

DEPARTMENT OF PUBLIC SERVICE

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SERVICE IN ACTION



THE CITY OF
COLUMBUS

ANDREW J. GINTHER, MAYOR

DEPARTMENT OF
PUBLIC SERVICE

A MESSAGE FROM MAYOR GINTHER



The Columbus Department of Public Service exemplifies service in action. From dependable delivery of core services like trash collection, roadway repair and construction, and safe traffic management, to leading, planning and implementing major initiatives like Vision Zero Columbus and LinkUS Mobility Corridors — the department's efforts in 2021 continued to lift up neighborhoods in our city.

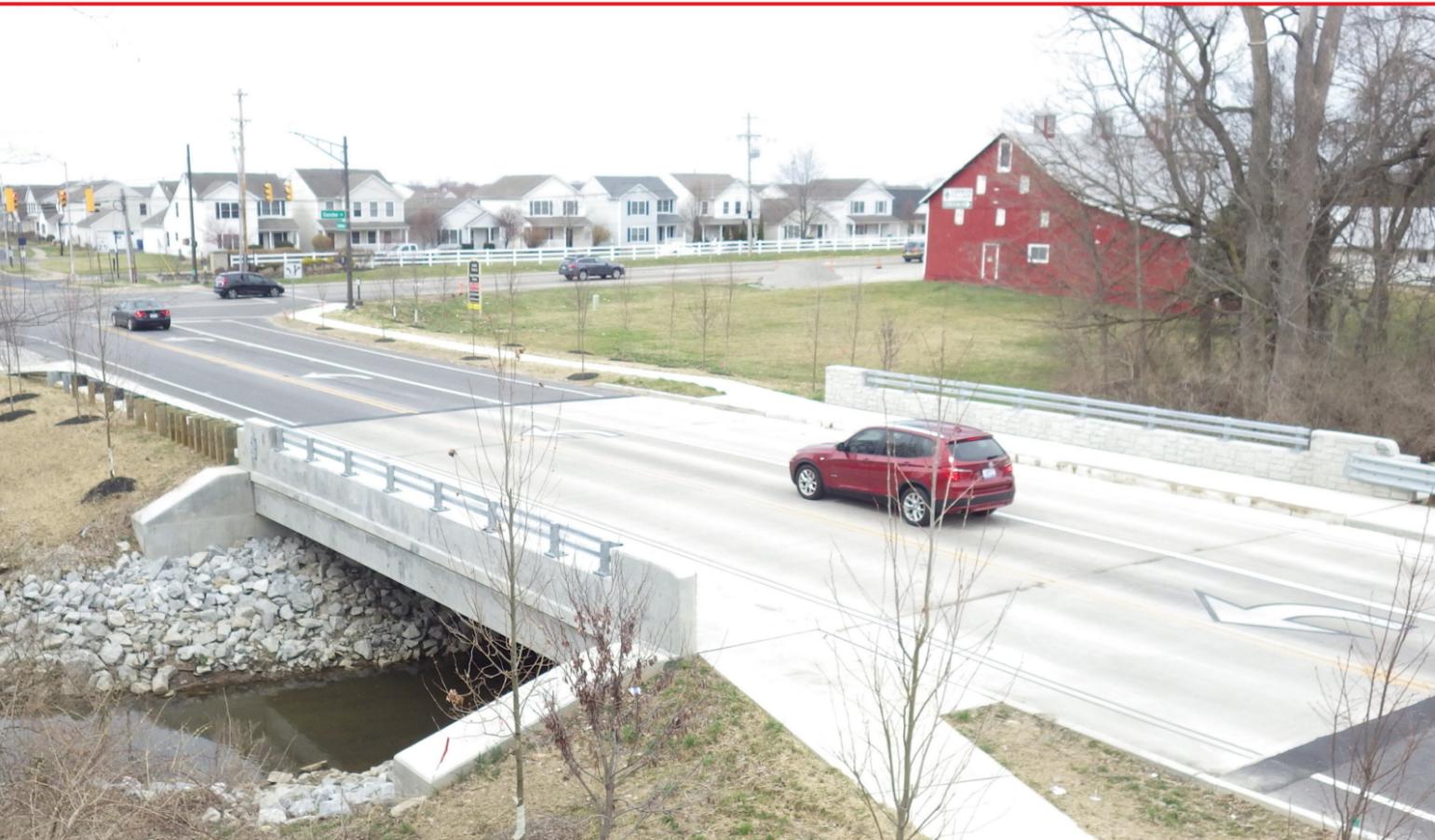
In many ways, 2021 presented challenges similar to 2020. Yet, Public Service forged ahead with determination and purpose to accomplish uninterrupted service delivery and make substantive progress on department tasks.

