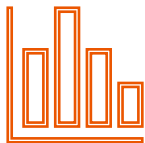


City of Cincinnati: *Improvements to Litter Operations*

Presented by: **Billy Weber**, Assistant City Manager; **Art Dahlberg**, Director, Buildings & Inspections; **Mark Riley**, Director, Public Services

AGENDA



Understanding the Problem

- Cross-Departmental Working Group and Scoping
- Creation of Data Tools



Buildings & Inspections Update

- Service Delivery Enhancements
- Upcoming Improvements



Public Services Update

- Service Delivery Enhancements
- Upcoming Improvements

UNDERSTANDING THE PROBLEM

Working Group Formation: Following motion from Council, in Spring 2024 City Manager directed a new SIET Initiative to look at the issue. OPDA organized a working group to carry-out data analysis, ideation, and implementation of new and improved service delivery processes across litter operations. Working group participants included CMO, OPDA, Law, B&I, and DPS representatives.

Issue Scoping: Initial work began by scoping the issue. "Litter" as a concept is expansive and touches many different services delivered by many different departments. This work required identifying and documenting many unique processes that touch on blight and neighborhood cleanliness.

Current State Analysis: Mapped out the current approach, identifying what operational data was available, cleaning up or capturing operational data, then creating dashboards and data tools to help assess performance.

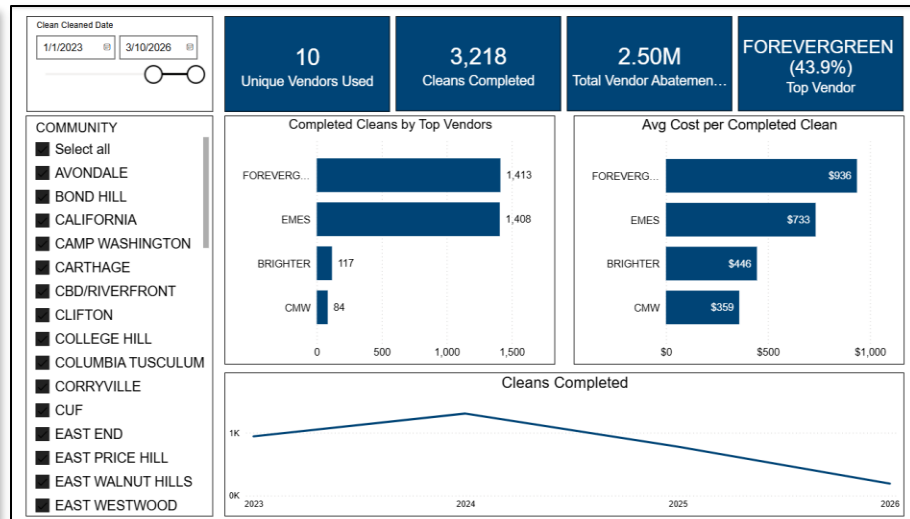
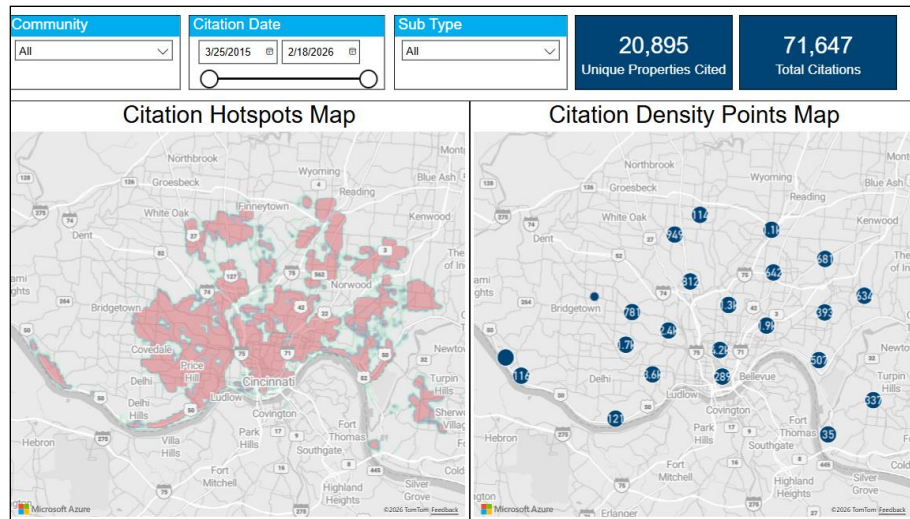
List of Operational Responses to "Litter"

