the short term and monitor capacity to make decisions in the long term, either to renovate the annex to provide additional space or to divest and find a new larger location in a nearby area.





ADMINISTRATIVE WORKSPACE



The CHD programs occupy about 30,000 DGSF and the general administrative functions occupy about 20,000 DGSF. These two groups require about 5,000 SF of storage space. Consolidation of the administrative and programmatic functions will be more efficient and cost effective and enable cross collaboration which does not exist today. The need for roughly 55,000 DGSF assumes that the workspace is designed in the same manner as today's layout.

There are other options to workspace design that greater increase collaboration, innovative, and thoughtful space utilization. The traditional cubicle or workstation was much larger than today's design because it incorporated several functions such as storage, printers, and breakroom equipment which are now centralized (touchdown, team room, focus room, work copy, work lounge) to create interactions and more efficiently organize the space.

Several options have been provided to show how the space would be organized depending on the number of private offices and the other shared space. Option 1 – Progressive – 60% private offices, Option 2 – Collaborative – 10% private offices, and Option 3 – Innovative – 0% private offices.



WORKPLACE PLANNING









WORKPLACE PLANNING



Touchdown



Touchdown



Team Rooms



Activity Based Workplace

(6' x 6' workstation)



"A well-designed workplace should support your regular activities throughout the day"

Focus Rooms



Work Copy



Work Lounge







WORKPLACE PLANNING



Name:	Work Station	Touchdown Space	Team Room	Conference Room	Focus Room
General Layout:					
Capacity:	1 person	3-4 people	5-6 people	8-10 people	1-2 people
Size:	36 sq.ft.	50-80 sq.ft.	120 sq.ft.	230 sq.ft.	50-60 sq.ft.
Attributes:	 - 46" tall + 11" opaque glass - Task light - A / V Equipped - Assigned 	Open areaNo full wallsAdjacent workstationsUnassigned	 1 Glass wall Fully enclosed room A / V Equipped Unassigned 	 1 Glass wall Fully enclosed room A / V Equipped Assigned 	 1 Glass wall Fully enclosed room A / V Equipped Unassigned





MASTER PLAN SUMMARY - PROGRAMS



Programs	Current Location	Current SF	Current FTEs	Adjacencies
Food Safety and Inspections	Muhlberg	2,339	15	Waste, Technical, Healthy Homes
Waste	Muhlberg	1,291	7	Food Safety, Technical, Healthy Homes
Technical	Bobbie Sterne	1,303	8	Food Safety, Waste, Healthy Homes
Healthy Homes	Bobbie Sterne	2,017	10	Food Safety, Waste, Technical
Healthy Communities	Burnet	2,461	7	Community Nursing
Community Nursing	Bobbie Sterne	3,572	13	Healthy Communities
Immunization Action Plan	Bobbie Sterne	1,018	3.3	
Lead Prevention	Millvale Rec. Center	2,200	10	Healthy Homes
Communicable Diseases	Burnet	2,552	9	Emergency Preparedness, Epidemiology
Women, Infant, & Children (WIC)	Bobbie Sterne, Roselawn	3,412	34.9	
Vital Records	Bobbie Sterne	4,202	13	
Emergency Preparedness	Burnet	1,783	3	Communicable Diseases
Maintenance	Burnet	1,792	5	
Total		29,942	138.2	



ADDITIONAL CHD ADMINISTRATIVE SPACE



Programs	Current Location	Current SF	Current FTEs
CHD Administration	Burnet	6,953	28
Finance	Burnet	2,888	7
HR	Burnet	1,824	6
School-based Administration	Burnet	1,818	9
Dental Administration	Burnet	2,026	3
Nursing	Burnet	473	2
CCPC Administration	Burnet	544	2
Information Technology	Bobbie Sterne	3,196	2
Total		19,722	59





CURRENT WORKSPACE ROOM ALLOCATION



			Current - Wor	kspace Model		
Programs	Current SF	Current FTEs	Private Offices	Shared Offices	Cubicle	Conference Room
Food Safety and Inspections	2,339	15	7	3	0	1
Waste	1,291	7	6	0	1	1
Technical	1,303	8	2	0	6	1
Healthy Homes	2,017	10	3	0	7	1
Healthy Communities	2,461	7	6	1	0	1
Community Nursing	3,572	13	6	0	1	0
Immunization Action Plan	1,018	3.3	5	0	0	0
Lead Prevention	2,200	10	8	0	0	0
Communicable Diseases	2,552	9	10	0	4	1
Women, Infant, & Children (WIC)	3,412	34.9	3	1	0	0
Vital Records	4,202	13	0	0	13	0
Emergency Preparedness	1,783	3	3	0	0	0
Maintenance	1,792	5	1	3	0	0
CHD Administration	6,953	28	29	1	0	3
Finance	2,888	7	8	0	3	1
HR	1,824	6	6	0	0	1
School-based Administration	1,818	9	8	0	0	0
Dental Administration	2,026	3	9	1	0	0
Nursing	473	2	3	0	0	0
CCPC Administration	544	2	3	0	0	0
Information Technology	3,196	2	2	3	6	1
Total	49,664	197	128	13	41	12



WORKSPACE ROOM ALLOCATION – OPTION 1 – 60% PRIVATE OFFICES



			Optior	1 - Progressive	e (60% private o	offices)		
Dynamana			SF for	Team Room	Focus Room	Touchdown	Conference	
Programs	Private	Workstation	Office/Works	(1 room/20	(1 rooom/15	Spaces (1	Room (1	Total
			tation	ppl)	ppl)	room/20 ppl)	room/20 ppl)	
Food Safety and Inspections	6	9	1,321	114	76	76	218	1,805
Waste	4	3	744	53	35	35	102	970
Technical	1	7	471	61	40	40	116	729
Healthy Homes	2	8	668	76	51	51	145	990
Healthy Communities	4	4	789	53	35	35	102	1,015
Community Nursing	4	3	744	99	66	66	189	1,163
Immunization Action Plan	3	2	546	25	17	17	48	653
Lead Prevention	5	3	896	76	51	51	145	1,218
Communicable Diseases	6	8	1,275	68	46	46	131	1,565
Women, Infant, & Children (WIC)	2	3	440	265	177	177	508	1,566
Vital Records	0	13	592	99	66	66	189	1,011
Emergency Preparedness	2	1	349	23	15	15	44	446
Maintenance	2	5	531	38	25	25	73	693
CHD Administration	18	12	3,279	213	142	142	407	4,182
Finance	5	6	1,032	53	35	35	102	1,258
HR	4	2	698	46	30	30	87	892
School-based Administration	5	3	896	68	46	46	131	1,186
Dental Administration	6	5	1,139	23	15	15	44	1,235
Nursing	2	1	349	15	10	10	29	414
CCPC Administration	2	1	349	15	10	10	29	414
Information Technology	3	11	956	15	10	10	29	1,021
Total	86	110	18,064	1,497	998	998	2,869	24,425