Capital projects critical to our city's transportation infrastructure advanced to support safe walking, biking, driving and use of public transit. More urban neighborhood parking plans were implemented for equitable, accessible and convenient parking in areas where revitalization is attracting businesses and residents.

Pilot recycling programs were launched to assist in achieving the city's sustainability goals. And new resources were put in place to keep attacking litter in our neighborhoods and hold more illegal dumping offenders accountable.

The Department of Public Service has our residents' best interests at heart. It is a department driven to explore innovations, collaborate with partners and lead with bold and equitable problem solving. I am proud of how this team serves Columbus, and I look forward to the great accomplishments they will achieve in 2022, too.

A handwritten signature in blue ink, reading "Andrew J. Gintner".



A MESSAGE FROM DIRECTOR GALLAGHER



2021 was another year like no other, as the pandemic continued to impact everyday life. Undeterred, the Department of Public Service moved ahead with determination and resiliency to deliver city services to residents and advance transportation

infrastructure and safety improvement projects.

Much was accomplished by our five divisions — Design and Construction, Infrastructure Management, Traffic Management, Refuse Collection and Parking Services — with the support of our communications, human resources, finance and legislative, and data teams.

Our department's 2021 Annual Report highlights examples of Public Service work that advanced or was completed during the year — projects, initiatives and pilots, big and small, in neighborhoods throughout our city. All focused on providing reliable core services and ensuring safe, accessible mobility.

At any time in your neighborhood or as you travel around Columbus, you are likely to see Public Service at work.

Refuse truck drivers collecting trash. Street maintenance repairing roadways, curbs and sidewalks. Engineers inspecting city bridges and retaining walls. Crews installing crosswalks and new traffic signals and signage. Planners, engineers and support staff participating in community meetings to share project information and get residents' feedback.

We are service in action, and we are privileged to serve Columbus residents and neighborhoods.

A handwritten signature in black ink, reading "Jennifer Gallagher".



FROM THE DIRECTOR'S OFFICE

Under the **Director's Office** leadership, The Department of Public Service serves neighborhoods citywide to enhance mobility, safety and quality of life through the essential work of five divisions: Design and Construction, Infrastructure Management, Traffic Management, Refuse Collection and Parking Services.

Our divisions are supported by the Director's Office team of the Office of Support Services, the Communications Section, the Human Resources and Safety Group, and the new Data Solutions and Compliance Group, formed in 2021.



In 2021, the Office of Support Services managed the department's:

Operating budget of \$137M+

Capital budget of \$208M

44 construction projects advertised and 23 requests for proposals solicited

67 purchase orders created for construction and professional services contracts

The **Communications Section** managed several hundred inquiries in 2021 from residents, city area commissions, civic and neighborhood groups, the media and others about department projects, programs and initiatives.

The team also focused on expanding social media communications to share timely information about Public Service projects, initiatives and operations.



In 2021, the department established our new **Data Solutions and Compliance Group** to provide quality data, coordinated technical solutions and efficient compliance oversight for protecting and managing the public good such as right of way and infrastructure assets.

Data Solutions and Compliance houses Right-of-Way Permits, Information Management, and Asset and Performance Management sections.

In 2021, the Right-of-Way Permits Section:

Issued 13,500+ permits

Achieved rate of 98% for online permitting process

Decreased review time for permit issuance from 58 days to 16 days through process improvements

Inventoried 851 small cell permit current and future locations

In 2021, the Information and Asset and Performance Management Sections:

