

City of Columbus



2021 ANNUAL REPORT

Andrea Blevins, City Clerk
Columbus, Ohio

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2021 ANNUAL REPORT

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City Attorney 2021 Annual Report

In 2021, Columbus City Attorney Zach Klein completed his first full four-year term in office after previously serving on Columbus City Council since 2011. The actions and decisions undertaken throughout the course of the year continued to be guided by City Attorney Klein's directive to work with city, county, and state agencies to adapt to the evolving challenges of the COVID-19 pandemic to maintain the safest environment possible while continuing to provide services to the office's clients and the residents of Columbus. The office also continued working closely with the Franklin County Municipal Court to help facilitate adjustments to the court's day-to-day operations to help mitigate the community spread of COVID-19.

In 2021, City Attorney Klein continued to deliver on his platform of criminal justice reform, social equity and protections for Columbus residents and consumers. The office also continued to raise its profile as a national model for proactive litigation protecting civil rights, a watchdog for consumers, a leader in reforming the criminal justice system, and an effective check on drugs and violent crime in Columbus neighborhoods.

In the wake of protests in downtown Columbus the previous year, in 2021 City Attorney Klein worked to implement changes to the City's protest response procedures, including appointing special counsel to investigate and review police actions and street clearing procedures, as well as pushing to end the broad use of chemical agents against nonviolent protesters.

Additionally, the City Attorney worked collaboratively on systemic changes to improve police-community relations, including the creation of the Civilian Police Review Board, and moving charging decisions for alleged misdemeanor criminal offenses to the City Attorney's Office for review before they are filed. City Attorney Klein and Mayor Andrew J. Ginther also invited the United States Department of Justice (DOJ) to Columbus to assist in changing and improving policies, practices and procedures of the Columbus Police Division. The DOJ accepted that invitation in 2021.

Under City Attorney Klein's leadership, each section of the City Attorney's office delivered major wins for city residents in 2021:

The Claims Section

The Claims Section investigates pre-litigation tort claims against the city that exceed the sum of \$2,500.00. These tort claims include personal injury and property damage claims. The Claims Division also manages the collection of delinquent debt owed to the city after city departments have exhausted remedies and prior to initiating litigation. If a matter cannot be resolved in the pre-litigation stage, then the Claims Division files suit.

The Claims Section administers the collections agency contracts for the city attorney's office, and other city departments may utilize their services as well. The four collections agency contracts that were in place in 2021 were awarded through the FRP process in 2019, and were approved by Council in 2020.

The combination of both in-house and outside collection agency delinquent tax collections brings in substantial funds to the city each year. As of December 31, 2021, a total of \$2,733,691 was recovered through these collection efforts for delinquent tax collections. The section filed 847 new tax cases and collected \$1,232,996 in delinquent city income taxes in-house, which is a 15% increase in the amount recovered in-house from 2020.

The Claims Section also collected \$80,379 on behalf of non-tax clients through both court actions and direct debtor contact. Those clients include the Departments of Public Utilities, Fleet Management, Public Service, Licensing, and Recreation and Parks. A total of 74 new cases were filed to collect non-tax debt. In 2021, outside collections agencies collected a total of \$214,393 on non-tax accounts referred to them on behalf of city departments.

There were 80 new tort claims against the city received by the Claims Division through December 31, 2021. Twenty-seven tort claims were settled, and 47 were denied. Some of these tort claims were filed in 2020, with their investigations continuing into 2021. In total, \$194,146 was paid out to claimants on behalf of city departments to settle property damage or personal injury tort claims filed through December 31, 2021, which represents an 81% increase in the amount paid out over 2020.

The Claims Section also worked to expand a mediation program to help Columbus residents reach resolutions that helped many reduce their tax liability without litigation. Mediation services are provided cost-free and allow taxpayers to avoid costs associated with a court case. The program has helped many Columbus residents find payment solutions without negatively impacting credit scores.

The General Counsel Section

The General Counsel Section serves as primary legal counsel to city officials on issues relating to city services, legislation, contracts, zoning, and other vital issues associated with the day-to-day operations of city government. In

addition, this section assists in the legal review and practical implementation of various development projects that foster the growth of our community. The section also works to keep our environment clean by assisting various city divisions in complying with state and federal environmental laws.