WORKSPACE ROOM ALLOCATION – OPTION 2 – 10%

PRIVATE OFFICES



	Option 2 - Collaborative (10% private offices)										
Programs	Private	Workstations	SF for Office / Workstation	Team Room (1 room/10 ppl)	Focus Room (1 rooom/10 ppl)	Touchdown Spaces (1 room/10 ppl)	Conference Room (1 room/15 ppl)	Total			
Food Safety and Inspections	2	13	896	137	68	91	175	1,366			
Waste	1	6	425	46	23	30	58	582			
Technical	1	7	471	106	53	71	136	837			
Healthy Homes	1	9	562	121	61	81	155	980			
Healthy Communities	1	7	471	61	30	40	78	680			
Community Nursing	1	6	425	46	23	30	58	582			
Immunization Action Plan	1	4	334	30	15	20	39	439			
Lead Prevention	1	7	471	46	23	30	58	627			
Communicable Diseases	1	13	744	121	61	81	155	1,162			
Women, Infant, & Children (WIC)	1	4	334	46	23	30	58	491			
Vital Records	0	13	592	197	99	132	252	1,272			
Emergency Preparedness	1	2	243	15	8	10	19	295			
Maintenance	1	6	425	76	38	51	97	686			
CHD Administration	3	27	1,685	182	91	121	233	2,312			
Finance	1	10	607	91	46	61	116	921			
HR	1	5	380	30	15	20	39	484			
School-based Administration	1	7	471	46	23	30	58	627			
Dental Administration	1	10	607	76	38	51	97	869			
Nursing	1	2	243	15	8	10	19	295			
CCPC Administration	1	2	243	15	8	10	19	295			
Information Technology	1	13	744	167	83	111	213	1,319			
Total	23	173	11,370	1,670	835	1,113	2,134	17,121			





WORKSPACE ROOM ALLOCATION – OPTION 3 – 0% PRIVATE

OFFICES



			Optio	n 3 - Innovativ	e (0% private of	fices)		
Programs	Private	Workstations	SF for Office / Workstation	Team Room (1 room/20 ppl)	Focus Room (1 rooom/15 ppl)	Touchdown Spaces (1 room/20 ppl)	Conference Room (1 room/20 ppl)	Total
Food Safety and Inspections	0	15	683	99	66	66	189	1,102
Waste	0	7	319	46	30	30	87	512
Technical	0	8	364	53	35	35	102	590
Healthy Homes	0	10	455	68	46	46	131	746
Healthy Communities	0	8	364	53	35	35	102	590
Community Nursing	0	7	319	46	30	30	87	512
Immunization Action Plan	0	5	228	30	20	20	58	357
Lead Prevention	0	8	364	53	35	35	102	590
Communicable Diseases	0	14	638	99	66	66	189	1,057
Women, Infant, & Children (WIC)	0	5	228	30	20	20	58	357
Vital Records	0	13	592	99	66	66	189	1,011
Emergency Preparedness	0	3	137	15	10	10	29	201
Maintenance	0	7	319	46	30	30	87	512
CHD Administration	0	30	1,366	205	137	137	393	2,237
Finance	0	11	501	76	51	51	145	824
HR	0	6	273	38	25	25	73	435
School-based Administration	0	8	364	53	35	35	102	590
Dental Administration	0	11	501	76	51	51	145	824
Nursing	0	3	137	15	10	10	29	201
CCPC Administration	0	3	137	15	10	10	29	201
Information Technology	0	14	638	99	66	66	189	1,057
Total	0	196	8,926	1,313	875	875	2,517	14,506



WORKSPACE ROOM ALLOCATION – COMPARISON OF

OPTIONS



	Current -	Option 1 -	Option 2 -	Option 3 -
Programs	Current SF	Opton 1 Total SF	Option 2 Total SF	Option 3 Total SF
Food Safety and Inspections	2,339	1,805	1,366	1,102
Waste	1,291	970	582	512
Technical	1,303	729	837	590
Healthy Homes	2,017	990	980	746
Healthy Communities	2,461	1,015	680	590
Community Nursing	3,572	1,163	582	512
Immunization Action Plan	1,018	653	439	357
Lead Prevention	2,200	1,218	627	590
Communicable Diseases	2,552	1,565	1,162	1,057
Women, Infant, & Children (WIC)	3,412	1,566	491	357
Vital Records	4,202	1,011	1,272	1,011
Emergency Preparedness	1,783	446	295	201
Maintenance	1,792	693	686	512
CHD Administration	6,953	4,182	2,312	2,237
Finance	2,888	1,258	921	824
HR	1,824	892	484	435
School-based Administration	1,818	1,186	627	590
Dental Administration	2,026	1,235	869	824
Nursing	473	414	295	201
CCPC Administration	544	414	295	201
Information Technology	3,196	1,021	1,319	1,057
Total	49,664	24,425	17,121	14,506





ACTIONABLE & DIRECTIONAL PLAN: PRIORITIZATION, PHASING, AND COST

MASTER PLAN SUMMARY - BUILDINGS



Building	Ownership Status	Universal Cluster – Admin. Only	Bundle 1 – Space Utilization / Capacity	Bundle 2 – Efficiency / Economy of Scale	Bundle 3 – Unify Brand / Space Constraints			
Community Health Centers								
Bobbie Sterne - Clinical	Owned	Maintain Existing Location	Divest; Downsize – New Location - Downtown or West	Divest; Achieve Scale -	Divest; Downsize – New Location - Downtown or West			
Price Hill	Owned	Maintain Existing Location	Maintain Existing Location	Combined in New Location between Existing Sites	Divest; Expand Capacity, Minimize Investment – New Location in Neighborhood			
Northside	Owned	Maintain Existing Location	Maintain Existing Location	Divest and Exit Lease; Achieve Scale – Combined in New	Divest; Minimize Investment – New Location in Neighborhood			
Millvale	Leased	Maintain Existing Location	Exit Lease; Create Capacity - New Location – More West than Current Site	Location Between Existing Sites	Exit Lease; Create Capacity - New Location – More West than Current Site			
Ambrose Clement	Leased	Current Location		Current Location				
Braxton Cann	Leased	Current Location		Current Location				
Administrative Buildings								
Burnet and King	Owned	Divest; New Admin. Bldg.		Divest; New Admin. Bldg.				
Muhlberg	Owned	Divest; New Admin. Bldg.		Divest; New Admin. Bldg.				
Bobbie Sterne – Administrative	Owned	Relocate Programs; New Admin. Bldg.	Re	locate Programs; New Admin. E	Bldg.			
Program Buildings								
Crest Smile	Leased	Exit Lease; New Location – Ambrose Clement	Exit Lease; New Location – Ambrose Clement					
Lead Program – Millvale Rec. Center	Leased	Exit Lease; New Admin. Bldg.		Exit Lease; New Admin. Bldg.				