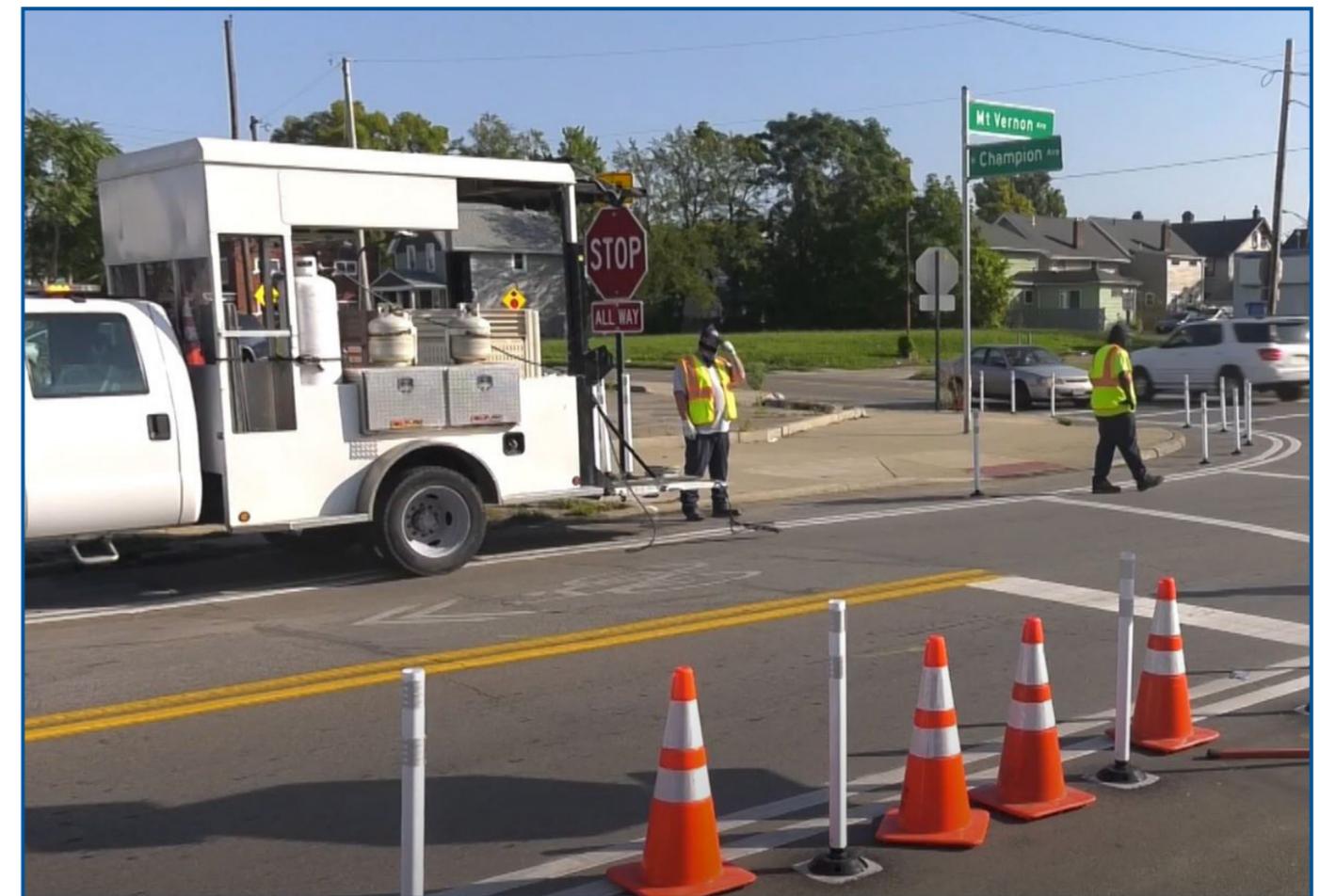
Established 115 datasets regularly owned and updated by the department

Implemented the Public Service Infrastructure Asset Management Plan

Created 30+ customized web maps

Developed a departmental GIS Hub for all GIS-based data and maps

Achieved 95% efficiency rate on custom developed in-house technology projects vs. outsourcing



“The Department of Public Service takes pride in our ability to constantly adapt, learn and improve our operations.”

The **Human Resources and Safety Team** remained focused in 2021 on recruiting and diversity and inclusion efforts, and on managing COVID-19 safety protocols for all Public Service employees working in the field and in the office.

In 2021, Human Resources:

Partnered for the first time with the Columbus Urban League’s new Workforce Development group on a “Jump Start Your Career” workshop. As a result, two participants were offered department positions.

Hired four women through our partnership with the Ohio Reformatory for Women’s vocational program. It helps appropriately skilled women find post-prison employment, reduces recidivism, and provides the opportunity to place them in department positions in Street Maintenance, the Traffic Shop and Refuse Collection.

Resumed participation in the STEM Industry Council’s Career Readiness Program partnership with Columbus City Schools, to help high school students learn skills for intern positions and find their first job.

Participated in a virtual career fair and presented at several Columbus middle school “Working Wednesday” sessions to profile the department’s variety of jobs and encourage students to consider wider career path options.

The Safety team kept the department’s workforce safe during the pandemic. It maintained required training and initiated an interdepartmental transitional work program with Recreation and Parks for injured workers to return to light duty tasks instead of accumulating lost days.