The General Counsel Section is responsible for reviewing approximately 1500-2000 contracts for city departments on an annual basis. In 2021, the General Counsel section was responsible for reviewing well over 2,000 ordinances on for consideration by City Council as well as providing legal assistance on dozens of noteworthy community projects. Finally, for the third year in a row, attorneys from the General Counsel section volunteered their time as adjunct professors at the Capital Law School, teaching a class in local government that seeks to bring the real world of public legal service into the classroom.

The General Counsel, which previously helped broker a deal to keep the Crew in Columbus, assisted in 2021 in the formation and implementation of the Civilian Police Review Board, responded to the COVID-19 pandemic, and, along with cities and counties across the country, filed and pursued a lawsuit seeking to hold opiate manufacturers and distributors accountable for the opiate epidemic, leading to a historic statewide settlement agreement designed, via the OneOhio Recovery Foundation, to invest in opioid treatment and prevention programs at the local level.

The Labor and Employment Section

The Labor and Employment Section is responsible for handling all labor and employment-related litigation involving the city and renders legal advice to city officials and managers on labor and employment matters involving six collective bargaining agreements and thousands of full-time and part-time city employees.

The section was assigned to handle several dozen new cases that were brought against the city in 2021. Over the course of the year, multiple cases were resolved, the majority of which were successfully resolved in the city's favor. Additionally, Labor and Employment attorneys fielded numerous calls and requests for legal advice and assistance unrelated to pending cases and participated in training and update sessions for the city on various issues.

The Litigation Section

The Litigation Section defends the city and its employees in all types of civil litigation. While litigation occurs in other sections of the office, the Litigation Section's caseload principally deals with lawsuits in the federal and state courts (trial courts through appellate courts) and claims against the city and its employees that seek monetary damages based on allegations of personal injury, property damage or violation of constitutional rights.

In 2021, the Litigation Section was assigned to handle dozens of new cases that were brought against the city, seeking a total of over \$100 million in damages. Additionally, the Litigation Section continued working with city departments and their employees through training, advice and counsel to improve city practices and policies so that future lawsuits may be successfully defended, if not prevented.

The Police Legal Bureau

The Police Legal Bureau provides comprehensive legal advice to the Columbus Division of Police for the wide range of legal issues that impact city police officers. Attorneys in this section deliver around the clock "real time" advice to police personnel—as they are on call 24/7. In addition, this section provides legal training to Division of Police recruits and to current officers during yearly in-service.

Training: (120 hours in 2021) The demands made of the legal advisor section by police for legal training has continued to increase over the past several years. The advisors continued, despite Covid-19, to provide in-person legal training at the Columbus Police Academy by training two police recruit classes in 2021. This training was challenging due to social distancing and other Covid-19 related concerns, but we were able to provide the needed training. This training involved many of hours of preparation and presentation. Recruit legal training is unique in that recruits from several other Central Ohio police departments also attend the Columbus Division of Police Training Academy, which not only brings entrepreneurial training monies into the city, but also leads to unity in training for officers from multiple jurisdictions with which Columbus officers have contact. The legal advisors also provided bureau-specific training wherein they went to individual police sections and conducted training on their specific issues. In-Service police training for current officers was suspended for 2020, but resumed in 2021.

Real-Time Legal Advice: The police legal advisors receive multiple inquiries from officers every day. These inquiries vary from brief, easily answered questions to complex legal questions. Inquiries are made via email, phone and in-person. Several hours a day are spent giving legal advice to the Division of Police.

Legal Updates and Division Wide-Emails: The police legal advisors distribute legal updates to all Division of Police Officers for up-to-date legal information generally on a monthly basis. They also have sent out several Division-wide, or Bureau-wide emails this year related to various ongoing crises.

Meetings: This is hard to quantify because the Police Legal Advisors are regularly asked to attend meetings where legal issues might arise, but they easily attended over 100 meetings. Given the challenges of this past year, many of those were either via Zoom or other similar platforms.

Liaison: The legal advisor section continues to function as a liaison between the various sections of the City Attorney's Office and the Division of Police.