Dumping, Litter, and Tall Grass/Weeds on Private Property
Overgrowth from Private Property Blocking Sidewalk
Dumping in the Tree Lawn (Btwn. Curb and Property Line)
Dumping in the Roadway
Scattered Trash in the ROW
Trash improperly set out at the curb (Improper Set Out)
Tire Collection in the ROW
Tire Collection on Private Property (Under 25 tires)
Tire Collection on Private Property (Over 25 tires)
Graffiti Removal on Private Property
Graffiti Removal on ROW or Public Property
Abandoned/Junk Cars on Private Property
Abandoned/Junk Cars in the ROW
Overparked Cars in the ROW
Maintenance of City-owned Property
Corner Can Collection

CREATING DATA TOOLS

The Office of Performance & Data Analytics (OPDA) supported the efforts led by B&I and DPS by:

- Identifying and aggregating available operational data, increasing quality of available data, and setting up new systems to help capture better operational data.
- Creating new data dashboarding tools and reports to help support the identification of improvement opportunities and equip leaders with the information needed to propose and implement the most impactful service delivery changes. These tools allow for monitoring performance moving forward.



UNDERSTANDING THE PROBLEM

Key Challenges Identified:

- Lack of unified ownership of this expansive issue (with lack of ownership leading to a lack of clear accountability)
- Lack of quality data on current state and little performance management
- Lack of resources and operational focus committed to needs for an extended period of time
- Rigid or outdated business processes
- Procurement challenges

Priority Focus Areas:

- PLAP (Private Litter Abatement Program)
- Improvements to Collections (Improper Setout, Tires, Corner Cans)
- Graffiti Enforcement and Abatement

B&I SERVICE DELIVERY ENHANCEMENTS

The **Private Lot Abatement Program (PLAP)** is a critical part of the City of Cincinnati's effort to keep neighborhoods **clean, safe, and healthy**.

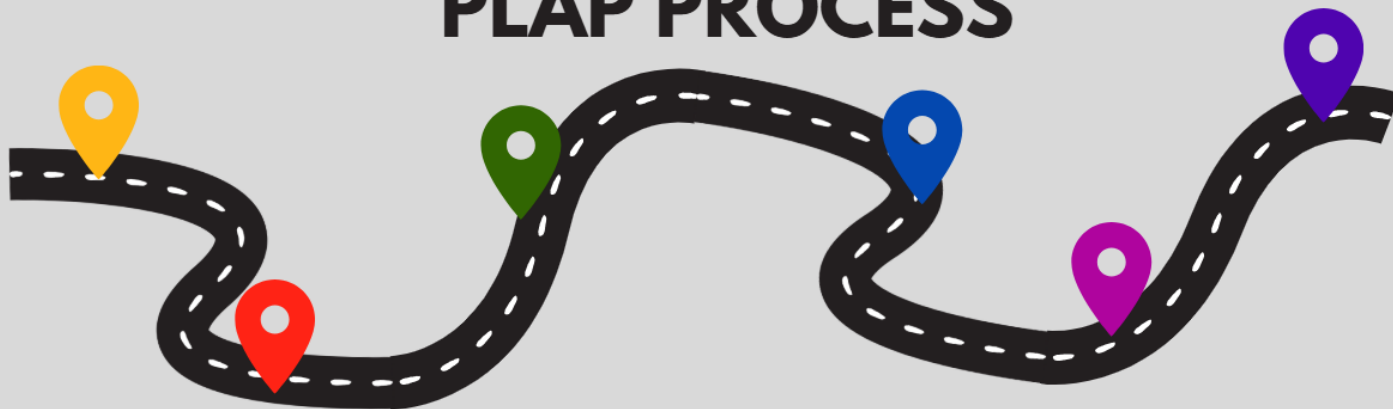
PLAP addresses common complaints such as:

- Overgrown grass and weeds on private property
- Litter and illegal dumping on private property
- Graffiti on private property
- Improper trash setouts on private property



PLAP: PRIVATE LOT ABATEMENT PROGRAM

PLAP PROCESS



1

COMPLAINT

A complaint is received and routed for review by an inspector. These complaints are generally received through 311.

