CITY MANAGER SHERYL M.M. LONG

YEAR END REPORT

city of CINCINNATI

November 17, 2026

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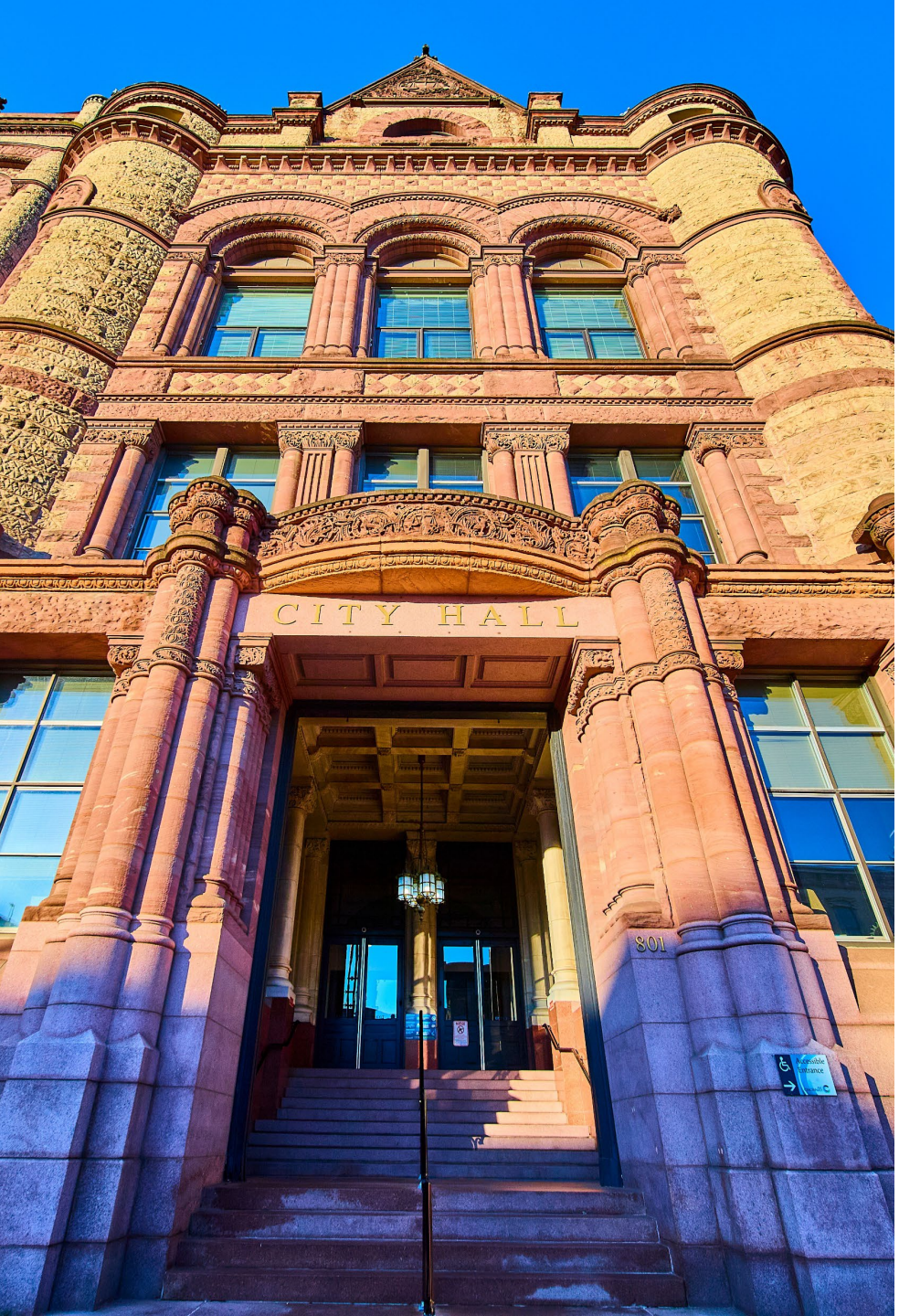
Mr. Mayor & Members of Council,

It is my pleasure to present my administrative Year in Review report. The many updates, highlights, and summaries reflect the hard work that I, my Administration, and our more than 6,000 employees have done over the past year.

It is also a means of sharing what is important to us as leaders of the City of Cincinnati. From the loftiest goals to the most discrete program update, every accomplishment listed here is a reflection of who we are and what we do.

Thank you for your partnership in leading our great city. Cincinnati's future is built together; by checking in on what is underway, we can look ahead to what is next.





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

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

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

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

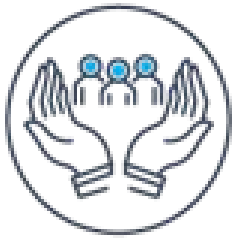
Focus | Create strategic alignment around a common set of outcomes and prioritize resources and actions to advance them.

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

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

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

We are taking a proactive, collaborative, and disciplined approach to decision-making.