Review of Division Directives/SOPS: Division policies are regularly reviewed for legality and to assure that the Division of Police can maintain its accreditation status. This, too, is difficult to quantify, but the advisors spent at least 100 hours reviewing/rewriting such policies

The Prosecutor Division

Located at 375 S. High St. in the Franklin County Courthouse complex, the Prosecutor Division is responsible for the prosecution of misdemeanor offenses on behalf of citizens of the City of Columbus and the State of Ohio. From case initiation in the Prosecution Resources Unit to defense of successful prosecutions in the Appellate Unit, prosecution provides a wide array of services attendant to the resolution of criminal allegations and complaints. In addition to the services provided to the citizens of Columbus and the unincorporated areas of Franklin County, this division also represents, by contractual agreement, a number of Franklin County municipalities. The division consists of assistant city prosecutors, the legal assistant unit, the Prosecution Resources Unit, the Domestic Violence & Stalking Unit, and the Appellate Unit.

According to Section 68 of the Columbus City Charter, “[t]he city attorney shall be the prosecuting attorney of municipal court. He may detail such of his assistants as he may deem proper to assist in such work. He shall prosecute all cases brought before such court and perform the same duties, so far as they are applicable thereto, as are required of the prosecuting attorney of the county.”

Consisting of 17 courtroom prosecutors, six domestic violence prosecutors, two arraignment team prosecutors, an environmental prosecutor, an administrative assistant, and 24 legal support staff, the unit prosecuted over 10,000 misdemeanor cases initiated in the Franklin County Municipal Court in 2021, including thousands of domestic violence and impaired driving cases..

This unit is also responsible for processing requests for production of public records in the Prosecutor Division, and for processing municipality billing for prosecution services. In 2021, dozens of requests for public records were responded to in a timely fashion. The division also generated revenue by providing legal services to area municipalities.

The Prosecution Resources Unit (PRU) provides a variety of services to citizens seeking to resolve conflicts that may rise to the level of a misdemeanor criminal violation. Consisting of the Intake Section, the PRU Mediation Program, and the Check Resolution Program, this unit is involved in day-to-day interaction with crime victims.

- **Intake Section**
Offering citizens the opportunity to have allegations of misdemeanor criminal violations reviewed by a prosecutor, the Intake Section processed hundreds of citizen complaints. Of these complaints, several received prosecutor approval for the filing of criminal charges.
- **PRU Mediation Program**
This program operated in the evenings with volunteer mediators from the Moritz College of Law, Capital University Law School, Nationwide Insurance and members of the alternative dispute resolution community in an effort to resolve disputes without resorting to criminal prosecution.

The Domestic Violence and Stalking Unit provides services to victims of misdemeanor domestic violence and stalking related crimes.

- **Domestic Violence Advocacy**: A courtroom advocate manager, administrative services manager, and 16 full-time victim advocates, including one Spanish speaking advocate and a Nepali speaking advocate, attempt to make contact with every victim before each court date and escort them to court hearings in every courtroom. All advocates are trauma informed and culturally competent. They provide advocacy, safety planning, referral information, and assistance with obtaining protection orders. The Unit employs six support staff.
- **Stalking Advocacy**: A cyber crime investigator and a grant-funded stalking advocate work with victims experiencing repeated unwanted, distressing contact. The stalking staff assists victims with safety planning

and protection orders, escorts them to court dates, and works closely with law enforcement as they build cases. The team meets weekly to review cases for possible felony enhancement.

- **Specialized Prosecutors:** The unit includes specialized domestic violence prosecutors who prosecute all of the office's DV related cases. They are specially trained to handle the most-involved, high risk cases (most often involving repeat offenders, weapons used or brandished, severe injuries and children, elderly or pregnant victims). They are trauma informed, culturally competent and understand the ripple effect of domestic violence.
- **Other Resources:** The unit houses a Franklin County Children Services worker; and a branch of the Capital University Law School's Family Advocacy Clinic to help with protection orders, and a Franklin County Children's Services worker.

The Appellate Unit consists of a director, an assistant city prosecutor, a paralegal and a staff of legal interns. In 2021, the Appellate Unit completed several briefs. The unit also was responsible for the filing objections to applications for record sealing, as well as responding to hundreds of defense motions.

The Prosecution Division also created an innovative program to connect those with nonviolent offenses with opportunities for diversion rather than prosecution. That program saw a recidivism rate of less than 10 percent. Additionally, City Attorney Klein changed bail recommendations for nonviolent, non-repeat offenders, freeing up space and resources for the city to focus on violent offenders awaiting trial and save taxpayer money.