2

FIRST CITATION

An inspector visits the property. If a violation is confirmed, a citation is issued to the property owner.

3

REINSPECTION

The property is reinspected to determine whether the violation has been remedied.

4

SECOND CITATION

If the violation is still present, a second citation will be issued to the property owner.

5

ABATEMENT

If the owner does not correct the violation, cleanup or abatement will be scheduled and completed by a city vendor.

6

OUTCOMES

Cases may be closed due to no violation, owner compliance, vendor cleanup, owner payment, or continued enforcement until resolved.

PLAP – COMPARISON

Pre-2020

- ✓ PLAP Unit was housed withing DPS and was comprised of 6 Litter Control Officers, a Service Area Coordinator and an Administrative Tech
- ✓ Inspection Districts were created dividing the city into 6 separate inspection areas.
- ✓ Litter Control Officers were only assigned complaints to address complaints for Tall Grass, Failure to Maintain (Litter Complaints)and all garbage related set out violations
- ✓ Abatement contractors were limited to two companies
- ✓ Funding fell short each year and many referrals were not assigned

Current

- ✓ PLAP complaints are now addressed by 63 Building Inspectors
- ✓ The city is now divided into 28 inspections districts, which allows for more concentrated enforcement
- ✓ A Supervising Management analyst and an additional Administrative Tech has been added to the PLAP table of organization
- ✓ Building Inspectors now conduct a comprehensive inspection which incorporates both PMCE and PLAP inspections
- ✓ PLAP inspections provides the basic training opportunities for each Building Academy cohort
- ✓ The expansion of the Building Inspector staffing has enabled the department to be proactive instead of reactive
- ✓ A 36% increase of complaints from 2024 to 2026 is reported.
- ✓ Despite of a 36% increase in complaints, the departmental response time has increased from 47% to a current 77%

PLAP ABATEMENT



Grass is considered citable if it grows above 10 inches (if it is a first offense).

SUMMARY OF IMPROVEMENTS



Procurement and Financial Improvements



CEO Pilot Program



Staffing Capacity



Education Initiative



Performance Management



Proposed Code Updates

PROCUREMENT AND FINANCE IMPROVEMENTS

Procurement Improvements

- Updated regulations and approach for abatement contractor work assignments to allow higher capacity contractors to do more.
- Terminated contracts with underperforming contractors.
- Reprocured a new pool of contractors to select from for abatement services.
- Establishing performance standards and defined protocols for all contractors.

Collections Improvements

- Enhanced collection process in the event of returned citations or invoices that are mailed to owners.
- Improved process for assessing incurred expenses to property taxes of parcels.
 - Now consistently hitting a performance goal of 100% assessed within 90 days.
- As a result, collections from PLAP property tax assessments **have increased YoY over 1000%.**
 - **FY 2025 Total: \$39,504**
 - **FY 2026 Total: \$481,288**

STAFFING CAPACITY

Staffing That Ensures a Safer, Cleaner Built Environment



Hiring of Temporary Staff

Retired experiences staff during peak months of May – July. Retired Litter Control Officers and a DPS Operations Supervisor were hired to help abate increased service requests for tall grass, weeds and litter.



Building Inspector Academy

Increased staffing capacity to support a shift from reactive to proactive in B&I response

- 13 graduates from 2025 (Cohort 1) are now actively serving in the field
- 25 inspectors graduated in April 2026 (Cohort 2)
- 16 trainees hired in April 2026 (Cohort 3)



STAFFING CAPACITY

Staffing That Ensures a Safer, Cleaner Built Environment



Management / Union Collaboration

- Creation of an MOU with Locals 250 and 223 that provided operational flexibility for faster, streamline services



Creation of Inspector Academy

- Graduating classes of 2025 & 2026 of the Inspector Academy has resulted in 40 additional inspectors
- Cohort 3 will graduated in January 2027
- Preparations have began for the formation of the class of 2028



STAFFING CAPACITY

Pre-academy 58%



STAFFING LEVELS:

- April 2025: 69% (Cohort 1)
- April 2026: 87% (Cohort 2)
- April 2027: 95% (Cohort 3)*

*Cohort 3 staffing levels are *anticipated* – it does not take into consideration retirements, or losses

