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On the motion of Mr. Driehaus, seconded by Mr. Summerow-Dumas the following resolution was adopted...

RESOLUTION ESTABLISHING THE 2021 and 2022 POLICY AGENDA OF THE HAMILTON COUNTY BOARD OF COUNTY COMMISSIONERS

WHEREAS, the Hamilton County Board of County Commissioners recognizes the need for long-term strategies and policy direction to impact the Administrative Work Plan and recommended budget for the upcoming years; and

WHEREAS, a two-year policy agenda enables concentration on key priorities which shall be the focus of County Administration for implementation and further development of the County budget; and

WHEREAS, The 2021-2022 Policy Agenda continues the policy initiatives of the Board from the 2019-2020 Policy Agenda and also sets out new initiatives and policy priorities for the coming years; and

WHEREAS, the members of the Board of County Commissioners have each contributed to the preparation of the attached Policy Agenda and support it in relation to the development of the Administrative Work Plan and upcoming budget;

NOW, THEREFORE, BE IT RESOLVED the Board of County Commissioners hereby adopts the attached 2021-2021 Policy Agenda.

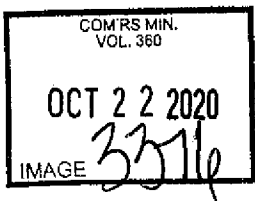
BE IT FURTHER RESOLVED by the Board of County Commissioners, that the Clerk of this Board is directed to certify copies of this resolution to County Administrator Jeff Aluotto; to all Hamilton County Elected Officials; to the Presiding Judges of all Hamilton County Courts; and to all County department heads under the authority of the Board of County Commissioners.

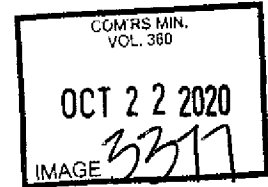
ADOPTED at a regularly scheduled meeting of the Board of County Commissioners of Hamilton County, Ohio on this 22nd day of October, 2020.

Ms. Driehaus Yes

Ms. Summerow Dumas Yes

Ms. Parks Yes

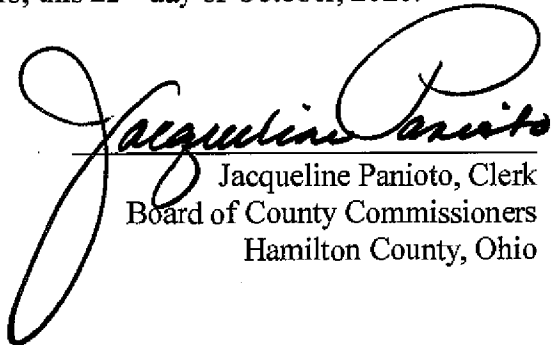


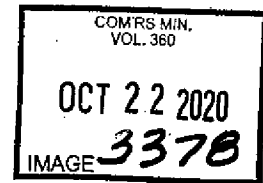


CERTIFICATE OF CLERK

IT IS HEREBY CERTIFIED that the foregoing is a true and correct transcript of a resolution adopted by the Board of County Commissioners in session this 22nd day of October, 2020.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the Office of the Commissioners of Hamilton County, Ohio, this 22nd day of October, 2020.


Jacqueline Panioto, Clerk
Board of County Commissioners
Hamilton County, Ohio



Hamilton County

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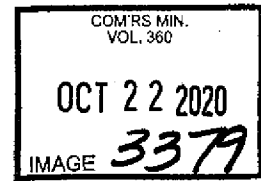
2021-2022 Policy Agenda Board of County Commissioners Hamilton County, Ohio

The global pandemic of COVID-19 fundamentally altered the way citizens in Hamilton County live their lives, conduct business, and use government services. The unexpected fiscal and service-delivery challenges of 2020 forced Hamilton County to adapt. This policy agenda will establish the County Commission's strategy to build back a Hamilton County that is healthier, more prosperous, and more equitable than before.