City prosecutors in 2021 continued City Attorney Klein's policy to forego the prosecution of misdemeanor marijuana possession. Under Klein's leadership, Columbus was also one of six sites nationally selected for a grant program to assist officials in keeping firearms out of the hands of domestic violence offenders, and one of two cities nationally selected by the American Prosecutors Association to receive a grant to restore legitimacy and trust in the criminal justice system through creative and data-driven changes to prosecution, all with a focus on public safety.

The Solicitor General Section

Under City Attorney Klein, the City of Columbus continued to take a more active role weighing in on national policy issues affecting Columbus residents, after previously initiating litigation filed by the Solicitor General's section to challenge the former Trump administration's attack on the Affordable Care Act. Columbus also joined as a plaintiff in a lawsuit challenging the former administration's attempt to include citizenship status on the 2020 Census, and successfully sued FirstEnergy over a multi-million dollar surcharge to Ohio consumers under House Bill 6, legislation at the heart of the largest public bribery and racketeering scandal in Ohio history.

The Real Estate Division

The Real Estate Division is responsible for the acquisition of all real property interests needed by city departments, the provision of legal assistance with regard to all real estate matters, including the sale and leasing of property, utility easements, right-of-way dedications, and matters related to real estate property taxes. The Real Estate Division also provides legal and negotiating advice for a number of major transactions, including closing on the sale of the \$3 million Scioto Peninsula Redevelopment Project and critical purchases for more millions to invest and improve sewer and water infrastructure as Columbus continues to grow at record rates. Additionally, the section purchased millions of dollars' worth of future parkland to serve city residents, including the \$5.2 million purchase of 58 acres of greenspace in northwest Columbus to be turned into a new park.

In 2021, the Real Estate Division also provided legal advice, instrument preparation, ordinances, resolutions, negotiating services, and processing of instruments involving projects resulting in more than 100 permanent land acquisitions, all of which will contribute to development in Columbus.

The Real Estate Division also handled deed and instrument preparation and other assistance related to the city's Land Bank, involving dozens of instruments. The Real Estate Division also prepared and assisted in processing several mortgages and releases in connection to the Septic Tank Elimination Project.

The Zone Initiative

Working closely with the Division of Police, Code Enforcement, Columbus Public Health, sanitation and community organizations, the Zone Initiative team focuses on eliminating public nuisances that blight neighborhoods. Whether it is abandoned and deteriorating houses, open dumping, street prostitution, boot joints, excessive noise or trash and debris, this unit seeks to eliminate these problems.

To that end, the attorneys assigned to this unit were visible in the community attending meetings and making presentations on how citizens and city government can work together to improve the quality of life in Columbus' neighborhoods.

Using the statutory jurisdiction of the Environmental Division of the Franklin County Municipal Court, this unit files complaints for injunctive relief, seeking equitable solutions to persistent problems.

The Zone Initiative acted aggressively to protect the safety and security of Columbus neighborhoods, shutting down dozens of drug houses and ensuring safe and sanitary living conditions at Columbus apartment complexes. The team worked with the Columbus Police Division to implement a community immersion program and established Project Taillight, a program that funds repairs for safety equipment on vehicles of low-income residents to reduce unnecessary police interactions. The Zone Initiative also established a program that funds home repairs for low-income seniors, allowing them to remain up to code and stay in their homes.

They also attended approximately 200 in-person and virtual community meetings, approximately 100 in-person and virtual police meetings, and approximately 50 in-person and virtual Code Enforcement meetings. They also filed several high profile criminal nuisance abatement cases using the statutory authority under Ohio Revised Code Chapter 3767, along with over 500 code enforcement nuisance abatement cases under Columbus City Code Title 47 for housing and building code nuisance abatement.

City Auditor 2021 Annual Report

March 31, 2022

Mr. Shannon G. Hardin
President
City Council
Columbus, Ohio 43215

Dear President Hardin:

Submitted herewith is the annual report of the Department of City Auditor, City of Columbus, Ohio, in accordance with Section 231 of the Columbus City Charter for calendar year 2021.

The Auditor is the City's chief accounting officer. She keeps in accurate, systematized detail, a record of the receipts, disbursements, assets and liabilities of the City and presents such facts periodically to officials and to the public in summaries and analytical schedules as prescribed in the City's charter.

