



Green Cincinnati Plan
2023

FOCUS AREA

City Operations





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City Operations

Designing city functions to operationalize sustainability and center climate equity.

Vision

A City that leads by example, centering community voice in the inter-departmental design and implementation of programs and policies.

A Word from Sarah Mostafa, City Operations Focus Area Chair

If the past several years have taught us anything about climate action, it's that cities are moving the needle on climate progress in a real and big way, even absent federal regulation. From tree planting, to building electrification, to investing in multi-modal transportation, cities are responding to the calls for action from their citizens. And while carbon neutrality can only be achieved through cross-sectoral collaboration, one of the most powerful ways cities can demonstrate their commitment to climate action is by investing in their own internal operations.



Mayor Aftab and Councilmember Owens arrive at Green Cincinnati Plan launch in a city electric vehicle. Photo courtesy of Casey Weldon/Spectrum.

This year is the first year that the Green Cincinnati Plan (GCP) has featured a section just dedicated to the City's operations. The City's operational footprint is considerable, at over 6,000 employees utilizing 1,800 fleet vehicles that cover 14.9 million miles a year. By being included in the 2023 GCP, we have the opportunity to transform the City's footprint into a steady march toward climate justice.

The goals, strategies, and actions in the City Operations chapter are a culmination of feedback provided by city employees as well as enthusiastic discussion from department leaders. These measures are bold and ambitious, reflecting just how critical this issue is to the City's leadership.



Creating a more sustainable, equitable, and resilient Cincinnati will require operationalizing these efforts in all City departments. Photo courtesy of City of Cincinnati.

From employee travel to LED streetlights, these measures are more than strategies to reduce carbon emissions; they're a way for the City to herald a new approach to operations, one that leads with employee engagement, equity, and operational resilience. This vision will chart the course for decision-making and planning in the years ahead.

I want to thank Mayor Aftab Pureval, Councilmember Meeka Owens—and all our councilmembers—our department and city leadership, and engaged city employees for their visionary support of an exciting new chapter. Together, we're putting sustainability at the forefront of the City's operations.

FOCUS AREA CHAIR



**CITY OPERATIONS
FOCUS AREA CHAIR**

Sarah Mostafa

ORGANIZATION

Deputy Director,
City of Cincinnati Office of
Performance and Data Analytics

EQUITY LIAISON



I hope to see more city staff across departments incorporating sustainability, resilience, and equity into city plans, projects, and policies.

EQUITY LIAISON

Savannah Sullivan

ORGANIZATION

Climate Action Director
Green Umbrella

NEIGHBORHOOD

Walnut Hills



Climate Equity Budgeting

Goal

Center Justice40 in the City’s budget and program design, ensuring at least 40% of spending benefits priority communities.

BASELINE YEAR(S)

2022

DATA SOURCE(S)

City of Cincinnati Biennial Budget

Strategy 1

Use a budget & procurement process that aligns and accelerates the City’s climate equity priorities.

The City’s budget is a reflection of its values and strategic priorities and sets the direction for policy and program development. To build a sustainable, equitable, and resilient city, Cincinnati will build a budget and procurement strategy that supports these priorities. New federal incentives and grants provide unprecedented opportunity for cities to invest in transformational climate action. To make the most of this funding, the City will add staff and contract support to enhance grant tracking, implementation, and management.



Community input received during planning process calls for adding new voices. Photo courtesy of City of Cincinnati.

Priority Actions

	GCP PILLARS			ADDITIONAL PRIORITIES			
	Sustainability	Equity	Resilience	Jobs	Investment	Health	Feasibility
Implement participatory and priority-based budgeting	●	●	●	●	●	●	●
Develop annual funding for sustainability investments/municipal bond to capitalize on climate incentives of the Inflation Reduction Act (IRA)	●	●	●	●	●	●	●
Streamline procurement to enhance the impact of federal funding by using cooperative purchasing including Omnia, GSA, Sourcewell	●	●	●	●	●	●	●
Continue to develop a framework for supporting green jobs with a focus on youth	●	●	●	●	●	●	●
Hire a grant writer to assist with pursuing federal funding that focuses on the Justice40 initiative to address environmental justice issues.	●	●	●	●	●	●	●
Create policy for the procurement of sustainable goods for internal city supplies and materials, conduct a City-wide audit to develop strategic priorities.	●	●	●	●	●	●	●

● strong alignment ● moderate alignment ● weak alignment



Climate Equity Budgeting



West End residents indicate where climate solutions are needed in their community during the Climate Safe Neighborhoods meeting. Photo courtesy of Ollie Kroner.

Strategy 2

Center and activate community voice in designing climate and equity policies and programs.