The department had a record low number of lost days in 2021 – 31% lower than in 2020



REFUSE COLLECTION

Collecting residential trash, recycling, yard waste and bulk pickup

- Fighting illegal dumping in city alleys and right of way**
- Investigating possible refuse code violations**
- Promoting litter cleanup and prevention**



DESIGN AND CONSTRUCTION

Designing and building city roadway infrastructure projects

- Improving capacity, traffic flow and safety**
- Adding improvements like traffic signals, street lights, sidewalks, shared-use paths**
- Resurfacing streets**



INFRASTRUCTURE MANAGEMENT

Planning and maintaining public right-of-way infrastructure

- Managing bridge and pavement maintenance**
- Treating streets for snow and ice control**
- Patching potholes, sweeping streets and mowing right of way**



TRAFFIC MANAGEMENT

Managing the city’s complex traffic and pedestrian safety concerns

- Performing traffic and pedestrian safety studies**
- Inspecting, upgrading and installing traffic signals and school flashing beacons**
- Installing and refreshing traffic and street signs and pavement markings**



PARKING SERVICES

Operating, managing and enforcing the city’s public parking

- Developing and implementing strategic neighborhood parking plans**
- Maintaining parking meters and issuing parking permits**
- Implementing parking technology to enhance access and mobility**





DESIGN AND CONSTRUCTION

The **Division of Design and Construction** completes public roadway projects in neighborhoods throughout the City of Columbus, to provide safe travel for pedestrians, bicyclists and motorists. Infrastructure projects start with planning, proceed to detailed design, then advance to construction.

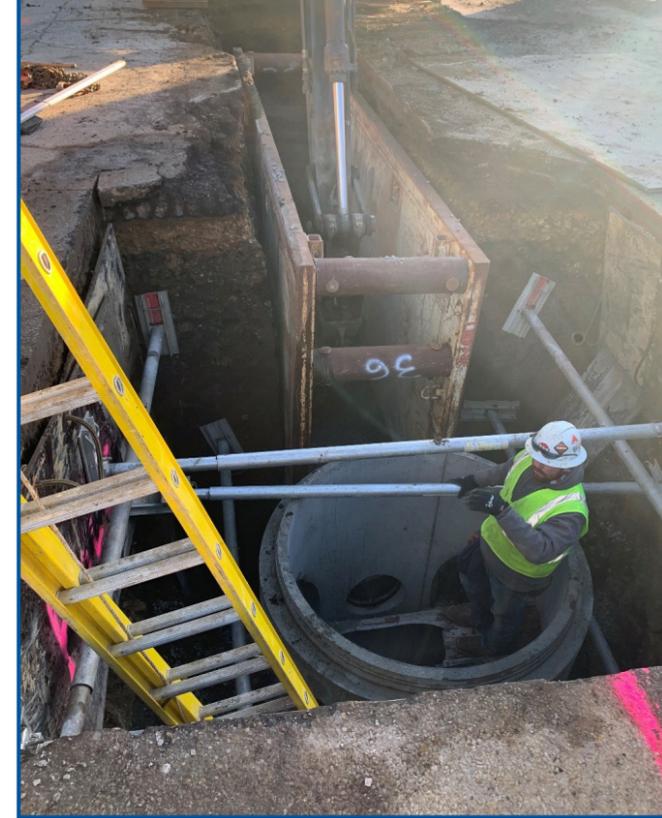
In 2021, reconstruction projects advanced on major arterial roadways that support economic development and safe multimodal travel into and out of city neighborhoods. These multi-million-dollar projects rebuild the roadway to improve safety and traffic flow and add sidewalks, shared-use paths and/or bike lanes.

In neighborhoods, the division resurfaced streets, built new sidewalks and made intersection safety improvements. The division managed more than 50 active construction capital projects in 2021, valued at \$250+ million.

3.3 miles of sidewalk constructed

.....
138 lane miles resurfaced on 244 streets

.....
1,373 compliant curb ramps installed



Service in Action

The rebuilding and widening of Lazelle Road, with two new railroad bridges constructed, was substantially completed in 2021, and construction advanced on a major phase of the N. Hamilton Road project, from Morse Road to south of State Route 161, and began on another phase farther north.

Construction began on S. Hamilton Road from I-70 to Refugee Road, to make intersection, traffic signal and storm water improvements, and add a sidewalk and shared-use path. The division completed the Astor Park public infrastructure project in time for the opening of Lower.com Field, and made progress on streetscape construction in the King Lincoln District on Long and Talmadge streets and Garfield and Monroe avenues.





With design engineering finishing in 2021, construction will begin in 2022 to rebuild Hudson Street and to make major improvements to the State Route 161-Maple Canyon/Spring Run Drive intersection.

“Improving City of Columbus roadway conditions means improving safe mobility for residents.”

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The division’s Construction Inspection team inspects and oversees the building of infrastructure such as roadways, sidewalks, bridges and ADA curb ramps. They also oversee utility lines installation.

Our Construction Inspectors for the city’s capital improvement program (CIP) provide daily inspections on large capital projects. The Testing Section inspectors provide concrete, asphalt, pipe, earthwork and aggregate testing to support the CIP and private construction projects. Our Private Construction Inspectors provide more than 15,000 inspections annually.