MAINTAIN STATUS QUO



- One option is to make no significant changes to the programs offered or within the facilities and to maintain the status quo. This
 means that the CHD would continue to maintain the facilities and address any deferred maintenance. The programs would remain
 in their existing locations. The status quo would not include updates to the physical plant of the facilities where collaborative
 team space was needed nor would it include any renovations to increase capacity in the clinics where constraints will mostly exist
 in the future. (Price Hill, Millvale)
- Administrative and programmatic functions remain in existing locations (inefficiencies in space utilization and program delivery due to program separations, buildings trending towards obsolescence)
 - Burnet
 - Muhlberg
 - Bobbie Sterne
 - Millvale Recreation Center
- Six Community Health Centers remain in place (misalignment between location and patient service area, sub-optimal space configuration)

Costs:

- Routine deferred and ongoing maintenance
- Investment in several buildings (Burnet, Bobbie Sterne) that are trending towards obsolescence
- Renovations to create collaborative team spaces and/or additional clinical space (Braxton Cann, Northside, Millvale, Price Hill)





STATUS QUO - 5-YEAR EXPENSE ANALYSIS



Building	Description	Square Footage	Cost Estimat	te - Dollars/SF	5-year Sav	ings Estimate	5-year Net	Expense
Building	Description	Square Footage	Low	High	Low	High	Low	High
Community Health Centers								
Bobbie Sterne - Clinical	Remain in Place	15,000						
	Maintenance (Adminstrative and Clinical)		\$235.69	\$392.82	-	-	\$10,624,433.82	\$17,707,539.96
Price Hill	Remain in Place	16,124						
	Maintenance		\$16.55	\$27.59	-	-	\$266,852.20	\$444,861.16
Northside	Remain in Place	11,147						
	Maintenance		\$96.72	\$161.20	-	-	\$1,078,137.84	\$1,796,896.40
Millvale	Remain in Place	11,500						
	Maintenance		\$16.63	\$27.59	-	-	\$191,245.00	\$317,285.00
	Maintain Existing Lease		TBD⁵	TBD ⁵	-	-	TBD⁵	TBD ⁵
Ambrose Clement	Retain Site Longterm	4,914						
	Maintenance		\$1.07	\$1.79	-	-	\$26,289.90	\$43,980.30
	Maintain Existing Lease		TBD ⁵	TBD ⁵	-	-	TBD ⁵	TBD ⁵
Braxton Cann	Retain Site Longterm	10,540						
	Maintenance		\$16.37	\$27.29	-	-	\$172,539.80	\$287,636.60
	Maintain Existing Lease		TBD ⁵	TBD ⁵	-	-	TBD ⁵	TBD ⁵
Administrative Buildings								
Burnet and King	Remain in Place	25,114						
	Maintenance		\$454.66	\$616.08			\$11,418,331.24	\$15,472,233.12
Muhlberg	Remain in Place	3,630						
	Maintenance		\$96.72	\$161.20			\$351,093.60	\$585,156.00
Bobbie Sterne – Administrative	Remain in Place	18,720						
	Maintenance		Included Above	Included Above			Included Above	Included Above
Program Buildings								
Crest Smile		2,573						
	Exit Existing Lease		-	-	TBD ²	TBD ²	TBD ²	TBD ²
	Relocate Near Ambrose		TBD ³	TBD ³	-	-	TBD ³	TBD ³
Millvale Recreation Center - Lead Program	Remain in Place	2,200						
	Maintenance		\$16.63	\$27.59			\$36,586.00	\$60,698.00
	Maintain Existing Lease		TBD ⁵	TBD ⁵			TBD ⁵	TBD ⁵

TOTAL⁶ 121,462 \$24,165,509.40 \$36,716,286.54





¹Awaiting City of Cincinnati's Determination of Current Value

²5-year lease savings - awaiting information from Cincinnati Health Department

³New 5-year lease costs - awaiting information fron Cincinnati Health Department

⁴The cost of maintaining Bobbie Sterne is for the whole building (45,078 DGSF) and not just the clinical area

⁵Awaiting Existing Lease Terms from Cincinnati Health Department

⁶Currently excludes all existing lease costs and any lease savings

UNIVERSAL CLUSTER - ADMINISTRATIVE RELOCATION ONLY CINCINNAT



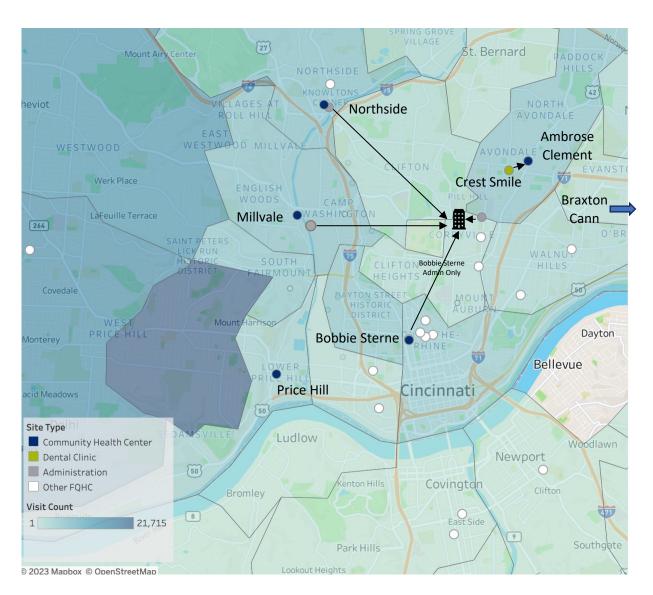
- The consolidation of the administrative functions is the baseline or foundational recommendation of the MFP. It
 provides the opportunity to gain economies of scale, efficiencies, and exit buildings which are becoming obsolete and
 are requiring significant investment. It appears that the Burnet property is a valuable asset and would be highly
 sought after by some of the neighboring businesses.
- New Administrative Building Existing DGSF 49,664 with about 5,600 SF of storage
 - Vacate the following buildings
 - Burnet Divest Building
 - Muhlberg Divest Building
 - Millvale Recreation Center (Lead Prevention Program) Exit Lease
 - Relocate Bobbie Sterne administrative function Vacate Space
 - Bobbie Sterne clinical functions continue to exist in current location and functions as an underutilized building
- New Crest Smile Location This new location is next to the Ambrose Clement Health Center and is no longer a free-standing dental clinic. This adjacency allows for optimal integration of services.
- Retain Current Community Presence Both facilities are noted to have excellent infrastructural assessments and are ideally situated to provide programs and services to the residents of the surrounding neighborhoods.
 - Ambrose Clement
 - Braxton Cann
- The Universal Cluster is included in each of the bundles