Continuing budget stabilization and maintaining economic development investments so that Hamilton County is well-positioned for economic recovery.

At the onset of 2020, the general finances of Hamilton County were as strong, or stronger, than they had been in decades. The general fund budget was balanced, the general fund reserve was healthy, and most of the County's major restricted fund budgets were likewise in a strong position. Indeed, the County was poised to leverage this robust financial position, and had begun to take action to remedy years of disinvestment in both internal operations and external partnerships with surrounding communities. The COVID-19 global health pandemic, which struck in the first quarter of 2020, has created an unprecedented level of uncertainty and tumult for local governments across the nation and world. By necessity, Hamilton County must reassess its financial and operational position and ensure that it does not lose the ability to attain long term goals.

The strength of the County's financial position, combined with the collective efforts of the Board, Administration and independently elected officials working together has enabled Hamilton County to weather the immediate disruption brought on by COVID-19. The Board's decision to continue the 0.25% sales tax and redirect it to the general fund, and the funding rendered by the federal government through the CARES Act have positioned the county financially in such a way to avoid significant cuts to essential government services during the COVID-19 crisis. However, the true impact and duration of the pandemic remain uncertain and will undoubtedly depress various County revenue sources over the



coming months, and perhaps years, impacting the operations of County government and its basic services.

Yet the crisis at hand will pass. So, as the County enters the next two years, it will be incumbent upon the Board to ensure that the finances of the County remain stable so that the vision which guided the Board's actions and investments of the past two years remains sustainable and viable five, ten and twenty years into the future.

The 2020 All-Funds budget included investments in a range of County operations:

- Support for critical basic services;
- Long-delayed capital improvements;
- Support for the revitalization of Hamilton County's inner ring suburbs;
- Investments in our convention and tourism industry and infrastructure investments in the West End and Over the Rhine; and
- New investments in transportation infrastructure, 911 operations, and criminal justice reforms.

The Board will continue to prioritize partnerships with other local governments, nonprofits, and the private sector. The Board will continue to implement efficiency recommendations resulting from the financial review conducted in partnership with the business community, including improved Information Technology infrastructure. The Board will continue to partner with local governments to reduce 911 costs and invest in local economic development projects.

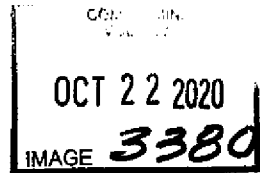
The Board and Administration will also work to guide major economic development partnerships—including The Banks, The Headquarters Hotel Project, and new parking garages in the West End and Findlay Market—through the economic downturn.

This Policy Agenda recognizes the unique nature of these times and employs creative yet prudent solutions to preserve our basic/mandated services while ensuring that the County can continue to advance those policy initiatives important to the growth of our community and to operating as a best-in-class County government.

Building a better justice system through diversion and reentry.

With 70% of its annual budget appropriated to departments responsible for criminal justice and public safety, the Board must continue to innovate these areas. In the upcoming biennium, the board will enhance its efforts to partner with the Courts, Hamilton County Prosecutor, Hamilton County Coroner, Hamilton County Sheriff and others to enhance the continuum of approaches employed to reduce crime and to facilitate rehabilitation and reintegration to society. In light of the Board's Resolution to Declare Racism a Public Health Crisis, a particular emphasis must be placed on developing strategies to eliminate racial disparities within the criminal justice system.

The Board and Administration will continue to invest in the Department of Reentry; grow diversion programs like Law Enforcement Assisted Diversion (LEAD) and The Community Alternative Sentencing Center (CASC); and will enhance rehabilitation and treatment programming in the



Hamilton County Justice Center, as the newly remodeled space to accommodate treatment is set to open in 2021.

Integrating equity and inclusion into all county operations

Following the Board's Declaration that Racism is a Public Health Crisis, the Board and Administration will work to eliminate racism in all forms in Hamilton County Government. This will include enhanced training—not simply for Sheriff's deputies—but for all county employees, and an increased role for the Department of Inclusion and Equity.