An independent audit is conducted of the City and its chief accounting officer. This audit for the year ended December 31, 2021, has been completed, and the annual financial report containing the independent auditor's report is posted to the City Auditor's Office website.

The following report simply details certain data applicable to the Department of City Auditor, Accounting and Reporting Division 22-01, and Auditor, Division of Income Tax 22-02.

Very truly yours,



Megan N. Kilgore
City Auditor

City of Columbus, Ohio
 Department of City Auditor
 Division 22-01 City Auditor
 Year ending December 31, 2021

Total Expenditures

| | 2021 |
|---------------------------------|---------------------|
| Personal services | \$ 3,968,072 |
| Materials and supplies | 27,572 |
| Contractual Services | 760,951 |
| Other disbursements | 1,000 |
| Capital outlay | - |
| Total Expenditures 22-01 | \$ 4,757,595 |

Hotel-Motel Tax Collections

Chapter 371 of the City Code provides for the collection of an excise tax on transient lodging accommodations. The City Auditor administers the collection of the tax. The following table shows the gross receipts of the last ten years.

| <u>Year</u> | (in thousands) |
|-------------|----------------|
| 2021 | \$15,319 |
| 2020 | \$10,109 |
| 2019 | \$23,743 |
| 2018 | \$22,788 |
| 2017 | \$22,354 |
| 2016 | \$21,332 |
| 2015 | \$20,497 |
| 2014 | \$18,507 |
| 2013 | \$17,511 |
| 2012 | \$16,455 |

Miscellaneous Data

| | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 | 2015 |
|-----------------------------------|---------|---------|---------|---------|---------|---------|---------|
| Invoices Paid | 115,779 | 120,370 | 132,915 | 134,473 | 139,482 | 129,123 | 102,158 |
| Receipts Posted | 9,185 | 10,411 | 13,705 | 12,601 | 12,806 | 10,349 | 10,880 |
| Disbursing Warrants Written | 59,998 | 59,383 | 69,043 | 71,131 | 73,499 | 71,582 | 77,975 |
| | | | | | | | |
| Funds and subfunds accounted for: | | | | | | | |
| General Funds | 8 | 8 | 8 | 8 | 8 | 8 | 8 |
| Special Revenue Funds | 60 | 57 | 57 | 54 | 56 | 55 | 55 |
| Agency Funds | 32 | 29 | 30 | 29 | 27 | 27 | 24 |
| Debt Service Funds | 24 | 24 | 24 | 25 | 26 | 25 | 25 |
| Internal Service Funds | 14 | 15 | 15 | 15 | 15 | 13 | 7 |
| Capital Projects Funds | 90 | 89 | 86 | 78 | 80 | 78 | 61 |
| Enterprise Funds | 56 | 52 | 52 | 41 | 43 | 43 | 43 |
| Total | 284 | 274 | 272 | 250 | 255 | 249 | 223 |

City Income Tax 2021 Annual Report



CITY OF COLUMBUS OHIO

INCOME TAX DIVISION

City of Columbus, Ohio
Department of City Auditor
Division 22-02 Income Tax
December 31, 2021

The Columbus Income Tax Division is charged with the collection, audit, and enforcement of the 2.5% municipal income tax pursuant to Chapters 361 and 362 of the Columbus City Codes.

Financial data contained in this report reflects actual collections, refunds, etc., as recorded by the Income Tax Division of the City of Columbus. Such data may vary from that contained in the Auditor's official fund accounting records due to the normal time requirements for processing documents prior to being recorded with the City Auditor. A reconciliation of the data appears below.

The following is a report of Columbus income tax collections for 2021:

| | (in thousands) |
|---|---------------------|
| Gross collections in 2021 via Income Tax Division | \$ 1,059,880 |
| Transfers to other cities | (180) |
| Collections in transit 12/31/2020 | 14,400 |
| Collections in transit 12/31/2021 | (20,981) |
| Refunds paid in 2021 | <u>(18,325)</u> |
| Income tax revenues (Budgetary Basis) | \$ <u>1,034,794</u> |

The funds collected from the tax are allocated for municipal purposes as set forth in Chapter 362.013 of Columbus City Codes.