The City will center community voice in developing policies, programs, and budgets to address climate equity issues. Recognizing government's historical role in creating and deepening the inequity we see in Cincinnati, the City will focus on procedural equity by inviting and elevating the voices of priority communities. The City will continue to include the lived experiences of community members in tracking and measuring climate equity indicators.

Priority Actions

	GCP PILLARS			ADDITIONAL PRIORITIES			
	Sustainability	Equity	Resilience	Jobs	Investment	Health	Feasibility
Crowdsource climate solutions with programs like hackathons to tackle complex issues	●	●	●	●	●	●	●
Improve communication and accessibility of sustainability programs and progress to the public	●	●	●	●	●	●	●
Join and leverage Government Alliance on Race & Equity to advance climate equity programs	●	●	●	●	●	●	●
Update the Climate Equity Indicators report every 5 years to design programs that target benefits to priority communities	●	●	●	●	●	●	●

● strong alignment ● moderate alignment ● weak alignment



Transportation

Goal

400 electric vehicles in the city fleet by 2028.

DATA SOURCE(S)

City Fleet Database

Strategy

Electrify and right-size the city fleet.

To achieve the decarbonization goals of the GCP, the City must reduce the emissions from its fleet. This involves analyzing the usage patterns of fleet vehicles and eliminating extra vehicles. In addition, the City must begin to electrify its fleet to reduce tailpipe emissions.

Priority Actions

	GCP PILLARS			ADDITIONAL PRIORITIES			
	Sustainability	Equity	Resilience	Jobs	Investment	Health	Feasibility
Conduct an electric vehicle (EV) charging needs assessment for city fleet & install necessary infrastructure at city facilities; partner with County at shared facilities	●	●	●	●	●	●	●
Conduct a needs assessment to right-size the city fleet	●	●	●	●	●	●	●
Continue to electrify the city fleet and equipment, including lawn equipment	●	●	●	●	●	●	●

● strong alignment ● moderate alignment ● weak alignment

Transportation

Goal

100% of employees have access to sustainable transportation options.

DATA SOURCE(S)

City Fleet Database

Strategy

Enable green transportation.

The City should promote policies that reduce vehicle emissions from city employees commuting to work. This can be accomplished by reducing the number of single passenger trips through HR policies and incentives that encourage the use of public transit or other carbon-free sources of transportation.



Department of Transportation & Engineering staff member Brian Goubeaux bikes into work even on a wintry day. Photo courtesy Ollie Kroner.



Cincinnati's Vision Zero campaign works to make walking and biking to work safer.

Priority Actions

	GCP PILLARS			ADDITIONAL PRIORITIES			
	Sustainability	Equity	Resilience	Jobs	Investment	Health	Feasibility
Offer remote work flexibility to reduce commuting	●	●	●	●	●	●	●
Develop HR Incentives for employee use of public transit, biking, & walking	●	●	●	●	●	●	●

● strong alignment ● moderate alignment ● weak alignment



Goal

100% Renewable Energy for city operations by 2035.

30% energy efficiency improvements by 2030.

BASELINE YEAR(S)

2022

DATA SOURCE(S)

Duke Energy, RMI LEAF Analysis

Strategy

Invest in high-performance and resilient city facilities.

The City is committed to moving to 100% clean energy sources by 2035. Focusing first on energy efficiency will reduce the total amount of clean energy that the City will need. To achieve this reduction, departments and facility managers will need to work together and pursue net-zero performance for all new city facilities. The City can opt for clean energy from the grid and can request proposals for utility-scale renewable energy and storage to help meet these goals. Federal incentives provide unique opportunity for major progress toward these energy goals.



The Cincinnati District 3 Police Headquarters is Net Zero—producing all of the energy it needs to operate. Photo courtesy of Pete Witte.

Priority Actions

	GCP PILLARS			ADDITIONAL PRIORITIES			
	Sustainability	Equity	Resilience	Jobs	Investment	Health	Feasibility
Establish prioritized facilities as “Resilience Hubs”—centers for community gathering during emergency; equip with solar and backup power to provide relief during emergencies	●	●	●	●	●	●	●
Pursue additional utility-scale clean energy with requests for proposal (RFP)	●	●	●	●	●	●	●
Organize facility managers to create a sustainable facility policy for new city buildings	●	●	●	●	●	●	●
Continue to strategically pursue energy efficiency for city facilities	●	●	●	●	●	●	●
Convert streetlights to LED, electrify gas lights	●	●	●	●	●	●	●
Publish energy benchmarking data for city facilities on Cincy Insights	●	●	●	●	●	●	●

● strong alignment ● moderate alignment ● weak alignment