The Economic Inclusion Advisory Council was established by the Board of County Commissioners in May 2017 to support and assist in achieving the County's goals for economic inclusion. In the upcoming biennium, the County will conduct a disparity study to serve as a baseline for recommendations to enhance diversity and inclusion in county contracts.

Further, the Board will continue its policy of pursuing diversity on all of the boards and commissions to which the County appoints members.

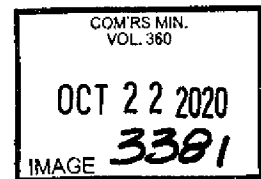
It is the policy of the Board of County Commissioners that all residents of Hamilton county have access to government services, employment opportunities with the County, and opportunities to contract with the County regardless of race, color, religion, creed, sex, sexual orientation, pregnancy and pregnancy related conditions, gender identity, national origin, ancestry, age, veteran status, disability, genetic information, military service, parentage of young children, status as a foster parent, or other familial status.

Enhancing transportation infrastructure and providing a smooth transition at SORTA

With the voters' approval of Issue 7 in the Spring of 2020, the Southwest Ohio Regional Transit Authority is poised to transform our region's public transportation system and major transportation infrastructure. In late 2020, the Board of County Commissioners will appoint a restructured SORTA Board that will include a majority of appointees coming from the Commissioners. Beginning in 2021 and beyond, the Board of County Commissioners, the Administration, SORTA, and the County Engineer will work collaboratively to ensure new and existing resources for infrastructure projects are aligned strategically and that public transportation is expanded throughout the county.

Continuing partnerships to revitalize neighborhoods

In recent years, the county has partnered with local jurisdictions in new ways to enhance neighborhood business districts, improve streetscapes, and encourage economic development in Hamilton County's Communities. The County developed Community and Economic Development Assistance Program, which provides grants and loans to municipalities. The County has also partnered on major economic development initiatives like the Montgomery Gateway, Silverton Town Hall, and Evendale Aerohub. Prior to budget adjustments relating to COVID-19, the 2020 budget had included more funding to help local jurisdictions with economic development. As the County recovers from the economic slowdown, the Board and Administration will work to restore this funding in future budgets.



Investing in a thriving workforce to drive economic recovery

As Hamilton County emerges from the economic downturn caused by COVID-19, the Board of County Commissioners will prioritize policies to guarantee that our economic resurgence is realized by all of the participants in our economy. To that end, the Board will continue and expand its policy of employing Community Benefits Agreements on major construction projects to increase the job and training opportunities for local residents.

Internally, with a large portion of the county workforce nearing retirement, it is more important than ever that the Board of County Commissioners and the Administration work to attract and retain high quality public servants at all levels of government. The Board of County Commissioners has previously worked to keep healthcare costs low for employees, guarantee a \$15/hour minimum wage, and provide competitive compensation that keeps up with cost of living. Looking into the future, the Board of County Commissioners will work with the Administration to reevaluate the County's Family Leave policies.

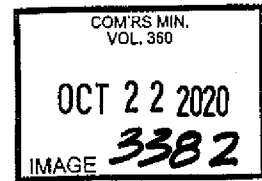
While the Family and Medical Leave Act (FMLA) provides up to 12 weeks of job-protected leave, FMLA is unpaid. National surveys indicate that parents frequently do not take unpaid FMLA leave, because they cannot afford it. The challenge of unpaid family leave disproportionately impacts women of color and low-income families and directly contributes to poor infant and maternal health outcomes. Hamilton County has the opportunity to set a standard for paid family leave in our region, which will reduce these health disparities, increase employee recruitment and retention, and improve productivity.

Helping all families thrive and protecting vulnerable populations.

In addition to the public safety and basic services provided by the general fund, the Board of County Commissioners also oversees several special purpose levies. The voters of Hamilton County decided to increase funding to the Senior Services Levy in 2017 and the Children's Services Levy in 2018, which were supported by the Board of County Commissioners.