Public Safety & Health

Violence Reduction | Diversion | Emergency Readiness | Protective Health



Fiscal Sustainability

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



Growing Economic Opportunity

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



Excellent & Equitable Services

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



Thriving Neighborhoods

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



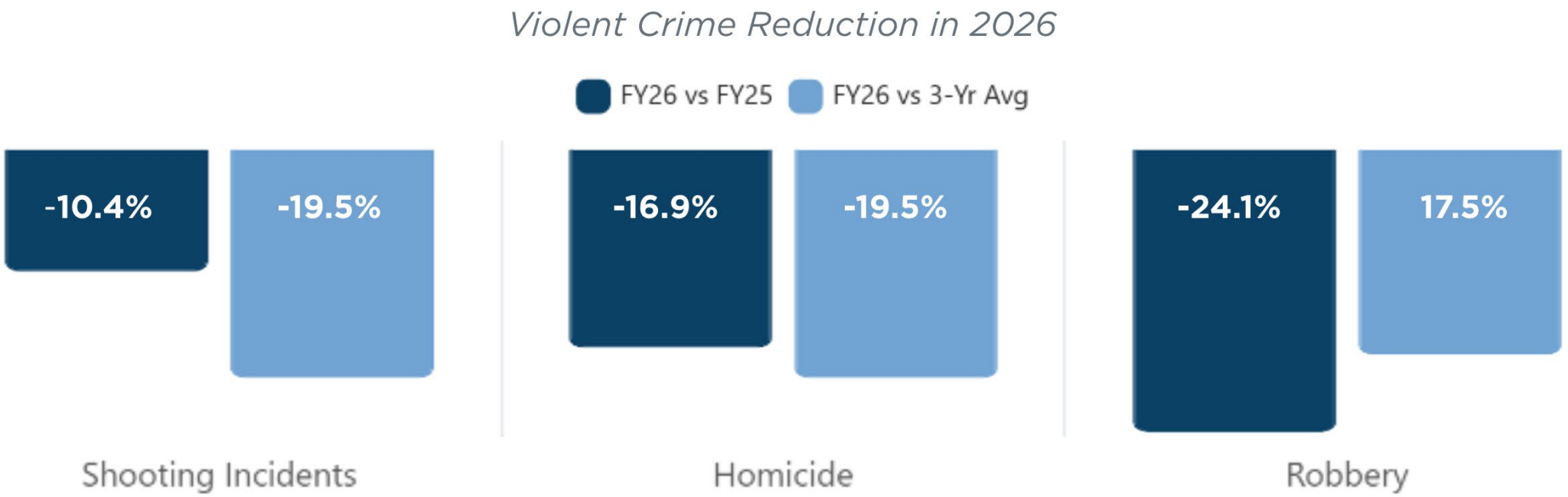
PUBLIC SAFETY & HEALTH

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

We are making significant progress in reducing violent crime across Cincinnati

Our efforts to reduce violent crime have been working in 2025 and 2026

Approximately 20% reduction in homicides year-over-year



ACT for Cincy fosters safer communities

- Opened **Main Street office** in OTR
- Delivered **measurable reductions in violence**
- Invested in **safer public spaces**
- **Continued hospital-based partnership** with UC and Cincinnati Children's





Public Safety & Health

Innovative community response protects our youth

Alternative Response to Crisis (ARC):

- **Provides civilian-led response to low-risk calls** regarding behavioral health, homelessness and QOL
- **Improved response efficiency** in 2026 by refining workflows and coordination
- **Supports violence** prevention through early intervention
- **Engages youth** through community-centered outreach
- **Strengthens safety and quality-of-life** around public spaces through collaboration with Metro, Cincinnati Public Schools, community organizations and law enforcement partners.





Police operations adjustments improve visibility and public safety outcomes

- **Improved emergency response performance**, exceeding goals
- Expanded walking patrols
- **Advanced violence reduction** and investigative outcomes, exceeding goals
- **Enhanced public safety through technology and innovation**, expanding drone operations, Real Time Crime Center, and deployment resources
- **Improved traffic safety**, reducing crashes by ≈400 incidents Y/Y





Fire operations improvements reduce overtime and enhance efficiency

- Strengthened response capabilities, with new leadership & recruits
- **Improved operational efficiency and fiscal stewardship**, reducing overtime by ≈13k hours & lowering overtime expenditures by more than $550k Y/Y
- **Invested in firefighter health** by expanding preventative healthcare
- Enhanced engagement and education through **Fire Ops 101**
- Positioned the department for **long-term success**



CCA strengthens accountability & public trust

- **Increased effectiveness by 14%** despite a 20% increase in caseload
- **Expanded transparency**: status logs, CM decisions, & CPD responses
- **Enhanced fiscal stewardship**, reducing non-personnel spending 9%
- Strengthened community engagement through resident feedback

Contact card review advances fair policing

- Initiated **independent review of contact card data** & working group
- Partnered with Cincinnati Children's and the Cincinnati Collaborative Agreement Foundation for **Collaborative Agreement Refresh**
- **Data-driven improvement** through community engagement & collaboration
- Reinforced the **City's commitment to fair and equitable policing** while building public trust through transparency and accountability





GROWING ECONOMIC OPPORTUNITY

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

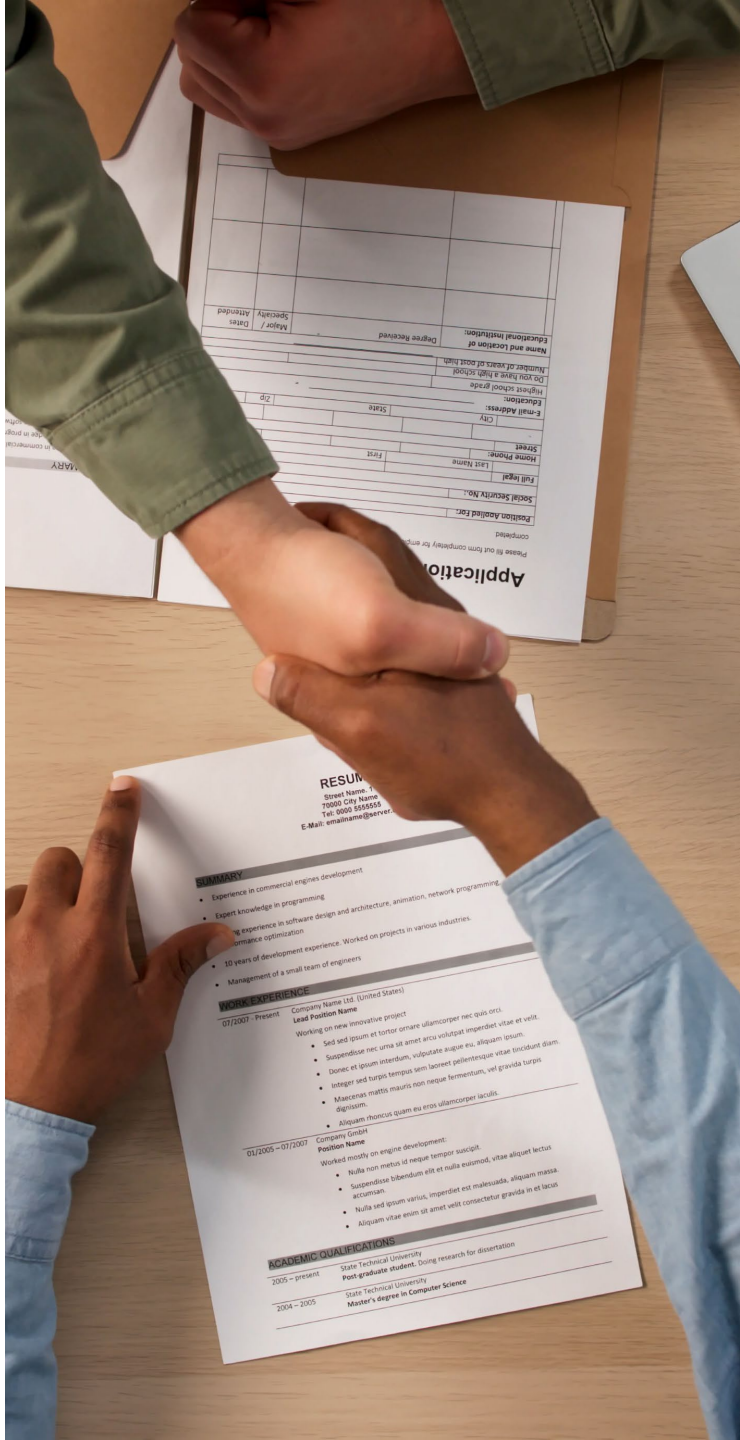
OSG & DORS are creating stronger pathways for investment and opportunity