UNIVERSAL CLUSTER – ADMINISTRATIVE RELOCATION ONLY





Universal Cluster Relocation of Administration – Co-location

- Burnet
- Muhlberg
- Lead Prevention Millvale Rec. Center
- Bobbie Sterne Administrative only

Relocation for Proximity to Health Center

Crest Smile Relocation

Retain Community Presence and Quality Facilities

- Maintain Current Location
 - **Ambrose Clement**
 - **Braxton Cann**

Maintain Existing Locations

- **Bobbie Sterne Clinic**
- Price Hill
- Millvale
- Northside









Universal Bundle – 5-year Expense Analysis



Desilations	Description	Causana Facatana	Cost Estima	te - Dollars/SF	5-year Sav	ings Estimate	5-year Net Expense	
Building	Description	Square Footage	Low	High	Low	High	Low	High
Community Health Centers								
Bobbie Sterne - Clinical ⁴	Remain in Place	15,000						
	Maintenance		\$235.69	\$392.82			\$10,624,433.82	\$17,707,539.96
Price Hill	Remain in Place	16,124						
	Maintenance		\$16.55	\$27.59			\$266,852.20	\$444,861.16
Northside	Remain in Place	11,147						
	Maintenance		\$96.72	\$161.20			\$1,078,137.84	\$1,796,896.40
Millvale	Remain in Place	11,500						
	Maintenance		\$16.63	\$27.59			\$191,245.00	\$317,285.00
	Maintain Existing Lease		TBD ⁵	TBD ⁵	-	-	TBD ⁵	TBD ⁵
Ambrose Clement	Retain Site Longterm	4,914						
	Maintenance		\$1.07	\$1.79			\$26,289.90	\$43,980.30
	Maintain Existing Lease		TBD ⁵	TBD⁵	-	-	TBD ⁵	TBD⁵
Braxton Cann	Retain Site Longterm	10,540						
	Maintenance		\$16.37	\$27.29			\$172,539.80	\$287,636.60
	Maintain Existing Lease		TBD ⁵	TBD ⁵	-	-	TBD⁵	TBD ⁵
Administrative Buildings								
Burnet and King	Relocate Administrative Services	25,114						
	Divestment of Building		-	-	TBD ¹	TBD ¹		
Muhlberg	Relocate Administrative Services	3,630						
	Divestment of Building		-	-	TBD^1	TBD ¹		
Bobbie Sterne – Administrative	Relocate Administrative Services	18,720						
New Administrative Building								
	Lease New Building	55,000	\$14.50	\$25.00	ı	-	\$3,987,500.00	\$6,875,000.00
Program Buildings								
Crest Smile		2,573						
	Exit Existing Lease		-	-	TBD ²	TBD ²	TBD ²	TBD ²
	Relocate Near Ambrose		TBD ³	TBD ³	-	-	TBD ³	TBD ³
Millvale Recreation Center - Lead Program	Relocate Administrative Services	2,200						
	Exit Existing Lease		_	_	TBD ²	TBD ²	TBD ²	TBD ²

TOTAL 128,998 \$16,346,998.56 \$27,473,199.42





¹Awaiting City of Cincinnati's Determination of Current Value

²5-year lease savings - awaiting information from Cincinnati Health Department

³New 5-year lease costs - awaiting information fron Cincinnati Health Department

 $^{^4}$ The cost of maintaining Bobbie Sterne is for the whole building (45,078 DGSF) and not just the clinical area

⁵Awaiting Existing Lease Terms from Cincinnati Health Department

BUNDLE 1 – ADDRESS SPACE UTILIZATION AND CAPACITY



Bundle 1 focuses on efficient and effective use of space and addresses imminent space constraints by relocating to a new site.

Bobbie Sterne is approximately 45,000 DGSF and is 70% empty once the administrative functions are moved to the new administrative building. The clinical services require about 15,000 DSGF. In addition, the current space is not ideally suited for use as a clinical building because it is a turn of the century retrofitted schoolhouse. This building has many deferred and ongoing maintenance projects that will be costly to address. The 17.6% of the patients originate from the current neighborhood (Zip 45202, 45214) and 30.3% of the patients live West of downtown (45205, 45238, 45211). Bobbie Sterne's clinical functions should be relocated and right sized in a medical office space in either of these two areas.

Millvale Health Center is projected to reach capacity within the next ten years with the current blend and type of visits. In the near future, the team plans to include other types of visits such as medication counseling with pharmacists that will only accelerate the need for additional space. The 50% of patients who use the clinic reside within the immediate neighborhood (45225) and the four zip codes (45211, 45238, 45205, 45214) to the West. A new clinic should be considered just to the West of the current location to be more proximate to the epicenter of the patient population served.

Price Hill and Northside continue to function in their existing locations.

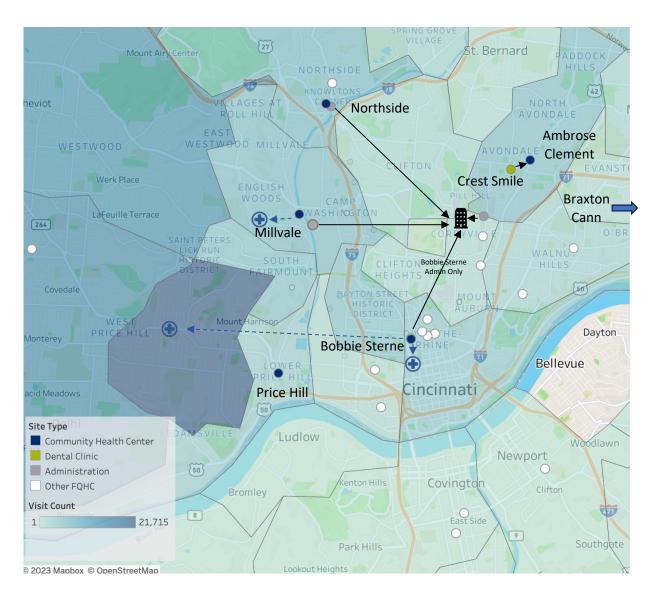
Plus Universal Cluster





BUNDLE 1 – ADDRESS SPACE UTILIZATION AND CAPACITY





Universal Cluster *plus*

Relocate to More Efficiently Utilize Space

- **Bobbie Sterne Clinic**
 - **Options**
 - Downtown presence
 - Greatest patient density