Preventative strategies employed by the county to keep vulnerable children safe in their homes have already resulted in a decrease in foster care caseloads. The County has created a first-in-the-state Kinship Care stipend to support family members who step up for kids who need a safe place to live, and the Board will soon launch the Office of Family Voice to assist parents and promote reunification.

The Board will continue to oversee levy funding to support seniors by connecting senior populations to needed services to keep them in their homes, to assist individuals in the community with developmental and intellectual disabilities, and to connect people with mental health and substance use disorders to treatment.



Improving MSD governance

The Board of County Commissioners remains committed to transitioning to a new governance structure that streamlines processes, improves representation and accountability for ratepayers, and minimizes disruption to the city's pension system.

Developing a strategic approach for affordable housing

A recent study found that Hamilton County needs 40,000 more units of affordable housing. For our economy and families to thrive, Hamilton County needs housing options which are accessible to all participants in our local economy. The Board will work with the Administration and community partners to develop a comprehensive strategy for the County's role in enhancing affordable housing in Hamilton County, which will include policies to spur the development of more affordable housing and to reduce displacement.

Improving the Hamilton County Fair

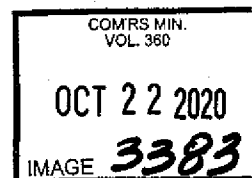
Attendance at the Hamilton County Fair has declined progressively since 2004. In 2020, the Fair Future Task Force delivered its report to the Board of County Commissioners, which concluded that the fair is on an unsustainable course, and included recommendations to improve the Hamilton County Fair. The Board and Administration will continue work with the Hamilton County Agricultural Society to implement the recommendations of the task force and continue to assess the best utilization of the land.

Citizen-led Initiatives of the Board of County Commissioners

The Board of County Commissioners has invited collaboration from other governments, business, nonprofits, and citizens on several of the most pressing issues facing Hamilton County through the establishment of several coalitions. The work of these groups has proven vital to making Hamilton County Government more productive, efficient, and relevant.

The Addiction Response Coalition (ARC) has worked to provide wide scale distribution of Narcan (Naloxone) at no cost to taxpayers, implemented a county-wide Quick Response Team, opened the Talbert House Engagement Center for on-demand access to addiction treatment, improved protocols in Hospital Emergency Departments, built grassroots prevention coalitions in local communities, reduced the supply of deadly drugs through law enforcement interdiction, and facilitated better connectivity between regional assets in the areas of prevention, treatment, harm reduction, and law enforcement. The Coalition has also successfully drawn down millions in State and Federal grants. The Board will continue to support the expansive community partnerships developed by HC ARC.

Oral Health Coalition: The Board of County Commissioners created the Oral Health Coalition in 2017. The Oral Health Coalition delivered its first set of recommendations to the Board of County Commissioners in March of 2019, and the Board and Administration will continue to evaluate and implement those recommendations in 2021 and 2022.



Infant Mortality is another area of public health concern where the county's efforts to date have led to positive trends, but we must continue to invest. The County will continue its partnership with CRADLE Cincinnati and continue to support policy initiatives to enhance maternal health and decrease infant mortality.

The Commission on Women and Girls begins 2021 in its fourth year. The Commission has developed recommendations in areas including pay equity, women's safety, mental health, access to period products, and increasing the number of women in leadership positions. The Board of County Commissioners has adopted several of the Commission's Recommendations. As the work of the Commission on Women and Girls has expanded, a priority in the next budget will be identifying staff to support the Commission.

The Boys to Men initiative will address the obstacles and pitfalls facing young men transitioning to adulthood and be considered in 2021. The initiative will focus on those aged 12 – 21 years with the objectives to close the pipeline to prison, provide mentorship and support, experience cultural opportunities, remedial help in education through tutoring, build confidence and instill hope. The initial focus will be to recruit adults to work with the young men, form an advisory board and utilize support staff for the initial kick off.