

September 7, 2016

FOR YOUR INFORMATION

To: Mayor and Members of Council

From: Harry Black, City Manager **HB**

Subject: Year Two Look Back

With your strong support, we are making significant progress toward making Cincinnati the best managed city in the country. I am honored and grateful for the opportunity to continue to serve as City Manager.

I have made it a point to intentionally over communicate with you, and the general public, about our work. In this regard, over the last year we have issued 419 Council Reports and 211 FYI Memos related to a variety of issues important to the operations of City government.

The purpose of this document is to provide a listing of notable accomplishments and initiatives from the last 12 months. None of the achievements listed below could have been achieved without your support and direction and the buy-in and hard work of City staff at all levels. Change is not always easily accepted; however, I am continually impressed with the innovative ideas and favorable reception from our employees. They have been central to our success.

Our Five Priority Goals have provided direction and a framework for our efforts to innovate and reshape City Government. Highlights from the last year include:

Safer Streets

- **PIVOT.** Place-Based Investigations of Offender Territories (PIVOT) – An innovative policing strategy is now being utilized. This new approach builds on the Cincinnati Initiative to Reduce Violence (CIRV) and community policing models to use data and analysis to disrupt criminal activity in locations that experience persistent violence. The Cincinnati Police Department (CPD) has operationalized this new strategy and the Administration is committed to supporting them in any way possible. This strategy works.
- **Adding Officers.** In July, 50 Police Officers were sworn in. The next class of 30 is set to begin early next year.

- **Adding Firefighters.** A 40 person Fire recruit class is underway and will graduate in January. The next class of 40 will begin early next year.
- **CPD Executive Leadership.** The leadership of the CPD has stabilized with the filling of a number of senior positions, starting with the Chief and Assistant Chiefs. Police Chief Eliot Isaac and his team are to be commended for bringing much needed constancy and cohesion to the finest police force in the country. In fact, we are seeing decreases in most forms of shootings and violent crime year-to-date.
- **Collaborative Agreement.** The Administration remains committed to the tenets of the historic Collaborative Agreement. Housed in the City Manager's Office, the newly created Collaborative Agreement Sustainability Manager is leading other City staff, law enforcement personnel, partners, social service providers and community stakeholders in the implementation of CIRV. Additionally, this position is responsible for developing and advocating policies that improve the overall effectiveness and efficiency of the criminal justice system, with an emphasis on youth contact.
- **Body Worn Cameras (BWC).** The Mayor and City Council tasked the Administration with an aggressive timeline to develop and implement a comprehensive BWC program. A cross-departmental committee worked diligently to engage with various stakeholders and develop a best-in-class BWC program embracing transparency, accountability and improved officer training. The program is being implemented now in phases with every patrol officer wearing a camera by the end of the year.
- **Information Technology.** A major initiative is underway to improve public safety IT; this includes police cruiser technology and the overall emergency communications system.

Innovative Government

- **OPDA.** The Office of Performance & Data Analytics (OPDA) has been fully operationalized and is producing results. Initiatives include: CincyStat, the Innovation Lab and Departmental Performance Agreements.
- **Priority Integration.** The City's one-page strategic plan, and corresponding five priority goals, have been fully integrated into the City's budget formulation process.
- **Customer Service Enhancements.** Permit processing times have been reduced, past due collections have improved and process enhancements have been achieved throughout the organization, including a 75% reduction in open Department of Public Services (DPS) requests and a 7% increase in customer service satisfaction.
- **Fiscal Impact.** This initiative has an estimated \$2.8 million annual impact. For example, the City saved \$300,000 in capital requests through enhanced IT governance as a result of OPDA's efforts. In partnership with the University of Chicago's Data Science for Social Good, the City is on the cutting edge of using data to address problems before they become problems. Last year, models were created to intervene and prevent blight before it occurs. This year, the focus is on using analytics to improve EMS response.

- **Open Data Cincinnati.** The City's transparency portal was re-launched with over 20 newly accessible data sets.
- **Efficiency.** Automated updates for 81 unique datasets including customer response surveys.
- **HR & IT.** We are now poised to turn our attention to realize additional service improvement and cost avoidance, especially in the areas of Human Resources and IT.
- **Embracing New Technology.** Issued Administrative Regulation No. 71, allowing the City to explore using cutting edge drone technology with the goal of enhancing efficiency and customer service.