Cohort One Staffing Levels in 2025

16



Cohort Academy Trainee Graduates
Added to Staffing Levels



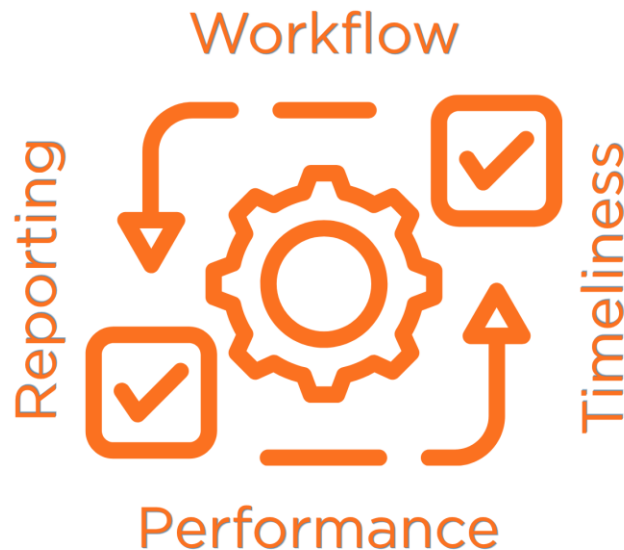
Department's Authorized Strength raised to 69% from 58%

PERFORMANCE MANAGEMENT

New reporting tools that drive efficient workflows and timelines

The new dashboard and reporting tools:

- Help us better understand how cases move through the PLAP process, from complaint to abatement
- Updated reporting shows timeliness across key enforcement and cleanup stages
- Improves visibility into cleanup performance:
 - Shows completed work
 - Vendor participation
 - Cost efficiency



CEO PILOT PROGRAM

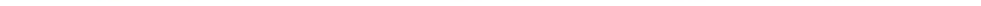
A pilot partnership for cleaner, healthier neighborhood

East Price Hill Pilot Program with Center of Employment Opportunity

- Pilot program supports proactive neighborhood cleanup through community-based employment opportunities
- The partnership with CEO has provide the department with the operational flexibility to address surrounding nuisance along right of way areas when abating referrals on private property
- Partnership approach with CEO creates work opportunities for returning residents



[illegible][illegible]

 GRASS IS CONSIDERED CITABLE IF IT GROWS ABOVE 10 INCHES **\$200 Fine**

PROPOSED CODE UPDATES

Proposed Cincinnati Municipal Code Changes

- Buildings and Inspections will be able to enforce and abate vegetation overgrowth onto the sidewalk. Historically this was handled by DOTE.
- B&I will be able to issue PLAP orders or citations to property owners on field circumstances and history.

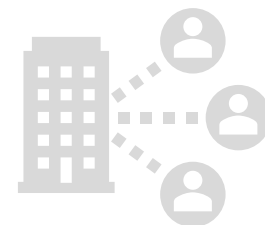
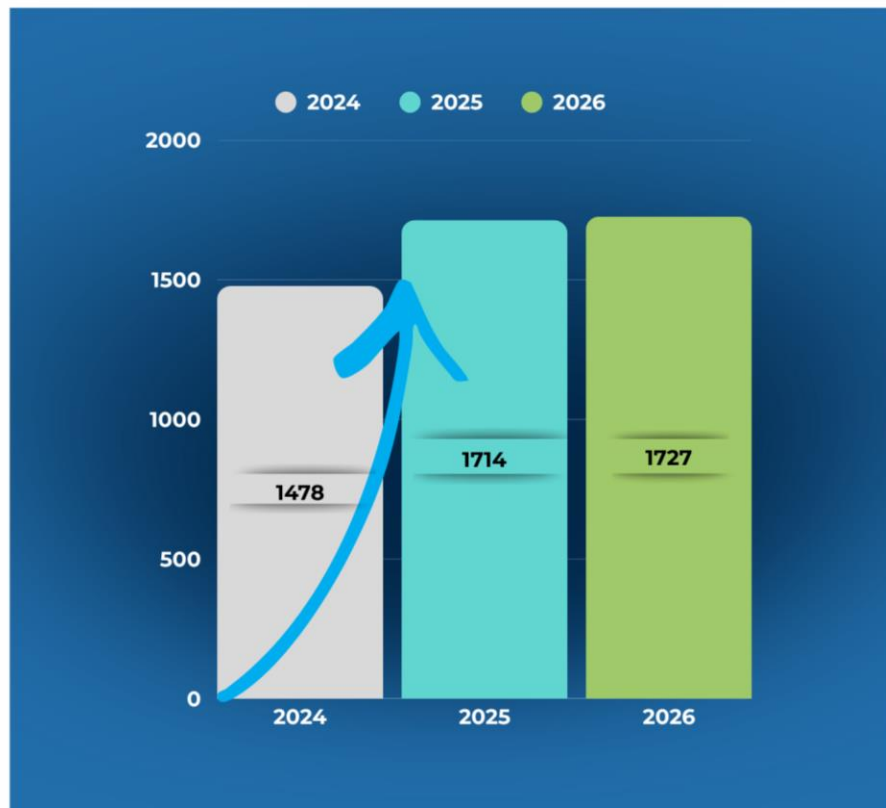