Relocate due to Capacity Constraints

Millvale

Maintain Existing Locations

- Price Hill
- Northside









BUNDLE 1 – 5-YEAR EXPENSE ANALYSIS



pullation.	Description	Constant	Cost Estimate	e - Dollars/SF	5-year Sav	ings Estimate	5-year Net Expense	
Building	Description	Square Footage	Low	High	Low	High	Low	High
Community Health Centers								
Bobbie Sterne - Clinical		15,000						
	Relocate Clinical Services - Option 1 - Lease Downtown		\$13.50	\$20.00	-	-	\$1,012,500.00	\$1,500,000.00
	Relocate Clinical Services - Option 2 - Lease West near Zip 45205		\$13.00	\$21.37	-	-	\$975,000.00	\$1,602,750.00
	Divestment of Building				TBD^1	TBD ¹	TBD^1	TBD^1
Millvale		11,500						
	Relocate Clinical Services - Neighborhood West - Zip 45225		\$10.00	\$18.75			\$575,000.00	\$1,078,125.00
	Exit Existing Lease				TBD ²	TBD ²	TBD ²	TBD ²
Price Hill	Remain in Place	16,124						
	Maintenance		\$16.55	\$27.59	-	-	\$266,852.20	\$444,861.16
Northside	Remain in Place	11,147						
	Maintenance		\$96.72	\$161.20	-	-	\$1,078,137.84	\$1,796,896.40
Ambrose Clement	Retain Site Longterm	4,914						
	Maintenance		\$1.07	\$1.79	-	-	\$26,289.90	\$43,980.30
	Maintain Existing Lease		TBD ⁴	TBD^4	-	-	TBD ⁴	TBD^4
Braxton Cann	Retain Site Longterm	10,540						
	Maintenance		\$16.37	\$27.29	-	-	\$172,539.80	\$287,636.60
	Maintain Existing Lease		TBD^4	TBD^4	-	-	TBD^4	TBD^4
Administrative Buildings								
Burnet and King	Relocate Administrative Services	25,114						
	Divestment of Building		-	-	TBD ¹	TBD ¹	TBD ¹	TBD ¹
Muhlberg	Relocate Administrative Services	3,630						
	Divestment of Building		-	-	TBD ¹	TBD ¹	TBD ¹	TBD ¹
Bobbie Sterne – Administrative	Relocate Administrative Services	18,720						
New Administrative Building								
	Lease New Building	55,000	\$14.50	\$25.00	-	-	\$3,987,500.00	\$6,875,000.00
Program Buildings								
Crest Smile		2,573						
	Exit Existing Lease		-	-	TBD ²	TBD ²	TBD ²	TBD ²
	Relocate Near Ambrose		TBD ³	TBD ³	-	-	TBD ³	TBD ³
Millvale Recreation Center - Lead Program	Relocate Administrative Services	2,200						
	Exit Existing Lease		-	-	TBD ²	TBD ²	TBD^2	TBD ²
TOTAL	Judicidae Outlan 1	130 000				1		¢12.026.400.46

 TOTAL
 Includes Option 1
 128,998
 \$7,118,819.74
 \$12,026,499.46

 Includes Option 2
 128,998
 \$7,081,319.74
 \$12,129,249.46





¹Awaiting City of Cincinnati's Determination of Current Value

²5-year lease savings - awaiting information from Cincinnati Health Department

³New 5-year lease costs - awaiting information fron Cincinnati Health Department

⁴Awaiting Existing Lease Terms from Cincinnati Health Department

BUNDLE 2 – CONSOLIDATION FOR EFFICIENCY AND SCALE



Bundle 2 focuses on the creation of larger clinics which aggregate services to generate meaningful economies of scale and improved efficiencies and reduces the portfolio that the CHD needs to manage.

Bobbie Sterne resides within zip code 45202 and the clinic is northeast of Price Hill which is located within 45204. 81% of the patients for these two clinics originate from the following zip codes; 45205 (35.7%), 45238 (17.7%), 45211 (11.2%), 45214 (6.7%), 45202 (5.4%), and 45204 (4.3%). All these zip codes are west of Bobbie Sterne, and several are even more west than Price Hill. The most ideal location for a consolidated clinic would be north of Price Hill and due west of Bobbie Sterne along the border of 45214 and 45205. The clinic would be sized to have between 24 to 30 exam rooms and 8 to 12 dental treatment bays. It also provides the opportunity to have a larger WIC presence than is typically seen at each of the current health centers.

Northside is in zip code 45223 and Millvale is situated in zip code 45225. These zip codes abut each other in a north/south orientation with 45223 being the most northernly one. 83% of the patients originate from the following zip codes; 45211 (17.5%), 45223 (13.9%), 45238 (13.5%), 45225 (10.7%), 45239 (10.3%) 45231 (9.4%), and 45205 (7.8%). Most patients are either from the two zip codes where they clinics are located or west of them. Millvale, a leased building, will near capacity within the next ten years and has very limited space for any renovations or expansions if the landlord approves them. Northside (owned) has capacity, but the infrastructure will require continued investments with regards to the foundation and maintaining code compliance. Identifying a new location, with 18 to 24 exam rooms, somewhere in between and slightly more west provides the opportunity to cost effectively address the infrastructural and capacity needs (for current and new services) while more centrally locating the site for the patients.