Thriving & Healthy Neighborhoods

- **Blight Removal.** A re-vamped Private Lot Abatement Program cleaned up 1,264 blighted lots, well exceeding the 1,000 lot goal. Now, efforts are focused on right-of-way greenspace maintenance, street sweeping and littered bus stops.
- **NEP.** The Neighborhood Enhancement Program (NEP) is a coordinated effort to work with the community and partners to make concrete, visible improvements in neighborhoods. In the last year, efforts focused on the north east quadrant of Over-the-Rhine, Roselawn and Lower Price Hill.
- **New CAGIS Tool.** Now, blight abatement case assignments are being made by geographic clusters optimizing field work. This has enhanced coordination with nonprofits and contractors, and has completely transformed a previously inefficient paper process into an all-digital process, leading to immediate improvements throughout the City and improved revenue collections.
- **Community Engagement.** An overarching community engagement initiative has been launched to enhance how the City interacts with and elicits feedback from the public. As part of this effort, with your support, we launched the Engage Cincy Challenge Grant competition and identified five winners: Cincinnati Neighborhood Games, Camp Washington Art and Mobile Produce, Flash Revelry Pop-up Theater, Dad's Night Out Weekend and Help Cincinnati.
- **Brownfield Redevelopment.** With your support, and our partnership with the Port Authority, \$2 million has been identified to repurpose and ready former industrial sites in Lower Price Hill for 21st Century development.
- **Notice of Funding Availability (NOFA).** The City's NOFA process continues to provide a stimulus for neighborhood housing development. Projects funded through the program offer residential units, both rental and homeownership, at a variety of price points to ensure affordability across income levels. Through the 2015 NOFA, 7 projects bringing 186 housing units, and more than \$28.5 million in investment, are under contract. 2016 NOFA projects include funding awarded to ten projects across eight Cincinnati neighborhoods. These projects will bring 265 residential units for a total investment of \$57 million.

A Growing Economy

- **M/WBE Results.** The City's new Minority/Women Owned Business Enterprise (M/WBE) Program is demonstrating success. Since its launch in January 2016, more than \$9.1 million has been awarded to M/WBEs including over \$5 million in construction contracts. This represents 52% of the \$9.5 million total construction spent from 2009-2013, as identified in the City's Disparity Study.
- **EIAC Implementation.** The Mayor's Economic Inclusion Advisory Council's recommendations are being aggressively implemented. So far, 24 of the total 37 recommendations have been completed and we have made significant progress toward completing 5 of the remaining recommendations.
- **Incentive Policy Review.** The Community and Economic Development Department completed an extensive review of the City's business incentive offerings in order to make sure Cincinnati remains competitive in today's evolving global business climate.
- **Downtown Retail Strategy.** Working with key stakeholders, the Administration has rolled out a new retail strategy that recognizes the evolving urban core and dynamic trends in the retail industry. The new plan provides for sustained growth and establishes a clear blueprint for a vibrant retail environment that meets the needs of downtown residents and attracts visitors and guests.
- **Youth 2 Work.** With strong support from the Mayor and City Council, the Youth 2 Work program has been bolstered with a goal of over 1,000 youth participating by 2020.
- **Cut Permit Times.** In an ongoing effort to make it easier to do business in the City of Cincinnati, the Innovation Lab process was used to revamp the City's permit process, realign the City's building code and enforcement processes and move the Permit Center to a central downtown location. These improvements have resulted in a 60% reduction in average permit review times.
- **New Permit Fee Schedule.** A comprehensive study was conducted to compare Cincinnati's fees with peer cities, leading to an adjusted fee schedule that will spur development by better meeting the needs of customers.
- **City Investment for Job Growth.** Through City investment facilitated by the Department of Community and Economic Development, nearly 1,000 jobs have been created and more than 1,400 retained over the past 12 months.
- **Business Retention and Expansion.** The Department of Community and Economic Development team has conducted more than 130 business retention and expansion visits this year with local companies to cultivate relationships and serve the needs of businesses located in the City.

Fiscal Sustainability & Strategic Re-Investment

- **Procurement Reform.** The City's procurement policies and regulations have been methodically overhauled to foster an environment of competition, save money and implement best practices ensuring process integrity.