The Columbus Income Tax ordinance provides that 25% of the total collection of income tax to be set aside for the payment of principal and interest on bonds and notes issued by the City. The remainder provides the General Fund with its major source of revenue.

| | |
|-------------------------------------|---|
| Withholding accounts contributed to | 81% of the total tax revenue for Columbus in 2021. |
| Business accounts contributed to | 14.9% of the total tax revenue for Columbus in 2021. |
| Individual accounts contributed to | 4.1% of the total tax revenue for Columbus in 2021. |

By contract, this Division administered the collection of the municipal income tax for the following municipalities in 2021: Northern Pickaway County Joint Economic Development District (JEDD), the Prairie Township JEDD, the Madison Township JEDD, and Grandview Yard. For the administrative service of collecting the income taxes for these entities, the Columbus General Fund received collection fees based on a formula incorporating the gross income tax collections for each of these political subdivisions of the State of Ohio. Fees collected during 2021 for administering the income tax collections of the administered political subdivisions of the State of Ohio amounted to \$14,364. This is to be compared to \$12,695 in fees collected in 2020. The Northern Pickaway County JEDD, the Prairie Township JEDD, the Madison Township JEDD, and the Grandview Yard have separate formulae for calculating the cost of administering their respective tax.

The total expenditure to operate the Income Tax Division during 2021 was \$7,669,174. This includes salaries, fringes, income tax forms, new equipment, data processing charges and miscellaneous supplies including postage. This represents administrative service for income

tax collection for Columbus as well as three JEDD entities. The authorized strength of the Income Tax Division in 2021 was 81 full-time and 1 part-time employees.

City Income Tax receipts processed in 2021 through the Collections Enforcement Section f/k/a Delinquent Section amounted to \$8,095,803. This amount included delinquent tax, penalty and interest charges for Columbus and all administered cities. This figure represents delinquent collections through the Tax Division, the City Attorney's Office and the outside collection agencies.

During 2021, the Income Tax Division referred 946 cases to the City Attorney's office for filing civil suits on delinquent assessments totaling \$6,078,777.

On December 31, 2021 the Division had 1,632,963 accounts on its tax files. This total is comprised of 1,492,743 "Direct" and 140,220 "Withholding" accounts.

| | <u>ACTIVE</u> | <u>INACTIVE</u> | | |
|----------------|---------------|-----------------|-------|--------------------------------|
| CORPORATE | 17,370 | 78,602 | | |
| FIDUCIARY | 147 | 2,590 | | |
| INDIVIDUAL | 51,004 | 1,263,007 | | |
| PARTNERSHIP | -0- | 4,824 | | (required to file as entities) |
| ENTITY/PRTSHIP | 9,870 | 32,798 | | |
| COURTESY | -0- | 32,531 | | |
| TOTAL – DIRECT | 78,391 | 1,414,352 | TOTAL | 1,492,743 |
| - WITHHOLDING | 27,230 | 112,990 | TOTAL | 140,220 |
| GRAND TOTAL | 105,621 | 1,527,342 | TOTAL | 1,632,963 |

The total number of accounts on the tax database increased by 65,039 in 2021.

Franklin County Municipal Court Judges 2021 Annual Report

THE FRANKLIN COUNTY MUNICIPAL COURT **2021 ANNUAL REPORT**

The Franklin County Municipal Court traces its origin to the creation of the Columbus Municipal Court in 1916. Now, the geographic jurisdiction of the Court is all of Franklin County and those portions of the City of Columbus that extend beyond the boundaries of Franklin County. The Court has 14 judges in the General Division and one judge in the Environmental Division. Judges serve six-year terms, unless appointed or elected to fill a vacancy. Annually, they elect one of their peers to serve as the Administrative and Presiding Judge.

The judges who served the Franklin County Municipal Court during the year 2021 Administrative and Presiding Judge Ted Barrows and Judges James Green, Andrea C. Peeples, David B. Tyack, Mark A. Hummer, James P. O’Grady, Cindi Morehart, Cynthia L. Ebner, Eileen Paley, Jodi Thomas, Jarrod Skinner, Jessica D’Varga, appointed Judges Michael King and Gina Russo, and Environmental Court Judge Stephanie Mingo.