INFRASTRUCTURE MANAGEMENT

The **Division of Infrastructure Management** performs various essential tasks year-round to maintain the city’s public right-of-way infrastructure. Responsibilities include managing the city’s bridge and pavement programs and delivering street maintenance services throughout Columbus neighborhoods.

The division’s maintenance crews operate snow plows in the winter and roadside mowing equipment in the summer. They patch potholes and seal cracks on city streets, make sidewalk repairs in our neighborhoods and clean debris in the right of way.

Infrastructure Management’s Right-of-Way Section manages the city’s sidewalk dining leases and shared mobility device vendors. The Active Transportation Section plans for Americans with Disabilities curb ramp upgrades.

Collected 4,200 tons of right-of-way debris

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Inspected 307 bridges within the right of way

Installed or repaired 2,600+ feet of sidewalk

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Serviced 95,745 lane miles of city roadways during snow and ice events

.....

Sealed 9,000 feet of roadway cracks

Swept 13,000+ curb miles of city streets



Service in Action

Infrastructure Management crews were instrumental in preparing the curb lane of the Sullivant Avenue corridor for a unique street mural project completed in June 2021. Sullivant Bright is part of Mayor Ginther’s \$10 million investment to upgrade the roadway and pedestrian safety on Sullivant from Hague Avenue to I-70.

In the first phase of Sullivant Bright, 15 local artists painted street murals in locations where permanent curb extensions will be built in 2022. Their artistry celebrates the Sullivant neighborhood’s history, civic pride and resiliency.

The curb extensions will create more pedestrian space and shorter crossing distances and allow COTA buses to make more efficient in-lane stops. Infrastructure Management completed other improvements along the corridor in 2021, such as replacing one-half mile of defective sidewalk panels on the north side of the street. In 2020, they finished similar repairs on the south side.

“Whether street repair, snow and ice control, managing micro-mobility or planning infrastructure initiatives, Infrastructure Management doesn’t miss a beat.”

The division’s Pavement Management Section planned for the resurfacing of approximately 150 city streets for the 2021 resurfacing program. The team is committed to thoughtful planning for the city’s annual resurfacing program. The condition of every street is regularly evaluated, along with factors such as traffic volume and whether other infrastructure projects are planned that may affect when a street’s resurfacing is scheduled.



PARKING SERVICES

The **Division of Parking Services** works to provide accessible, equitable and predictable mobility and parking options in Columbus neighborhoods. It focuses on increasing customer service, adding new technologies and gaining operational efficiencies.

Those operations include managing and enforcing residential and business permit parking; parking meters, kiosks and mobile pay zones; and loading and valet zones.

In 2021, the division implemented the city’s comprehensive Strategic Parking Plan in two more urban areas and continued to advance planning for the highest and best use of the curb lane as Columbus grows and demand increases for parking, delivery services and mobility options.

Installed 45 residential ADA parking spaces

Managed 118 loading and valet zones | Issued 12,700+ parking permits

Maintained 12,500 paid parking spaces, including 2,900+ parking meters, 14 parking kiosks, 100+ mobile pay only zones

“The city’s Strategic Parking Plan is about how we efficiently manage curb space and parking in our growing city. It’s also a piece of our innovation culture, piloting new technologies and finding what fits for our residents, businesses and visitors.”



Service in Action

Parking Services achieved Accredited Parking Organization (APO) with Distinction status in 2021, a designation attained by top organizations in the parking, transportation and mobility industry.

The distinction from the International Parking & Mobility Institute (IPMI) was awarded following a lengthy evaluation process of more than 100 criteria in 14 categories Parking Services participated in to demonstrate its commitment to implementing industry best practices and improvement.