B&I SERVICE SNAPSHOT



+36% GROWTH*
PLAP COMPLAINTS FROM 2024 – 2026

B&I SERVICE SNAPSHOT



17% GROWTH

PLAP PSA'S FROM 2024 – 2026

PSA's are work order contracts for abatement

B&I SERVICE SNAPSHOT

1/1/2026-3/31/2026

5

Complaint Recd → Inspector Responds

13

1st Citation → 2nd Citation

1

2nd Citation → PSA Created

30

PSA Created → Clean Assigned



4/1/2026-6/30/2026

2

Complaint Recd → Inspector Responds

13

1st Citation → 2nd Citation

0

2nd Citation → PSA Created

5

PSA Created → Clean Assigned

**Reduced average time between complaint to assigned abatement vendor from 49 to 20 days.
Cutting process time by more than half.**

GRAFFITI – COMPARISON

Pre-2025

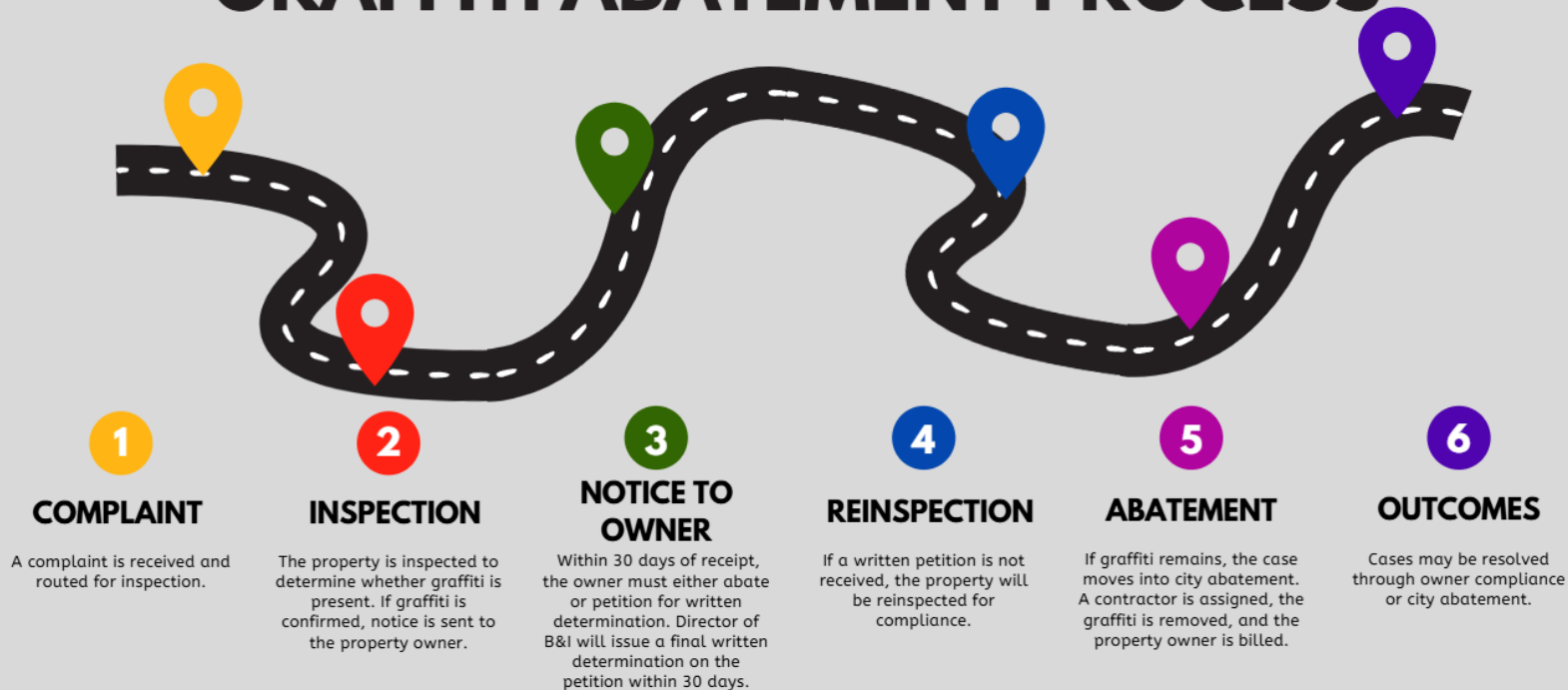
- ✓ DPS received all complaints for graffiti removal on both public and private property.
- ✓ A Graffiti Abatement Team was comprised of 4 crew members assigned to remove tags on both private and public property.
- ✓ Property owners would request removal services and the abatement was assigned and completed with no charge to owner.
- ✓ Staffing challenges resulted in a constant pulling of Graffiti Team Members to different unit within DPS.
- ✓ Budget reductions resulted in reduction of the Graffiti Team to 1 member.
- ✓ Graffiti removal on private property was suspended due to lack of staff and resources.