Judges preside over civil, criminal, and traffic cases, conduct both jury, and court trials. In jury trials, judges interpret the law and the jury determines the facts. Court trials are the most common trials in this Court. In these trials, judges have the dual role of interpreting the law and determining the facts. The judges also conduct criminal arraignments and preliminary hearings on felony cases; set bond on criminal charges; issue search warrants; and impose sentence when a defendant is found guilty of a traffic or criminal charge. The judges hear civil cases with an amount in controversy of \$15,000 or less, and cases that are transferred from the Small Claims Division to the General Division of the Court. Other civil disputes resolved in this Court included evictions, rent escrow proceedings, and proceedings to aid in the collection of judgments.

The Environmental Division has exclusive jurisdiction to enforce local codes and regulations affecting real property, such as fire and building codes. The Environmental Division has injunctive powers, and there is no monetary limit on those cases that fall within the Division’s exclusive jurisdiction.

Each week a different judge is assigned to the Duty Session to handle a variety of responsibilities, such as applications from law enforcement officers for search warrants, probable cause hearings, and civil wedding ceremonies.

ASSIGNMENT OFFICE

The Assignment Office is responsible for the assignment of cases to the judiciary, by random assignment or single assignment. The Rules of Superintendence for Municipal Courts, promulgated by the Supreme Court of Ohio, requires that cases be assigned to judges in a random manner. Random assignment occurs at the time a defendant enters a “not guilty” plea in criminal and traffic cases, and upon the filing of a motion or an answer in civil cases (Local Rule 1). The Court also employs a single assignment system (Local Rule 8). This means that when a person is charged with a criminal or traffic offense and already has a pending criminal or traffic case, or the person is on probation to this Court, the new case(s) will be assigned to the judge who is presiding over a current pending assigned case(s) or who presided over any previous case(s) with current active probation.

In 2021 the Assignment Office scheduled approximately 92,000 hearings and mailed approximately 355,500 hearing notices to parties, which was only a reduction of 9.1% in hearings scheduled and a decrease of 8.7% in hearing notices issued to parties from the previous year. Additionally, the Court saw a 13.8% increase in new and reactivated cases from 32,277 in 2020 to 37,448 in 2021. For all case-type categories, the graph below shows an increase from 2020. The top number in each category indicates the five-year average. The most significant decrease is still in traffic case numbers.

COURT ADMINISTRATION

Court Administration oversees the administrative and operational functions of the Court. It carries out the non-judicial policies of the Court. In addition to providing overall support and direction to the Court’s 260 employees, some of its specific functions include personnel management, budgeting, and fiscal management, purchasing, liaison with other courts and agencies, public information, appointment of counsel, court services, court security, interpreter services, vehicle immobilization, and volunteer services. The Court Administrator is the chief non-judicial officer.

The Court’s General Fund Operating budget for 2021 was \$20,429,897 with an additional \$805,817 Secure Facilities Fund budget and \$665,389 Computer Fund budget.

COURT REPORTERS

Court Reporters make a verbatim record of court proceedings, prepare a transcript from the record of court proceedings upon request, and maintain records of exhibits introduced at court proceedings. The Court has an obligation to provide a transcript of all proceedings upon request of a party, and there must be a court record of all pleas and waivers. In 2021 the Department was staffed with 1 chief court reporter, 8 full-time court reporters, and 4 part-time court reporters and they provided 236 transcript and/or DVD requests.

COURT SECURITY

Court Security was established to maintain a safe environment in the courthouse for elected officials, Court employees, and all others having business in the courthouse. The staff consists of a security director, three supervisors, 1 control room operator, and 18 security officers on the first shift, plus a control room operator on each of the second and third shifts. In addition, the Court contracts with a private security company to provide daylight, evening, weekend, and holiday coverage. During 2021 approximately 493,002 visitors to the Court were screened at the Court's entry points by security officers. These officers responded to 352 building incidents. Columbus Police Liaisons made 351 arrests in the building.

COURT SERVICES

The Court Services Unit helps defendants resolve matters such as extensions of time to pay fines and court costs, delaying the start of court-ordered incarceration, issuance of or change in limited driving privileges, withdrawal of warrant or order-in that has been issued, assistance with impounded vehicle, assistance with Bureau of Motor Vehicle (BMV) problems, and continuance of a court date. State law mandates the immobilization or forfeiture of vehicles operated by defendants who are convicted of the following offenses: repeat OVI offenses (operating a vehicle while under the influence of alcohol or drugs) and driving under certain court or BMV related suspensions. Immobilization or forfeiture of vehicles involved in suspension cases related to the Financial Responsibility Act or wrongful entrustment of a vehicle are at the Court's discretion. This Unit also acts as a liaison and is responsible for the communications to and from the court, law enforcement, and defendants to ensure compliance with the court's orders involving the defendant's vehicle.