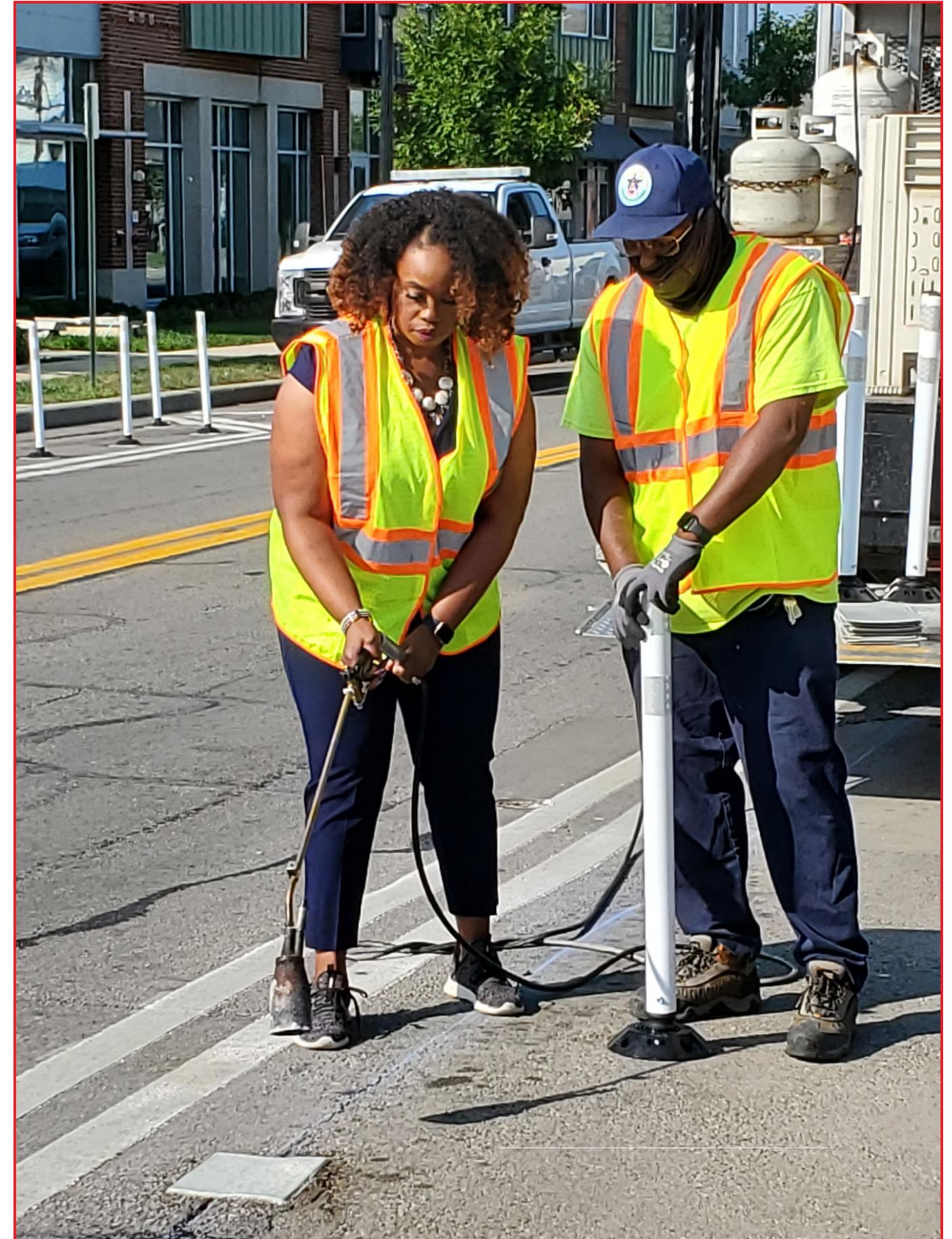
Parking Services met additional exceptional and progressive best practices to receive the APO with Distinction designation — an accomplishment guiding the division in becoming a parking innovation leader.

The division continued to advance the city’s Strategic Parking Plan in 2021. It implemented the University District Parking Plan and the East Franklinton Special Parking Area and Parking Plan to modernize on-street parking with technology and other improvements.

Similar to the division’s implementation of parking plans in other central city neighborhoods, the ParkColumbus app was added as a payment option for customer convenience.

In East Franklinton, 110 parking meters were removed and replaced with four parking payment kiosks to save on maintenance costs and declutter the right of way. The Special Parking Area in East Franklinton creates consistent, predictable parking requirements that consider the neighborhood’s historic preservation and economic development.

The University District Plan in the densely populated Ohio State University campus area simplified permit parking zones and added virtual permitting. Progressive pricing was introduced to improve parking turnover, and 230 meters were removed for installation of mobile pay-only zones.





REFUSE COLLECTION

Each week, the **Division of Refuse Collection** empties refuse containers at more than 350,000 Columbus households. Biweekly recycling and yard waste collection is also provided.

In addition, crews collect scheduled bulk pickup items, service public litter containers in the right of way and support Mayor Ginther’s Clean Neighborhoods initiative to clear city alleys of trash debris and illegal dumping.

Refuse Collection is focused on creating greater operational efficiencies as the city’s population and number of households keep growing.

Collected in 2021:

13,286 tons of bulk items | 21,845 tons of yard waste

5,298 tons of illegal dumping and 4,727 tires

335,353
tons of municipal solid waste

30,842
tons of residential recyclable materials



Service in Action

Refuse Collection partnered with the YMCA of Central Ohio in 2021 on a summer and fall program that employed teens and young adults to help tackle litter in Columbus neighborhoods. The YMCA Earth Service Corps accomplished cleanup of at least 50,000 pounds of litter.