- **Reorganized DCED into OSG and DORS**: dedicated teams for economic development and resident services
- **Enhanced focus and accountability** across economic development, housing, human services, small business support, and homelessness initiatives
- **OSG launched One Pipeline** in collaboration with Cincinnati Development Fund and others, streamlining access to City incentives, gap financing, and development resources
- **DORS delivered rapid flood relief**, providing $2 million in assistance to 700+ impacted households and small businesses
- **Positioned the City for long-term growth and opportunity** through targeted economic development and resident-focused support programs



Our strategic development is driving economic growth

- Advanced **83 development projects: $1.36 billion in total investment**
- Created **1,100+ permanent jobs** and **≈6,000 construction jobs**
- Expanded Cincinnati's economic footprint with **≈800,000 square feet** of commercial, office, and industrial development and **880 new hotel rooms**
- Completed the **First Financial Center renovation** and opened the new Elm Street Plaza
- Advanced the **Convention Center Headquarters Hotel**, **$503 million investment** in downtown tourism and economic activity
- Attracted major business investments: Paychex/Paycor, **Valvoline global headquarters**
- Expanded housing and neighborhood development through mixed-income and affordable housing projects across Downtown and OTR

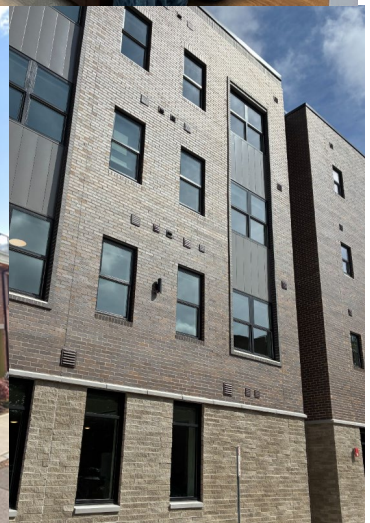












We are expanding housing affordability & resident stability

- **Added 376 affordable housing units**, multiple income levels
- **Created housing opportunities for lower-income residents**, including 224 units at or below 60% AMI
- **Advanced Reid Flats**, 91 mixed-income units including 60+ affordable
- **Supported development of 550 Reading Road**, 60 affordable senior housing units for residents at or below 60% AMI
- **Expanded supportive housing capacity**: Blair Lofts Phase II in Avondale
- **Leveraged strategic investments and partnerships** to increase housing choice, affordability, and neighborhood stability

DORS programs build stability & opportunity for Cincinnatians

- Assisted **2,300+ households** facing housing instability since 2023, Access to Counsel
- Invested in housing preservation, helping **700+ homeowners** make critical repairs and accessibility improvements through HARBOR
- Enrolled **122 families** in Children's College Savings Accounts
- Supported **73 community-based projects** through the Human Services Fund
- Invested in **resident-led neighborhood improvements and youth engagement** in communities most impacted by violence
- Awarded **$700,000+ to 35 grassroots organizations** strengthening food access, heal workforce development, and youth services



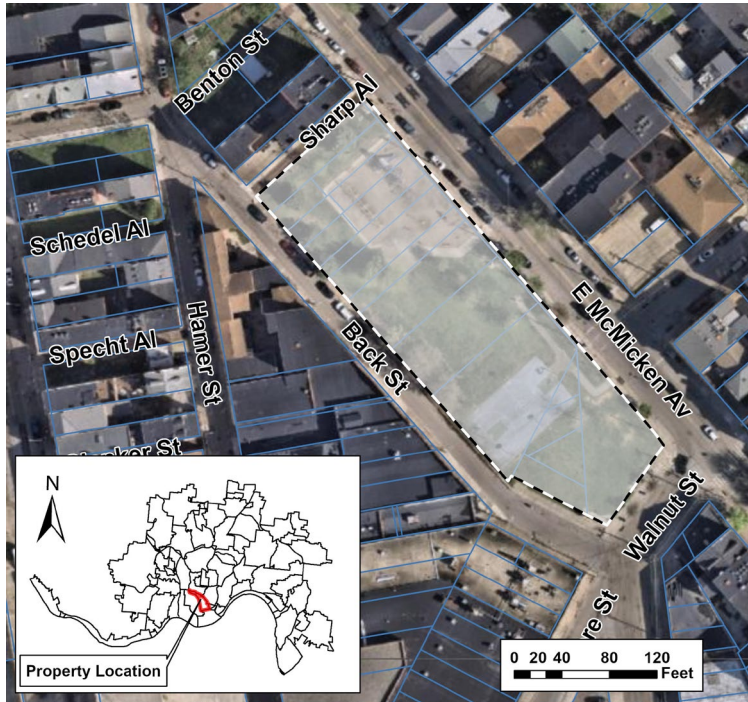


DEIP connects businesses to opportunity

- **Connected 700+ residents and businesses** to City contracting opportunities through Business Enterprise Expo
- Expanded access for local businesses, completing **332 business certifications** and processing **89% within 90 days**, exceeding goals
- **Strengthened MBE and WBE participation efforts** by recognizing documented Good Faith Efforts while maintaining accountability
- Improved outreach and awareness of contracting
- Reduced barriers to doing business with the City

OGAGA secures resources for City priorities

- **Advocated for City interests** on federal and state policy issues affecting funding, housing, healthcare, procurement, and emergency management.
- Secured **$750,000 for Grant Park** improvements.
- Obtained **federal funding support** for Police, ECC, and Health facilities.
- Provided grant support and compliance assistance across City departments.
- Leveraged partnerships to advance major projects, including securing a **$2M award** to support future development at the MidPointe site.