- **CAP Underway.** Thanks to strong support from the Mayor and City Council, more roads are being repaved and repaired and new vehicles are hitting the streets, saving millions in maintenance and repairs. As a result of CAP, in 2016 nearly 200 additional lane miles will be either rehabbed or receive preventative maintenance. During this calendar year, \$6.5 million was spent in CAP fleet (a fleet total of \$11.3 million) to purchase 73 new and necessary vehicles. This includes 53 police Interceptors, 9 snow/dump trucks, 6 garbage packers, 2 fire pumpers, 1 ambulance, 1 fire aerial truck and 1 heavy rescue truck.
- **Information Technology (IT).** IT is something that will continue to define our society. As an organization we must stay relevant, or we become obsolete. With your approval of the budget, we are strategically investing \$9 million in IT infrastructure in order to improve the entire City network, including emergency response and the Cincinnati Area Geographic Information System (CAGIS).
- **Fund Balance Stabilization Policy.** Implementation of the Fund Balance Stabilization Policy, as approved by the Mayor and City Council, ensures we are growing our various financial reserves to healthy levels, providing financial stability and improved bonding capacity. We are well on our way toward achieving 16.7% in cash reserves, as recommended by the Government Finance Officers Association.
- **Valuing Workforce.** Agreements with the IAFF and AFSCME are complete and tentative agreements have been reached with the FOP and CODE. Having all four major employee groups under contract will provide much needed stability for the City's budget process and acknowledges the tremendous value the City places in our employees.

Conclusion

This represents only part of the stellar work that is done every day by our dedicated workforce. Without their buy-in and extra effort, these types of results are simply not possible. For this, I am immensely grateful.

It has been a privilege to serve as Cincinnati's City Manager the last two years. I am appreciative of the support from the Mayor and City Council enabling us to achieve success across the board.

As I embark on year three of my tenure, I am energized and excited about the work that lies ahead in making Cincinnati the best managed City in the country.

Finally, don't take our word. The world is taking note of the good things happening here in Cincinnati government. As we reflect upon the last year it is important to consider how we are being viewed around the country. A sampling is demonstrated below:

Predictive Analytics Project Takes Aim at Emergency Medical Services:

<http://bit.ly/2aOLG74>

Cincinnati Uses Lasers to Tackle Road Repairs:

<http://bit.ly/1Oog343>

Blight Mapping Technology:

<https://nextcity.org/daily/entry/ohio-cities-blight-mapping-technology>

Cincinnati Tackles Road Repairs With CAP Laser Equipped Van:

<http://www.govtech.com/dc/articles/Cincinnati-Tackles-Road-Repairs-with-Capital-Acceleration-Plan-Laser-Equipped-Van.html>

Data Programs Revolutionize Cincinnati Government:

<http://www.govtech.com/dc/articles/Data-Programs-Revolutionize-Cincinnati-Government.html>

Politico OTR Story:

<http://www.politico.com/magazine/story/2016/06/what-works-cincinnati-ohio-over-the-rhine-crime-neighborhood-turnaround-city-urban-revitalization-213969>

GovTech feature on City Manager Harry Black:

<http://www.govtech.com/top-25/Harry-Black.html>

How a Fiddler and an Astrophysicist Brought Predictive Analytics to Cincinnati:

<https://backchannel.com/how-a-fiddler-and-an-astrophysicist-brought-predictive-analytics-to-cincinnati-c5583468f4cc#.vvpvgcnbr>

Cincinnati: City of the Future:

<https://backchannel.com/the-city-of-the-future-is-in-ohio-3cd70daccdee#.l73w5adwi>

OPDA Interview:

http://govinnovator.com/chad_kenney/

Cincinnati Small Business Program:

<https://nextcity.org/daily/entry/cincinnati-small-business-minority-owned-business>

Cincinnati Among Nation's Best Cities for Jobs:

<https://www.linkedin.com/lite/external-redirect?url=http%3A%2F%2Fwww%2Ebizjournals%2Ecom%2Fcincinnati%2Fnews%2F2016%2F05%2F18%2Fcincinnati-among-nation-s-best-cities-for-jobs%2Ehtml&urlHash=Az2X>

Forbes Ranks Cincinnati High on Livability List:

<http://www.forbes.com/pictures/emeg45ehlji/4-tie-cincinnati-ohi/>

Another Forbes Ranking:

<http://www.forbes.com/pictures/emeg45ehikh/15-cincinnati-ohio/#7f0eb22f7fc9>

Huffington Post story: <http://huff.to/1S7YC8M>

Cincinnati No. 37 in Country in terms of Best Cities to Live:

<http://realestate.usnews.com/places/ohio/cincinnati>

“Here’s How Cincinnati Plans to Pay for Street Care Without More Taxes”:

<http://www.routeifty.com/2016/01/cincinnati-streets-finance/125565/>

Soapbox Media on City’s new website:

<http://www.soapboxmedia.com/innovationnews/011216-redesigned-city-website-focuses-on-community-feedback.aspx>

Route Fifty on Permit Center:

<http://www.routeifty.com/2016/01/cincinnati-permit-center/124953/?oref=rf-home-latest-top>

Route Fifty on CincyStat:

<http://www.routeifty.com/2015/12/cincystat-cincinnati-data/124274/>