Nearly 400 young people were employed by the program to pick up litter a few hours each weekday. Then they returned to their base YMCA or city community center for lunch and Earth Service Corps programming on topics such as service learning, environmental education, leadership development, cross-cultural awareness, financial literacy and college and career exploration.

Refuse Collection helped develop the Earth Service Corps program, funded by the American Rescue Plan, and disposed of bags of litter collected.

“The Division of Refuse Collection services every Columbus household every week. Residents expect to see the trash truck on their collection day, and we accomplish that.”



Keep Columbus Beautiful, a litter abatement program managed by Refuse Collection, partners with neighborhood and community groups, businesses and schools on litter cleanup, beautification projects and recycling promotion.

Nearly 11,500 volunteers devoted 28,476 hours in 2021 to litter collection

Their haul: 254,873 pounds of debris — more than 127 tons of litter

Refuse Collection and the Solid Waste Authority of Central Ohio (SWACO) launched a Recycle Right pilot in the Hilltop to increase participation in the city's residential recycling collection service.

The initiative is focused on educating residents about recycling benefits to the Hilltop and to the environment. Neighborhood ambassadors will provide outreach on proper use of the city-issued household blue recycling containers.

Refuse Collection's Solid Waste Investigator team — our "dumping detectives"— investigate incidents of illegal dumping and build cases for civil and criminal accountability. The team's efforts in 2021 resulted in 49 criminal counts of illegal dumping being filed for prosecution and \$76,250 in civil penalties.

In regular alley sweeps, the division's illegal dumping crews cleaned up nearly 5,300 tons of dumped trash and 4,727 tires weighing 50 tons. To further combat dumping, the Container Management team replaced 517 300-gallon residential containers serviced in alleys with 1,422 90-gallon containers for collection at the curb.

The division launched two new website tools in 2021 that allow residents to track the status of illegal dumping cleanups and criminal cases in their neighborhood. The Illegal Dumping Collection Dashboard and Illegal Dumping Case Viewer are available at columbus.gov/publicservice/Refuse-Collection.



TRAFFIC MANAGEMENT

The **Division of Traffic Management's** transportation planning, traffic engineering, technology and maintenance team works collaboratively to support safe multimodal mobility and traffic flow throughout Columbus.

The division focuses on many facets of transportation planning, mobility management and safety — tasks such as traffic studies, traffic control and signal management, pavement markings and signage installation.

Traffic Management works with residents to explore potential solutions to speeding and other traffic safety concerns. The team is playing a key role in implementing strategies in the first Vision Zero Columbus Action Plan, to make safety the top priority of the local transportation system for all users — pedestrians, bicyclists, motorists and transit users.

Installed or upgraded 136 crosswalks

Installed 6,191 street name, stop, yield and other signs throughout Columbus

Completed 189 in-house traffic counts and 132 traffic studies and reviews

Implemented 6,137 traffic signal timing changes



“Our #1 priority is keeping people safe. At Public Service, we are here to make sure the traveling public stays safe.”

Service in Action

Traffic Management crews completed a safety project in 2020 and 2021 that upgraded 54 school zone flashing beacons and installed 17 new beacons at 36 elementary, middle and high schools in Columbus.

The modernized flashers allow for remote monitoring to improve performance and reliability. More importantly, the flashers alert drivers to slow down to help keep students and families safe at school arrival and dismissal times.

The project aligns with Vision Zero Columbus, to prioritize safety for all users of city streets. Pedestrians and bicyclists such as children walking and biking to school are vulnerable road users and are more at risk of injury if involved in a crash.



In another project that supports Vision Zero’s focus on reducing speeding, Traffic Management implemented Slow Streets Columbus in the Linden neighborhood and began a Slow Streets pilot in the Hilltop.

In 2021, more than 25 Linden residential streets were converted from one-way to two-way traffic. In addition, 30 new crosswalks were installed and several existing crosswalks improved in the neighborhood. The Slow Streets program is responsive to residents’ concerns and data pointing to higher speeding rates on one-way residential streets in these neighborhoods. The conversion to two-way yield streets represents a proven traffic calming tool to slow vehicle speeds and create safer mobility conditions.

Traffic Management made progress in 2021 on studies of some corridors on the Vision Zero Columbus High Injury



Network, including Livingston, Indianola and Mt. Vernon avenues. These corridors are among those with a higher density of fatal, serious injury and/or vulnerable road user crashes.

For the Bronzeville/Mt. Vernon Avenue Mobility and Safety Action Plan, Traffic Management’s tactical urbanism project put in place interim safety improvements on a section of Mt. Vernon while longer-term alternatives are in development for future implementation.

Corridor studies like this are intended to reduce speeds and crashes, improve roadway crossings and increase multimodal transportation options for pedestrians, bicyclists and transit users.