Growing Economic Opportunity



THRIVING NEIGHBORHOODS

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

Neighborhood plans advance community-led development

- Creating **new Downtown Plan** with residents, businesses, institutions
- Approved **Plan Hyde Park** and **The Banks Urban Design Plan Update**
- Identified development opportunity sites through **Revive 75**
- Progressed additional planning efforts in Clifton, Madisonville, Mt. Washington, North Avondale, Roselawn, and Winton Hills
- **Positioned neighborhoods for future investment and growth** through coordinated, community-informed planning



Thriving Neighborhoods



BuildReady accelerates housing development

- HUD-supported initiative to create pre-approved plans for small multifamily housing
- Secured a **$2 million PRO Housing grant** to support housing innovation and reduce barriers
- Attracted **92 design submissions** from 63 teams across 16 states and two countries
- **Engaged professionals, community stakeholders, and 500+ residents** in the selection process
- **Released architect RFP** to develop pre-approved housing plans
- Positioned demonstration homes for construction, showcasing innovative solutions on City land

Complete Streets investments improve safety, mobility & quality of life

- **1,400+ Complete Streets improvements**: traffic calming, curb ramps, and pedestrian upgrades
- Added or improved ≈**95,000 square feet of sidewalks**, expanding accessibility and neighborhood connectivity
- Secured more than **$66 million in grant funding** for future projects, including Lick Run Trail and Central Pkwy Bikeway
- Launched the **Residential Sidewalk Repair Pilot**, fully allocating available funding to 50 qualifying properties within months
- Strengthened roadway maintenance operations through enhanced coordination between DOTE and DPS
- Expanded **preventative maintenance** efforts, including crack sealing, pothole repair technology, and roadway resurfacing to extend street life and improve ride quality.





Green Cincinnati Plan drives sustainability and climate resilience

- Continued implementation of the Green Cincinnati Plan, with **116 of 129 strategic actions** now complete or in progress
- Broke ground on **Center Hill Landfill solar project**, transforming a dormant site into facility capable of powering ≈1,700 homes and reducing emissions by ≈16,000 metric tons annually
- Advanced brownfield redevelopment efforts, securing nearly **$49M in grant funding since 2022**
- Expanded recycling, adding ≈3,000 multifamily households & business district recycling services across neighborhoods
- Positioned the City to **replace recycling carts for 80,000** households through a $5M EPA recycling infrastructure grant
- Supported **lower energy costs** & sustainability, helping 848 low-income households through WarmUp Cincy and continuing investment in resident-led initiatives through Seeds of Change

A vibrant city enhances community life and Neighborhood connections

- Expanded event operations with new **Office of Special Events & Civic Spaces**
- **Issued 445 special event permits**, supporting festivals, sporting events, concerts, parades, block parties, & more
- **Welcomed major regional and national events**: Savannah Bananas, Omega Psi Phi, Asian Food Fest, Juneteenth, Black Family Reunion, & more
- Provided recreational opportunities for **105,000+ pool visitors** while advancing improvements to aquatic facilities throughout the city
- Enhanced parks and recreation amenities**, completing the Camp Washington Skate Park** and advancing additional recreation projects
- Connected residents with City services and community resources through the City Manager's Rock the Block & Family Funday events







Strategic litigation improves quality of life

- **Filed 51 new cases**, including 34 civil and 17 criminal actions targeting problem properties and nuisance conditions
- Managed enforcement efforts involving **1,500+ properties and 4,400+ housing units** citywide
- **Recovered more than $600k** through litigation, including fines and reimbursement for public investments in property repairs
- Pursued enforcement against commercial properties linked to criminal activity, including locations with repeated incidents
- **Updated key quality of life ordinances** by addressing litter, junk vehicles, private lot abatement, and right-of-way maintenance
- Improved regulatory and enforcement processes through updates supporting public health, liquor permit review, and code enforcement administration