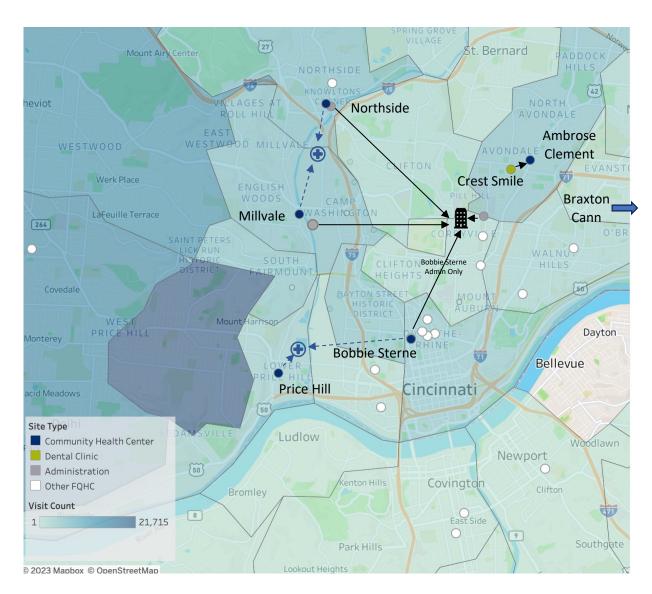
Plus Universal Cluster





BUNDLE 2 – CONSOLIDATION FOR EFFICIENCY AND SCALE





Universal Cluster *plus*

Combine Clinic Locations

- **Bobbie Sterne Clinic**
- Price Hill

Combine Clinic Locations

- Millvale
- Northside









BUNDLE 2 – 5-YEAR EXPENSE ANALYSIS



Building	Description	Square Footage	Cost Estimate - Dollars/SF		5-year Savings Estimate		5-year Net Expense	
			Low	High	Low	High	Low	High
Community Health Centers								
Bobbie Sterne - Clinical		15,000						
	Divestment of Building				TBD ¹	TBD ¹	TBD ¹	TBD ¹
Price Hill		16,124						
	Divestment of Building				TBD ¹	TBD ¹	TBD ¹	TBD ¹
	New Co-located Space - Zip Code 45205-45214		\$10.00	\$25.00			\$1,556,200.00	\$3,890,500.00
Northside		11,147						
	Divestment of Building				TBD ¹	TBD ¹	TBD ¹	TBD ¹
Millvale		11,500						
	Exit Existing Lease				TBD ²	TBD ²	TBD ²	TBD ²
	New Co-located Space - Zip Code 45223-45225		\$10.00	\$25.00			\$1,132,350.00	\$2,830,875.00
Ambrose Clement	Retain Site Longterm	4,914						
	Maintenance		\$1.07	\$1.79			\$26,289.90	\$43,980.30
	Maintain Existing Lease		TBD ⁴	TBD⁴	-	-	TBD⁴	TBD⁴
Braxton Cann	Retain Site Longterm	10,540						
	Maintenance		\$16.37	\$27.29			\$172,539.80	\$287,636.60
	Maintain Existing Lease		TBD ⁴	TBD⁴	-	-	TBD⁴	TBD⁴
Administrative Buildings								
Burnet and King	Relocate Administrative Services	25,114						
	Divestment of Building		-	-	TBD ¹	TBD ¹	TBD ¹	TBD ¹
Muhlberg	Relocate Administrative Services	3,630						
	Divestment of Building		-	-	TBD ¹	TBD ¹	TBD ¹	TBD ¹
Bobbie Sterne – Administrative	Relocate Administrative Services	18,720						
New Administrative Building								
	Lease New Building	55,000	\$14.50	\$25.00	-	-	\$3,987,500.00	\$6,875,000.00
Program Buildings								
Crest Smile		2,573						
	Exit Existing Lease		-	-	TBD ²	TBD ²	TBD ²	TBD ²
	Relocate Near Ambrose		TBD ³	TBD ³	-	-	TBD ³	TBD ³
Millvale Recreation Center - Lead Program	Relocate Administrative Services	2,200						.55
	Exit Existing Lease	,	-	-	TBD ²	TBD ²	TBD ²	TBD ²
					100	100	46.074.070.70	442.027.004.00

TOTAL 128,998 \$6,874,879.70 \$13,927,991.90





¹Awaiting City of Cincinnati's Determination of Current Value

²5-year lease savings - awaiting information from Cincinnati Health Department

³New 5-year lease costs - awaiting information fron Cincinnati Health Department

⁴Awaiting Existing Lease Terms from Cincinnati Health Department

BUNDLE 3 – UNIFY BRAND AND MANAGE SPACE CONSTRAINTS



Bundle 3 focuses on creating a unifying brand for the CHD facilities with respect to the look and feel. The community will instantly recognize and acknowledge CHD's commitment to their health and wellness. This option supports the notion that the existing number of facilities is ideal for serving the residents of Cincinnati and repositioning addresses any capacity and infrastructure needs while assuring that the clinics are centrally located within the neighborhoods of the patients seeking care.

Bobbie Sterne needs relocation because the building has limited parking, will require significant investment and it is highly underutilized when you consider it a strictly clinical facility. Bobbie Sterne has two options for relocation. One is to move closer to zip code 45205 where the greatest density of the patients utilizing the services is located or maintain its presence in the downtown area at a new location. The map clearly shows that there are several FQHCs who are currently providing services in the immediate vicinity and so the best position would be south of its current location.

Millvale is a leased facility with minimal room for expansion to address the capacity constraints. Price Hill has more options for renovation to expand its capacity. Both facilities are deficit in parking and have service areas with more patient density to the west than their existing locations. Shifting to new facilities that address these needs and add capacity for new services and are more ideally located for the patients is the goal. Northside also struggles with adequate parking, and it has the added concern of the need for long-term investment to manage the foundation, the site, and to maintain code compliance. A new facility within the existing neighborhood will alleviate the need for this investment and continue to serve the community.

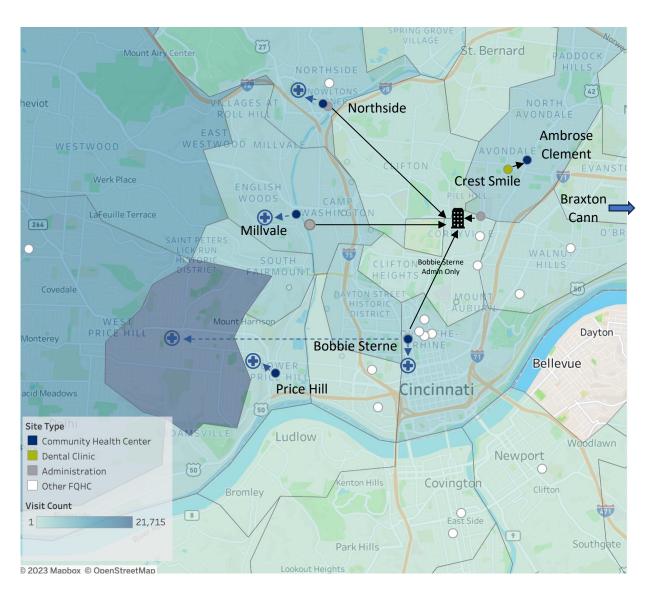
Plus Universal Cluster





BUNDLE 3 – UNIFY BRAND AND MANAGE SPACE CONSTRAINTS





Universal Cluster *plus*

Shift Within Existing Neighborhood

- Price Hill
- Millvale
- Northside
- **Bobbie Sterne Clinic**
 - Option
 - Downtown presence