The department worked with other city departments and divisions and Vision Zero Columbus partners to begin implementing our first Action Plan, adopted in March 2021. The initial two-year plan identifies multiple strategies to prioritize safety for all modes of travel on Columbus streets.

The goal is to achieve ZERO crash deaths and serious injuries by 2035. The Action Plan provides a holistic, data-driven approach to protecting lives above all else through engineering, education, evaluation and community engagement. Action Plan progress made in 2021 included:

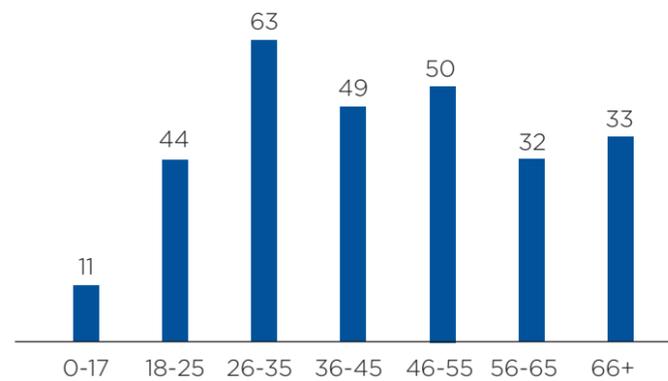
- Installing or upgrading 136 crosswalks, more than double our initial goal
- Improving safety at 20 intersections, exceeding the initial goal
- Evaluating 121 locations for safe sight distance needs
- Converting 27 one-way residential streets to two-way streets to slow vehicle speeds
- Updating the state's speed zone study process
- Progressing on new city policies for crosswalk installation, sight distance requirements and design manual standards

Much work remains in 2022 to further implement the Action Plan, and update it with new data-driven strategies as we work toward achieving zero crash deaths on city streets.

This is just the start of the Vision Zero Columbus movement. As we implement Action Plan strategies, we will continue to evaluate efforts that prove to be the most beneficial to reaching the goal of ZERO crash deaths and serious injuries on city streets.

- 121 **Intersections Evaluated For Sight Distance**
- 27 **Slow Streets Implemented**
- 69 **Rapid Response Team Field Reviews**
- 136 **Crosswalks Installed/Upgraded**
- 20 **Traffic Signals Converted From Night Flash**
- 20 **Intersections Improved**

Lives lost by age 2017-2021



Eleven children (ages 17 and under) were killed and, in general, adults ages 35 and under were most often killed in traffic crashes.
 Keep in mind, these were the victims of the traffic crashes, not necessarily the person driving the vehicle.

People Killed by Mode (2017-2021)

- 2 Scooters • 1 ATV • 7 Bicyclists
- 2 Motorcyclists • 91 Pedestrians • 138 Motorists
- 3 bicyclists and 13 motorcyclists were killed in crashes in 2021 — both record high numbers for Columbus.

While 2021 was exceptionally dangerous, the trend has been consistent for Vulnerable Road Users.

LinkUS is a growth and mobility initiative that will create an integrated mobility system to make it easier to walk, bike or take public transit in our region's busiest areas, while preserving desirable commute times for everyone.

The region is expected to grow to 3 million people by 2050, providing an opportunity to create transit modes Columbus currently doesn't have, and to improve access and expand opportunities for all who live in our region.

This investment will drive sustainable growth patterns close to transit, protect open space and farmland and limit traffic impacts. It will include high capacity, advanced rapid transit – adding bikeways, green space, roadways, pedestrian improvements including sidewalks, and development along key regional corridors.

High Capacity Rapid Transit (HCRT) corridors are the foundation of LinkUS and design progressed in 2021 on three corridors for bus rapid transit (BRT) — Northwest, W. Broad Street and E. Main Street.

LinkUS will increase access for all members of the community, including seniors, veterans, people with disabilities, students and working families who depend on it to get to the grocery store, doctor appointments, school and work.

In June 2021, the LinkUS partners released the State of Mobility Report that helps establish the “why” for LinkUS.

The State of Mobility Report:

- Provides a snapshot of our transportation system and emerging mobility trends
- Documents ongoing mobility planning efforts in the Columbus region
- Showcases the critical role of mobility in achieving broader regional goals of equity, public health, sustainability, and economic competitiveness
- Identifies our changing transportation needs and the importance of strategic investments in mobility

In August 2021, the LinkUS Leadership Coalition kicked off to help establish key recommendations related to the who, what, why and how of LinkUS. The LinkUS Community Action Plan is anticipated in the first half of 2022.





**DELIVERING UNPARALLELED
PUBLIC SERVICES THAT ENHANCE
MOBILITY, SAFETY AND QUALITY
OF LIFE**

THE DEPARTMENT OF PUBLIC SERVICE

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