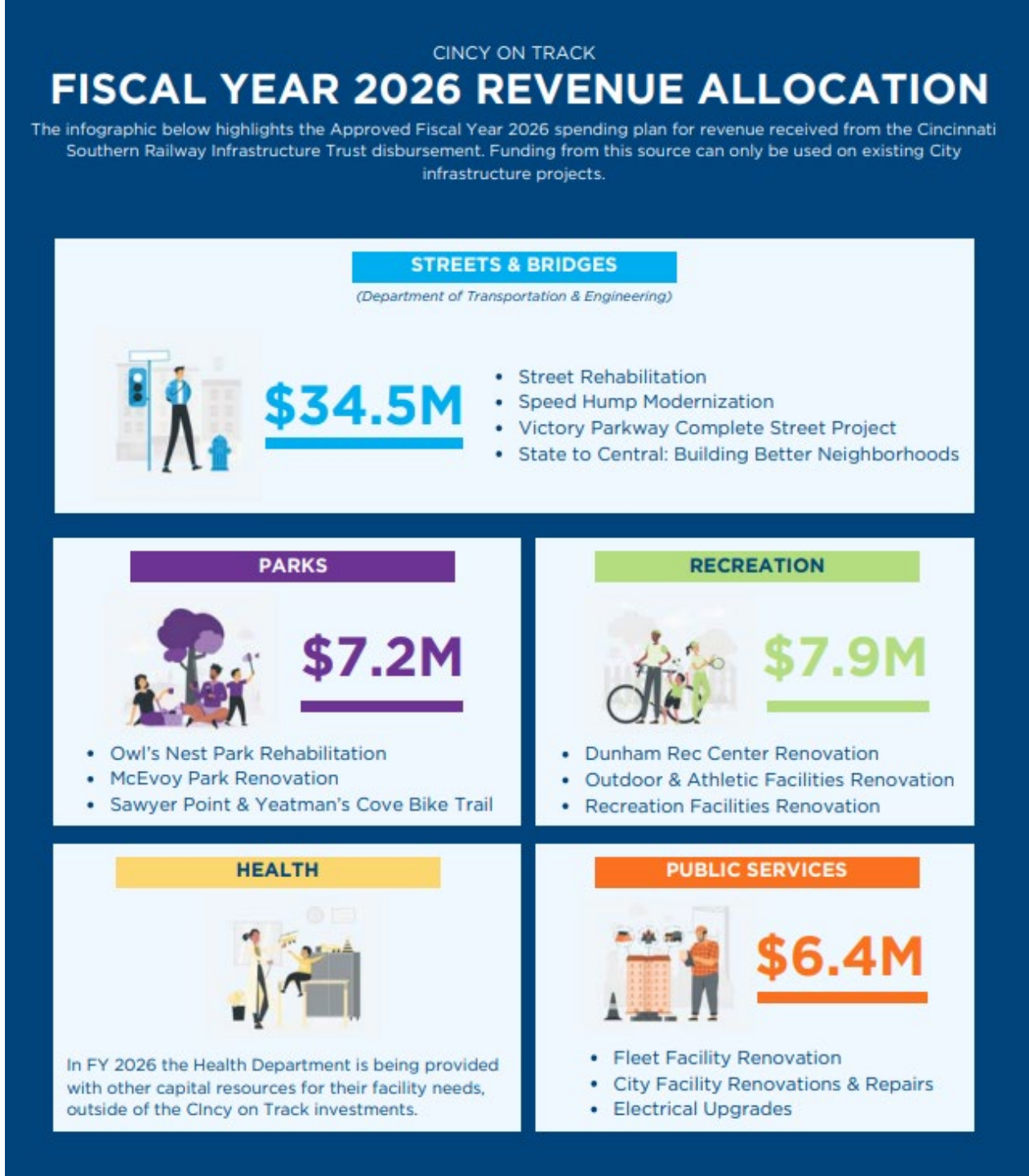


FISCAL SUSTAINABILITY

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

Cincy On Track is accelerating project delivery

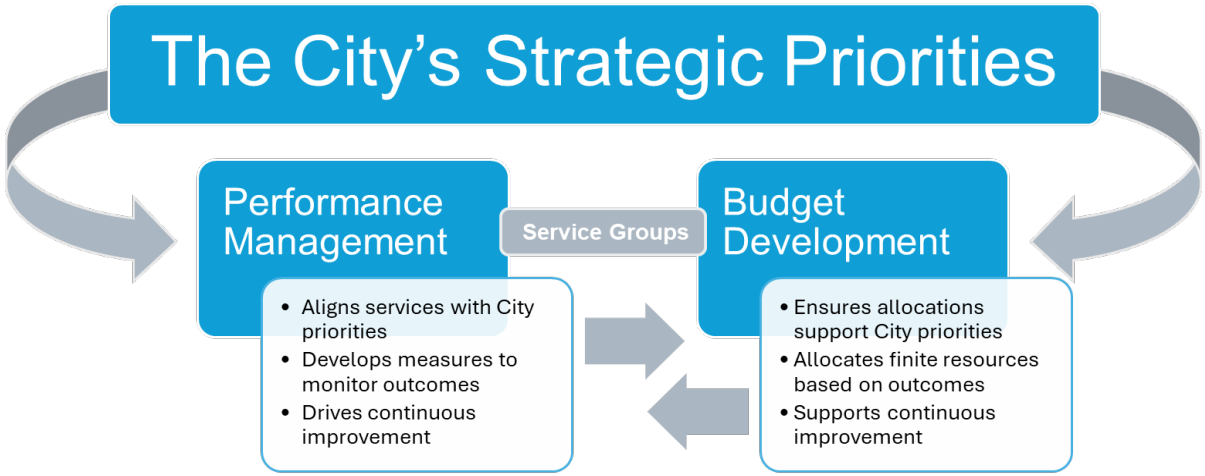
- Cincy on Track deployment is now the primary responsibility of a dedicated Deputy Director in DPS
- DOTE updated processes to allow **more agencies to bid** on street rehab work, **reducing prices**
- Purchasing has provided training that leads to faster assignment of firms for department use.
- **We will pave 20% more lane miles in FY27 without spending additional money**
- Major progress is being made on the renovations of the Fleet Garage, Dunham Rec Center & McEvoy Park



Performance-based budgeting closed the deficit without impacting services

Four separate but linked processes:

- **Exec. Finance Review**: revenue streams (Finance Dept.)
- **Exec. Performance Review**: data-informed achievements & challenges (OPDA)
- **Exec. Budget Review–Capital**: budget request justification
- **Exec. Budget Review**: performance + budget information to inform resource allocation



New capital deployment policy improves efficiency

- Efficient & timely deployment of capital resources
- Clear performance expectations
- Increased visibility of operational challenges
- Intentional allocation of capital resources





The City's pension has a stronger long-term foundation

- Projected 2045 funded status rose from 18% in 2023 to **100% in 2026**
- Collaborative Settlement Agreement amended for long-term funding
- Pension benefits are protected for current and future retirees
- $50M to General Fund plus ≈$50M restricted-fund contributions
- **Phased increase to City's contribution,** 18.5% up to 21%
- Phased increase to employee contribution from 9% to 10%
- Strategic Asset Allocation is now more diversified & resilient
- First-ever **Popular Annual Finance Report** issued

Fiscal stewardship supports long-term growth

- **Identified ~$100M in additional debt-financing capacity**
- Strengthened six-year Capital Improvement Program through comprehensive analysis of long-term resources
- Improved forecast accuracy **while generating taxpayer savings** by bringing income tax forecasting in-house