Shift to Match Patient Density

- **Bobbie Sterne Clinic**
 - Option
 - **Zip Code 45205**









BUNDLE 3 – 5-YEAR EXPENSE ANALYSIS



Building	Description	Square Footage	Cost Estimate - Dollars/SF		5-year Savings Estimate		5-year Net Expense	
			Low	High	Low	High	Low	High
Community Health Centers								
Bobbie Sterne - Clinical		15,000						
	Relocate Clinical Services - Option 1 - Lease Downtown		\$13.50	\$20.00	-	-	\$1,012,500.00	\$1,500,000.00
	Relocate Clinical Services - Option 2 - Lease West near Zip 45205		\$13.00	\$21.37	-	-	\$975,000.00	\$1,602,750.00
	Divestment of Building				TBD^1	TBD ¹	TBD ¹	TBD^1
Price Hill		16,124						
	Relocate Clinical Services - Zip 45204		\$10.00	\$22.00			\$806,200.00	\$1,773,640.00
	Divestment of Building				TBD^1	TBD ¹	TBD ¹	TBD ¹
Northside		11,147						
	Relocate Clinical Services - Zip 45223		\$10.00	\$22.00			\$557,350.00	\$1,226,170.00
	Divestment of Building				TBD^1	TBD ¹	TBD ¹	TBD^1
Millvale		11,500						
	Relocate Clinical Services - Zip 45225		\$10.00	\$18.75			\$575,000.00	\$1,078,125.00
	Exit Existing Lease				TBD^2	TBD ²	TBD ²	TBD^2
Ambrose Clement	Retain Site Longterm - Maintenance	4,914						
	Maintenance		\$1.07	\$1.79	-	-	\$26,289.90	\$43,980.30
	Maintain Existing Lease		TBD⁴	TBD⁴	-	-	TBD⁴	TBD ⁴
Braxton Cann	Retain Site Longterm - Maintenance	10,540						
	Maintenance		\$16.37	\$27.29	-	-	\$172,539.80	\$287,636.60
	Maintain Existing Lease		TBD⁴	TBD⁴	-	-	TBD⁴	TBD ⁴
Administrative Buildings								
Burnet and King		25,114						
	Relocate Administrative Services	,	-	-	-	-		
	Divestment of Building		-	-	TBD ¹	TBD ¹	TBD ¹	TBD ¹
Muhlberg	Ü	3,630			100	100	100	100
	Relocate Administrative Services	5,000	-	-	-	-		
	Divestment of Building		-	_	TBD ¹	TBD ¹	TBD ¹	TBD ¹
Bobbie Sterne – Administrative		18,720			100	100	100	100
	Relocate Administrative Services	10,710	-	-	-	-		
New Administrative Building	Neroduce / turning rutive 3ct vices							
	Lease New Building	55.000	\$14.50	\$25.00	-	-	\$3,987,500.00	\$6,875,000.00
Program Buildings				,			12,22	, ,,, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
Crest Smile		2,573						
Crest Stille	Exit Existing Lease	2,313	_	_	TBD ²	TBD ²	TBD ²	TBD ²
	Relocate Near Ambrose		TBD ³	TBD ³	- IRD	IRD	LBD ₃	TBD ³
Millanda Dannatian Cantan da 12		2 200	IRD	IRD	-	-	IRD	IRD
Millvale Recreation Center - Lead Program		2,200						
	Relocate Administrative Services		-	-	2	2	2	
	Exit Existing Lease	400.000	-	-	TBD ²	TBD ²	TBD ²	TBD ²
TOTAL	Includes Option 1	128,998					\$7,137,379. 7 0	\$12,784,551.90

Includes Option 2 128,998

1Awaiting City of Cincinnati's Determination of Current Value

\$7,099,879.70 \$12,887,301.90





 $^{^{2}\}mbox{5-year lease savings}$ - awaiting information from Cincinnati Health Department

³New 5-year lease costs - awaiting information fron Cincinnati Health Department

⁴Awaiting Existing Lease Terms from Cincinnati Health Department

APPENDIX

CINCINNATI ZONING CODE



Title XIV Zoning Code of the City of Cincinnati, Chapter 1411-23 Version: Sep 15, 2023 (Current)

§ 1411-23. - Required Parking Spaces.

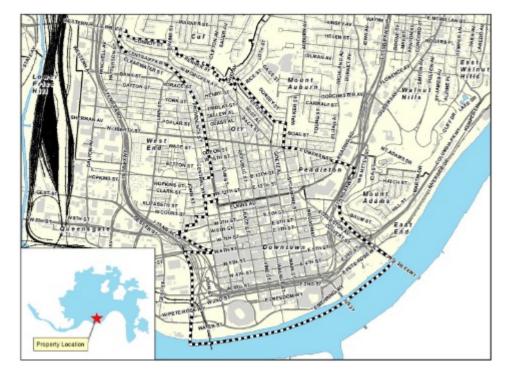
Parking requirements in all DD subdistricts varies according to Map 1411-23: Parking Subdistricts Overlay in Downtown Development Districts. Parking is required for the construction of new buildings. Parking is not required for the conversion, renovation or change in use of an existing building, provided any increase in gross floor area may not exceed ten percent. Parking is not required for any use within an Urban Parking Overlay District established according to Section 1425-04. Parking is not required for up to twenty residential dwelling units per building. Where four or more parking spaces are required, any space that requires the movement of another vehicle to gain access to or from the space is not credited toward the requirement. Schedule 1411-23 below prescribes the parking requirements for residential and office uses in the Downtown Development District.

Title XIV Zoning Code of the City of Cincinnati, Chapter 1425-04 Version: Sep 15, 2023 (Current)

§ 1425-04. - Urban Parking Overlay Districts.

City Council may establish Urban Parking Overlay Districts within which the provisions of Sections 1425-03, 1425-05, 1425-07, 1425-09, 1425-11, 1425-13, 1425-17, 1425-19, 1425-21, and 1425-23 of the Zoning Code do not apply.

(Ord. No. 259-2013, § 4, eff. Sept. 7, 2013)



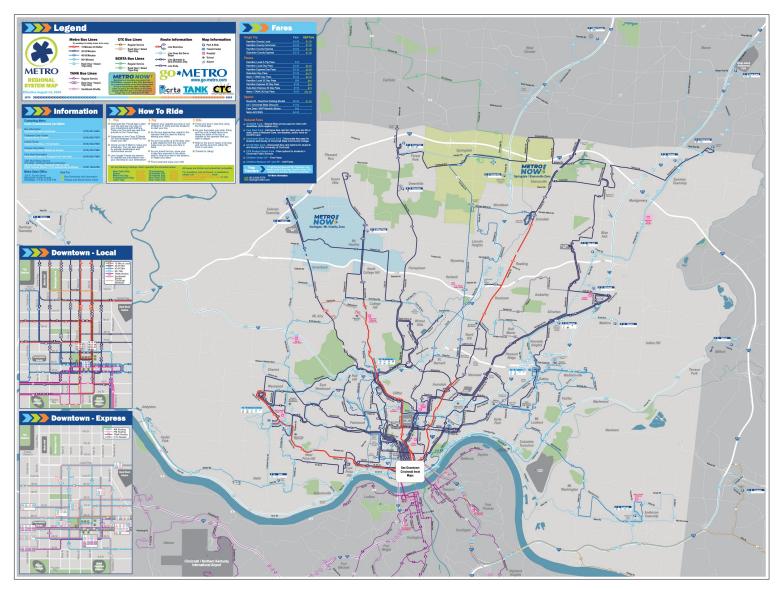
Urban Parking Overlay District Map¹





CINCINNATI TRANSIT MAP







PROGRAMS

FOOD SAFETY AND INSPECTIONS



- Current Location Muhlberg
 - 7 offices private
 - 3 offices shared
 - 1 open office area
 - 15 staff
 - 2,219 SF offices
 - 120 SF storage records
 - Throughout hallway
 - Shared with single office
 - Total SF 2,339 SF
 - 150 SF shared conference room classes
- Future Needs
 - Adjacencies remaining environmental programs
 - Waste
 - Technical
 - Healthy Homes