Current

- ✓ B&I collaborated with Law to develop a code enforcement and abatement strategy for graffiti on private property.
- ✓ Proposed and Council passed Ordinance 0163-2024 to clarify enforcement for graffiti on private property.
- ✓ Collaborated with 311 to improve workflow for handling graffiti complaints.
- ✓ Hired short-term vendor to address verified list of graffiti sites.
- ✓ B&I procured 3 new vendors to assist in abatement.
- ✓ Additional recommendations forthcoming to respond to Council Motion 202602266, sponsored by CM Jeffreys

GRAFFITI ABATEMENT PROCESS

GRAFFITI ABATEMENT PROCESS



GRAFFITI

Fast Fact:

- 651 Service Complaints
- 447 Properties

From April 1, 2025 - August 31, 2026

Since April 2025:

CLEANED BY CITY	60
CURRENTLY WITH CONTRACTOR	1
TO BE CITY ABATED	56
ORDERS SENT TO PROPERTY OWNER	333
CLOSED AS DUPLICATE	90
OTHER**	433

***No graffiti seen, or owner abated, or not private property*

DPS INTRODUCTION

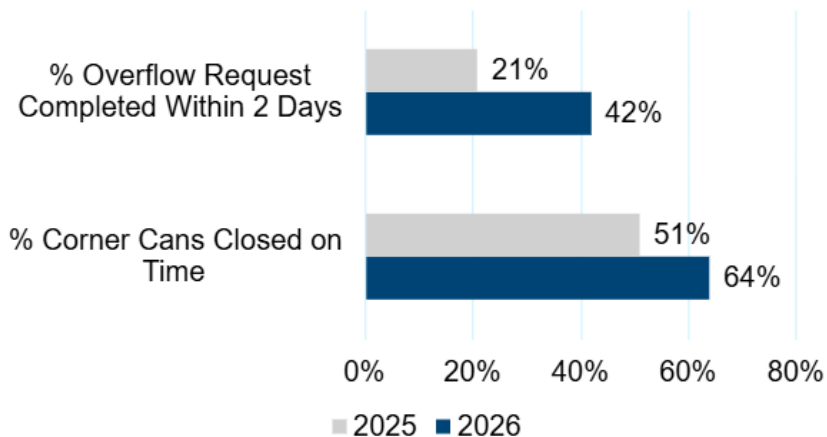
Improving Service Delivery Through Innovation, Accountability & Community Partnerships

The Department of Public Services is focused on enhancing service delivery, improving neighborhood cleanliness, and responding to resident needs through operational improvements, targeted initiatives, and collaborative partnerships.



DPS SERVICE DELIVERY ENHANCEMENTS

Progress in Key Service Delivery Metrics



- 13-point increase in on-time corner can closures
- 21-point increase in corner can overflow requests completed within two working days.