TIF extensions secure resources for neighborhoods

- **Extended 20 key TIF districts by 15 years**, preserving critical investment resources for additional 15 years
- Long-term funding for neighborhood improvements, affordable housing, and urban redevelopment



EXCELLENT & EQUITABLE SERVICE DELIVERY

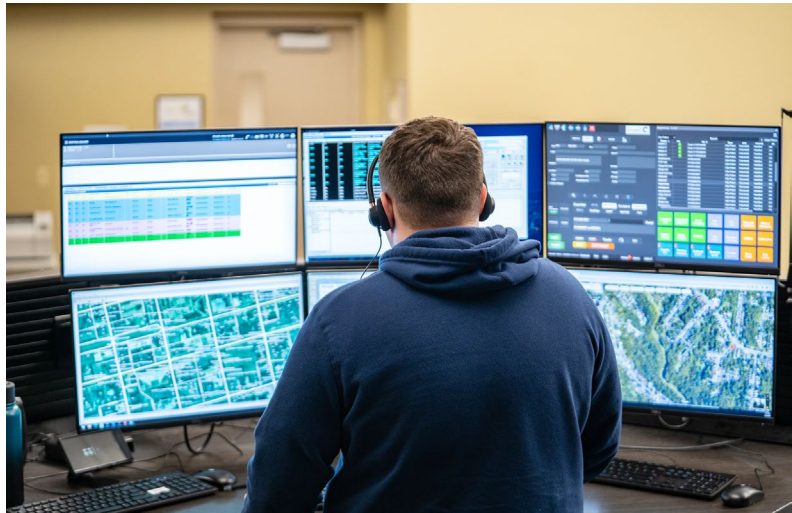
The City will deliver best-in-class services to all residents

Proactive service delivery improves responsiveness to resident needs



- **Processed more than 150,000 service requests**, the highest volume in 311Cincy history
- Expanded proactive service identification, with ≈20,000 requests initiated by community responders & staff, a 53% increase Y/Y
- **Improved closure timeliness**, increasing the share of requests completed by their planned end date from 66% to 77%.
- Strengthened cross-department coordination through the 311 User Group, improving workflows and problem-solving across services.
- Expanded performance management tools, **incorporating resident satisfaction feedback** to improve service delivery and communication.

311 CINCY





Modernized winter operations improve service reliability

- **Modernized operations:** improved planning, SOP's, enhanced performance mgmt.
- **Upgraded 1,000+ pieces of equipment** to Samsara platform, providing greater visibility into vehicle location, engine hours, salting progress and fault codes
- **Strengthened pre-season readiness** through inventory review, route planning, improved standard operating procedures and performance reporting

Parking operations increase efficiency

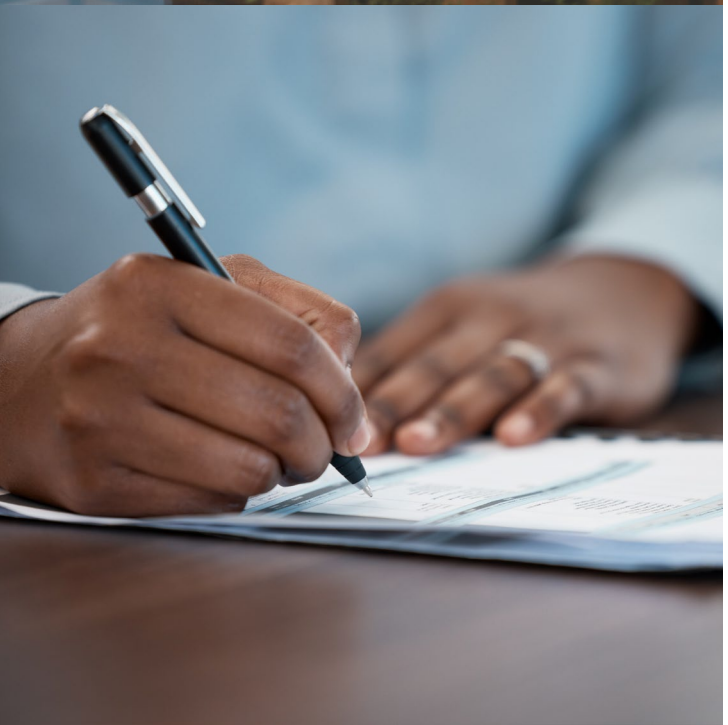
- Increased citation revenue **without raising fines or adding enforcement officers**
- Initiated a strategic review of parking operations
- **Added computer-aided dispatch capabilities** to enforcement vehicles
- **Increased citizen complaint dispatch from 61% to 64%**, reducing reliance on CPD
- Revamped the Private Parking Facility licensing program to enhance safety, security, and consumer protection.

Cleaner neighborhoods through proactive litter management

- Established **a cross-departmental Litter Working Group** to evaluate service delivery and identify opportunities for improvement
- Developed new performance dashboards and reporting tools
- **Expanded the Private Litter Abatement Program**, improving response from 47% to 77% despite 36% increase in complaints
- **Improved on-time can closures** from 51% to 64% and doubling timely (2 working days) responses to overflows from 21% to 42%
- **Increased bulk item collection efficiency**, improving seven-day closure rates from 87% to 93%.
- Implemented new graffiti strategy to enforce and abate through coordinated efforts among B&I, Law, DPS, and 311.