WASTE



- Current location Muhlberg
 - 6 offices private
 - 1 cubicle private
 - 0 offices shared
 - 7 staff
 - Total SF 1,291 SF
 - 150 SF shared conference room
- Future Needs
 - Adjacencies remaining environmental programs
 - Food Safety and Inspections
 - Technical
 - Healthy Homes





TECHNICAL



- Current location Bobbie Sterne 3rd Floor/Basement
 - 2 office private
 - 0 offices shared
 - 6 shared workstations in cubicle area
 - 8 staff
 - 1,178 SF offices
 - 125 SF storage room + freezer for specimens
 - Total SF 1,303 SF
 - 230 SF shared conference room
- Future Needs
 - Adjacencies remaining environmental programs
 - Waste
 - Food Safety and Inspections
 - Healthy Homes
 - Dry bench for microscope/specimen analysis





HEALTHY HOMES



- Current location Bobbie Sterne 3rd Floor
 - 3 offices private
 - 0 offices shared
 - 7 shared workstations
 - 10 staff
 - 2,017 SF offices
 - 230 SF shared conference room civil citations/pre-prosecution hearings
- Future Needs
 - Adjacencies remaining environmental programs
 - Waste
 - Technical
 - Food Safety and Inspections





COMMUNICABLE DISEASES



- Current location Ground Floor -Burnet, supervisor 1st floor Burnet
 - 10 offices private
 - 0 offices shared
 - 0 shared workstations
 - 9 Staff
 - 4 additional staff call center (grant funded)
 - 2,133 SF offices
 - 2,013 SF Ground Floor Burnet
 - 120 SF 1st Floor Burnet
 - 269 SF storage
 - 128 SF Ground Floor Burnet
 - 141 SF Basement Burnet
 - 150 SF conference room
 - Total SF 2,552 SF
- Future Needs
 - Possible adjacencies
 - Emergency Preparedness
 - Other CHD epidemiologists





EMERGENCY PREPAREDNESS



- Current location Burnet 3rd Floor/Basement
 - 3 offices private
 - 0 offices shared
 - 3 staff
 - 635 SF offices 3rd Floor Burnet
 - 1,148 SF storage
 - 200 SF computers/detection/monitoring equipment in lab 3rd Floor Burnet
 - 948 SF Cache of supplies Basement Burnet
 - Total SF 1,783 SF
 - 1 Vehicle
 - One 26' Cargo Trailer
 - Future Needs
 - Possible adjacencies
 - Communicable Diseases
 - Vehicles in same location as office/storage





IMMUNIZATION ACTION PLAN GROUP



- Current location 2nd Floor Bobbie Sterne
 - 5 office private
 - 0 offices shared
 - 5 Nurses (about 3.3FTEs)
 - 994 SF offices 2nd Floor Bobbie Sterne
 - 24 SF storage office supplies and materials for educational fair
 - Total SF 1,018 SF
- Future Needs
 - Maintain existing program





COMMUNITY NURSING



- Current location 3rd floor Bobbie Sterne, 4th Floor Bobbie Sterne
 - 6 offices private
 - 0 offices shared
 - 1 shared workstations 5 people
 - 13 staff
 - 3,532 SF offices
 - 40 SF storage
 - 2 storage closets
 - Records stored in open office area
 - Total SF 3,572 SF
- Future Needs
 - Consolidation of program in one location
 - Possible Adjacency
 - Healthy Communities





VITAL RECORDS



- Current location 1st and 4th floor Bobbie Sterne
 - 0 offices private
 - 0 offices shared
 - 3 shared work areas
 - 11 staff and 2 vacancies
 - 3,974 SF offices
 - 1,876 SF First Floor Bobbie Sterne
 - 2,098 SF Fourth Floor Bobbie Sterne
 - 228 SF storage basement Bobbie Sterne
 - Total SF 4,202 SF
 - Cashier window
- Future Needs
 - Consolidate program in one location
 - Creation of different access points
 - Drive through/walk up window
 - · Remote sites with secured printing
 - New services such as passports





WOMEN, INFANT, & CHILDREN (WIC)



- Current locations
 - Clinics
 - Braxton Cann 2 staff
 - Millvale 2 staff
 - Northside 2 staff
 - Price Hill 1.9 staff
 - Seven Hills 7 staff
 - Western Hills 3 staff
 - Children's Hospital 6 staff
 - Roselawn 5 staff + Program Director
 - Bobbie Sterne 3 staff
 - Winton Hills 2 staff
 - 34.9 staff
 - Bobbie Sterne Fourth Floor
 - 3 offices private
 - 1 offices shared
 - 3,412 SF Fourth Floor Bobbie Sterne
 - 200 SF storage patient records
- Future Needs
 - Expanding services Roselawn Lactation Services
 - Consider consolidating into less sites, geographically distributed for staffing economies of scale





HEALTHY COMMUNITIES



- Current location 2nd floor Burnet
 - 6 private offices
 - 1 shared offices
 - 7 staff
 - 2,411 SF offices 2nd Floor Burnet
 - 50 SF storage cribs, confiscated tobacco
 - Total SF 2,461 SF
- Future Needs
 - Storage for cribs on ground level for ease of distribution
 - Possible adjacency
 - Community Nursing
 - Shared conference room space monthly meetings with community partners 25-75 persons





LEAD PREVENTION PROGRAM



- Current location Millvale Recreation Center
 - 8 offices private
 - 0 offices shared
 - 8 staff and 2 vacancies
 - 2,200 SF
 - 240 SF storage records, HEPA vacuums and supplies, relocation boxes, CO monitors, cleaning supplies for families
- Future Needs
 - Adjacencies
 - Consolidation with other CHD administrative programs
 - Proximity to Healthy Homes





MAINTENANCE



- Current location Basement Burnet
 - 1 private offices
 - 3 shared offices
 - 5 staff
 - 531 SF office
 - 1,261 SF storage
 - 773 SF Basement Burnet
 - 488 SF Basement Bobbie Sterne
 - Total SF 1,792 SF
- Future Needs
 - Centrally located to all facilities
 - Storage in the same location
 - Maintenance workshop