DPS SERVICE DELIVERY ENHANCEMENTS

1/1/2025 - 9/1/2025

87%

Performance Goal

90% Bulk Item SR
Closed within 7 Days of
Scheduled Pick up Date



1/1/2026 - 9/1/2026

93%

Performance Goal

90% Bulk Item SR
Closed within 7 Days of
Scheduled Pick up Date



DPS SERVICE DELIVERY ENHANCEMENTS



BULK PICK UP Large or heavy items Limit 5 per pick up	REGULAR TRASH Small items; easy to lift Limit 3 per week placed next to carts	NEITHER Limit 0
Armchair/recliner Coffee/dining tables Ottoman (extra-large) Mirror (over 45lbs or extra-large) Lawn furniture- bulky or heavy Mattress/box spring Dresser/chest Couch/sofa/loveseat Fridge/Freezer Stove Washer/dryer TV over 45 lbs. Exercise equipment Bookcase/large shelves Grill Pipe/pole Swing set Basketball hoop Stationary tub Utility tub Water heater Cabinets Doors Air conditioner Desks TV stand (larger than 4'x4'x4') Bed Frame/side rails Headboards Bench Chain link fence (rolled & secured) Vanity/sink Dishwasher	Small chairs (kitchen, desk) Small table or nightstand Footstool (small) Mirrors-Light weight Lawn furniture-light, plastic, small Pallets Small appliances Wheelbarrow Old trash cans (put a note on it) Small carts TVs under 45 lbs. Small shelves Tabletop grill Toilet-tank separated from bowl Ceiling fan Baby gate Drawer(s) Small TV Stand Crates (empty) Stools Childrens or toy furniture Speakers Bicycle	Tires (request tire pick up) Batteries (all types) Auto, truck, or motorcycle parts Lawnmowers or parts Pianos Concrete items Windows and siding Construction debris Lumber (1x2s, 2x4s, 2x6s, 4x4 etc.) Liquid paint Acids Motor oil Household chemicals Hazardous or infectious waste Propane or pressurized gas tanks Cardboard boxes filled with trash Empty cardboard boxes (recycle) Nothing over 6 feet tall Hot tubs

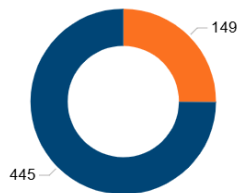
DPS SERVICE DELIVERY ENHANCEMENTS

Assessing and Addressing Service Requests This Year

Open Requests



Closed Requests



591
Total Requests

25.08%
% Closed on Time

● Open (Not Due Yet) ● Open After Due Date

● Closed on Time ● Closed After Due Date



Assessing and Addressing Service Requests This Year

Open Requests



Closed Requests



144
Total Requests

52.94%
% Closed on Time

● Open (Not Due Yet) ● Open After Due Date

● Closed on Time ● Closed After Due Date



DPS PARTNERSHIPS



ODOT

- Ohio Department of Transportation has partnered with DPS to assist with on/off highway ramp cleaning

University of Cincinnati

- The Center for Community Engagement at UC has partnered with DPS to help with litter pickup

DPS UPCOMING IMPROVEMENTS



Neighborhood Blitz

- After a lengthy absence, the Neighborhood Blitz Program will return in 2027 as a citywide initiative focused on improving neighborhood appearance and quality of life through concentrated Public Services efforts. The program will systematically serve all 52 Cincinnati neighborhoods, bringing coordinated resources directly into communities.



New Litter Vacuum: Proposed equipment investment designed to increase litter collection efficiency

DPS UPCOMING IMPROVEMENTS

Junk Vehicles and Overparked Vehicles

Step 1: Completed Operational Clarification: Junk/Abandoned vs. Overparked

- Identified and addressed confusion between operational response to junk/abandoned (i.e. disabled vehicles) and overparked vehicles (vehicles left parked for too long on a street).
- Clarified and consolidated complaint intake and response to overparked complaints.

Step 2: Proposed Ordinance: Junk Vehicle Response

- Ordinance proposed to provide additional discretion to Department roles in enforcement and more efficiency in response.

Step 3: Performance Management and Service Enhancements

- Performance management and additional service enhancements underway and still being developed for both overparked and junk vehicles.
- Administration to present to Council in early 2027 on plan and progress.

Q&A

Thank you!