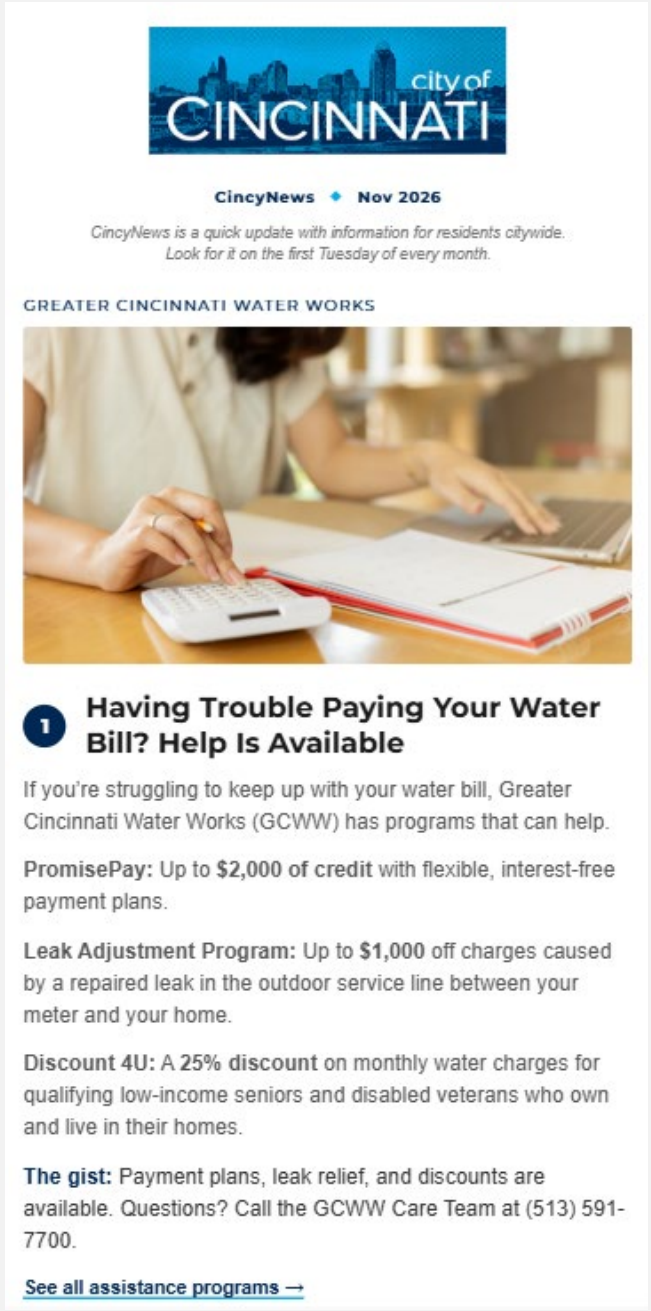


Economic Inclusion & Procurement improve business outcomes

- Merged Procurement and Economic Inclusion into DEIP
- Helped identify contracting opportunities and establish participation goals for small businesses.
- **Implemented new tools and process improvements**, including performance dashboards, automated award rotations, and DocuSign
- **Reduced administrative delays through Purchasing Liaison Training**, allowing independently routine purchase approval
- Expanded departmental efficiency while maintaining accountability through ongoing compliance monitoring and audits
- **Earned national recognition**, receiving the Achievement of Excellence in Procurement Award from the National Procurement Institute

Proactive communications improve public awareness

- Expanded CincyAlert beyond emergency notifications, adding traffic alerts, engagement opportunities, press releases, and newsletters.
- **Created additional direct touchpoints with residents** through opt-in text and email communications.
- Established new processes, training, and compliance standards to support citywide use of the enhanced communication platform.
- **Increased subscriber participation**, with traffic and engagement alerts growing 18% and press release and newsletter subscriptions increasing more than 35%.
- Launched a new monthly City newsletter to provide proactive updates on programs, services, and community initiatives.



Management Priorities

Priorities agreed upon by Council on October 30, 2023.



Management

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



Leadership

Ability to prioritize, delegate, and lead



Government Efficiencies

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



Relationship & Collaboration

with Council, Mayor, and Community Partners



Communication

Internal | External

Management

- Made **key appointments, hires, promotions** across CMO, DORS, OSG, DEIP, GCWW, CPD, CFD, ECC
  - Coordinated 27 appointments and reappointments supporting resident initiatives
- Advanced **innovative recruitment** strategies, including a comprehensive CPD campaign that generated 983 applications and 705 Physical Agility Test candidates for Recruit Class 119
- Expanded **employee feedback and engagement** efforts – increased Temp Check survey response
- Continued investing in employees – launch of **leadership development program**
- **Strengthened workplace culture and recognition**, supporting Public Service Recognition Week, Leading Ladies of Government, Employee Resource Groups, and other engagement initiatives
- Celebrated excellence across the organization, recognizing innovation, dedication, and service through the **City Manager's Excellence in Service Awards**.
- Expanded cross-department collaboration and team building, with more than 350 employees participating in the third annual CMOlympics





Leadership

- Strengthened leadership team through **portfolio-based management structure**
- Modernized and streamlined **evaluation process for directors**
- Taken an active role in **managing the City's use of technology**
- **Expanded the use of OnBase and CAGIS**, digitizing permitting, inspections, planning, infrastructure, and field operations, automating **collection of $7.8 million in unpaid fines**
- **Launched AlignIT, updated Technology Acceptable Use Policy**, coordinated approach to tech investments and establishing expectations for the secure and responsible use of AI
- **Advanced the City's comprehensive ADA Self-Evaluation and Transition Plan**
  - Completed initial accessibility audits of key City facilities and services, including City Hall, Centennial II, Police District 1, Fire Company 14 HQ, FSQ, Cann Memorial Health Center, and the Connector
- **Recognized for leadership, operational improvement, and public service**, receiving the YWCA Achievement Award

Government Efficiencies

- **Improved M/W/SBE certification processing**, increasing share completed within 90 days from **67% to 80%**
- **Strengthened fleet maintenance operations**, increasing on-time preventative maintenance from **30% to 77%**
- **Transformed corner can collection performance**, improving weekly collection rates from **8% to 97%**
- **Improved contract execution timeliness**: Law increased on-time submissions from **49% in Q1 to 68% in Q4**
- **Accelerated planning review processes:** increase timely Historic Conservation Board reports from **82% to 99%**
- **Exceeded stormwater maintenance goals**: GCWW inspected and cleaned **17,022 inlets**, a **12% increase** Y/Y
- **Improved lead risk assessment response times**, increasing timely occupant contact rates from 70%-76% early in the year to 85% by Q4.
- **Expanded public access to City data**, increasing CincyInsights and Open Data Portal dashboard views by **37%**.
- **Embedded data-driven performance management** across departments through SIET, OPDA performance management, and performance-based budgeting initiatives.





Relationship & Collaboration with Council, Mayor, and Community Partners

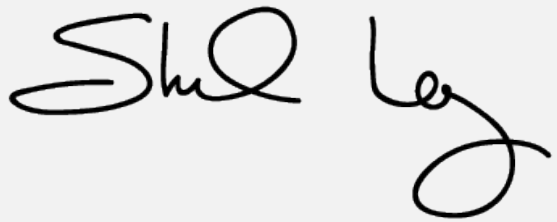
- Established **Chief of Intergovernmental Affairs position** to maximize collaboration with state and federal agencies and provide continuous improvement to Council interactions
- Established multiple formats for **information-sharing to Council** for constituent concerns
- Convened directors and exec. leadership for **routine briefings to Council**
- Supported **biweekly 1:1 discussions** between Councilmembers and the City Manager, helping ensure awareness and feedback are consistently maintained while pursuing Council objectives
- Created a **consistent, centralized forum** for addressing Council concerns and requests through improved coordination between Council and the Administration
- **Continued engagement** with corporate partners, community members, and nonprofits through board meetings, community events, the City Manager's Rock the Block initiatives, and direct outreach.
- Maintained strong relationships across the community through ongoing communication, partnership development, and responsiveness to stakeholder needs.

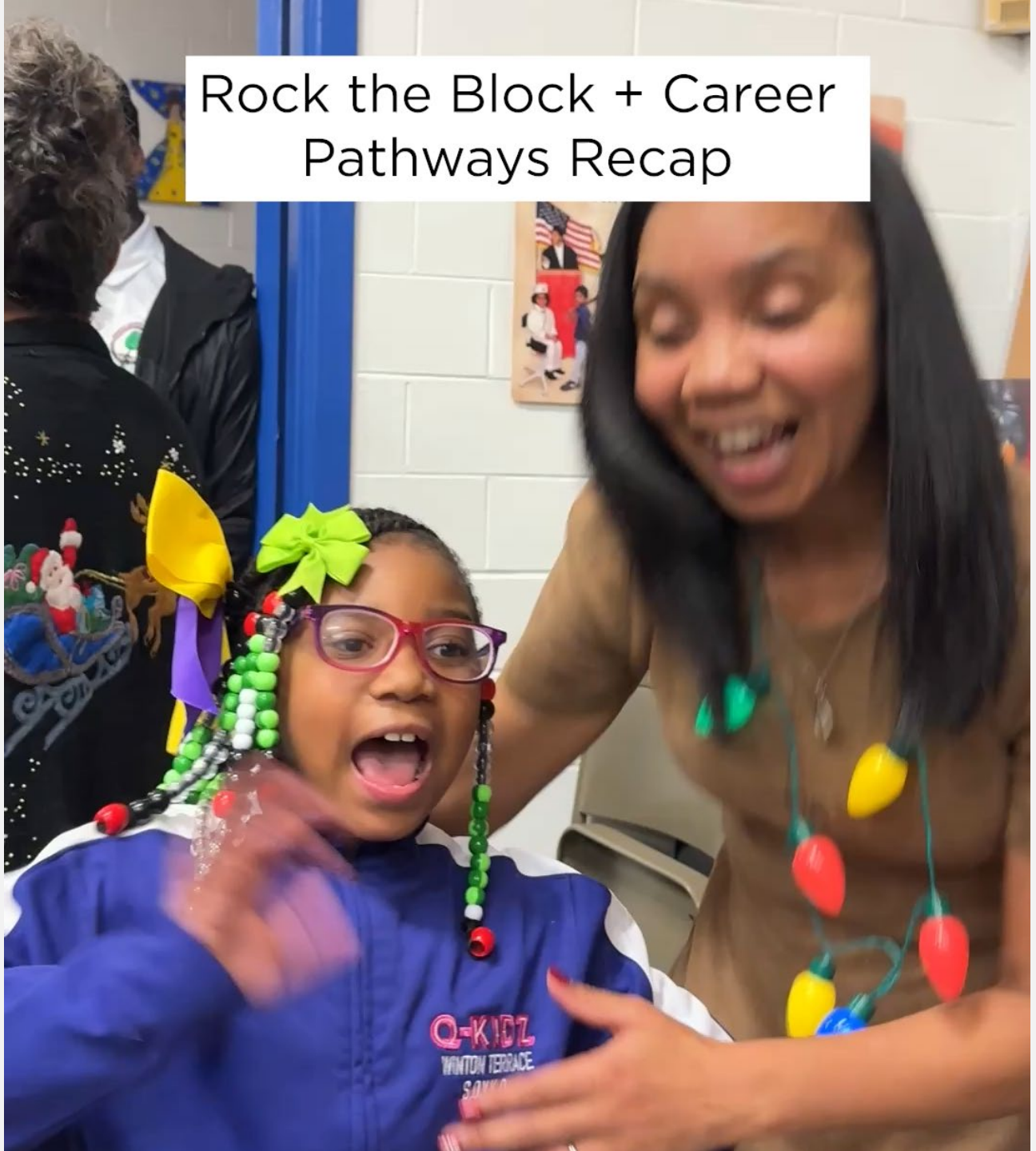
Communication (Internal & External)

- Prioritized clear communication with staff and challenged comms professionals to innovate, share resources, and explore data-driven approaches to improve comms across target audiences
- **Developed Crisis Communications Plan**, establishing SOP's and guidance for comms during crises and ensuring a transparent, timely, factual, and collaborative response
- Continued FYI Memos to formally share detailed information with Council and public, **authoring more than 50 FYI memos on City initiatives**, the budget process, hiring, and other operational updates
- Expanded communications capacity through **two new positions in the CMO Comms Office**: OSG Public Information Officer, Marketing & Design Lead focused on branding & perception
- **Advanced a comprehensive brand and website refresh** while building systems to support proactive, strategic communications across the organization
- **Invested in communications technology and analytics tools** to better measure audience reach, engagement, and media performance
- Applied data-driven approach to communications, using performance insights to improve outreach strategies and increase the reach and impact of City messaging.



THANK YOU




Rock the Block + Career Pathways Recap
Q-KIDZ
WINTON TERRACE

THANK YOU