ENVIRONMENTAL DIVISION

In the Environmental Division, which is commonly referred to as "The Environmental Court", Judge Stephanie Mingo has continued to successfully integrate a series of unique sentencing strategies to combat vacant and abandoned properties, along with chronically offending landlords in Franklin County. The impact of the COVID 19 Pandemic on the Environmental Division was unprecedented. Included within the Court's unique jurisdiction is the enforcement of Public Health codes and regulations. This required the Court to adjudicate several cases involving the implementation of protocols designed to prevent and slow the spread of the COVID-19 virus in various commercial establishments.

Under the jurisdiction of the Environmental Division, nuisance abatement cases filed within the County come before the Environmental Judge. These cases can involve derelict hotels, businesses violating health department orders, liquor establishments in violation of the law, drug houses, and other residential and commercial properties conducting illegal and nuisance activities. Nuisance activities can range from illegal drug sales, underage alcohol sales, operating contrary to health department orders, prostitution, and general violence. The Environmental Division also hears cases involving environmental crimes, violations, and similar matters filed within the County. Some examples of these cases include animal abuse and neglect, dog fighting, vicious animals, wildlife violations, poaching, littering, dumping, overweight trucks, hazardous waste transportation, unlicensed tire transportation, air pollution, water pollution, hoarding, health, zoning, code enforcement, and park district violations. In 2021, 3,026 new criminal cases and 633 new civil cases were filed within the Environmental Division.

As the only Court in the County hearing code enforcement cases, the Environmental Division utilizes unique techniques to ensure our communities and neighborhoods are restored from the negative and often hazardous impact of nuisance properties. Property owners are ordered to bring their properties into compliance under the supervision of the Court's Chief Environmental Specialist and the Field Services Staff of the Environmental Division. Penalties range from daily fines, jail time, and community service hours to be completed within the Court's Community Cleanup Crew program. Property owners are supervised by Environmental Division staff and are assigned reasonable compliance plans and timelines until compliance is achieved.

The Environmental Division operates two courtrooms simultaneously with Magistrate Ben Hoelzel conducting civil case conferences and Judge Stephanie Mingo presiding over civil and criminal hearings. An additional Environmental Specialist was added to the Field Services Staff, and a Magistrate's Bailiff was added to the Division staff in November of 2021. These additional staff members were much needed additions to an ever-growing caseload and realm of responsibility of the Environmental Division.

In 2021, the Environmental Division along with the Court's Probation Department provided supervision to all non-code enforcement related cases that resulted in a probation sentencing. A dedicated probation officer is assigned to supervise these cases with the Chief Environmental Specialist and the Environmental Division's Field Services staff providing field investigations and inspections for those cases. The Chief Environmental Specialist in conjunction with the field service staff members routinely conduct investigations and inspections to ensure compliance with the law, the conditions of probation, and other terms of sentencing.

The Environmental Division has continued its education and outreach programs throughout Franklin County, despite the COVID-19 Pandemic. Judge Mingo and the Environmental Division communicated remotely with many neighborhood groups and associations, area commissions, block watches, and community leaders in an effort to stay connected during the pandemic.

The Environmental Division also maintains its website – www.EnvironmentalCourt.us – to provide helpful information to the public and to serve as a resource for area agencies.

In the face of the COVID-19 Pandemic, the Environmental Division has taken steps to adjust protocols and Court procedures to keep citizens as safe as possible when attending Court. This has been balanced with adjustments in scheduling to continue to accommodate an increasing caseload that is expected in the wake of the pandemic. As we head into 2022, the economic impact of the pandemic in our most vulnerable neighborhoods is likely to lead to an increase in housing and building code complaints. In addition, the alarming spike in violence in our community, especially instances concentrated in certain localities, has already led to a dramatic increase in nuisance abatement cases involving illicit drugs and violence.

Environmental Community Cleanup Crew:

In 2018, the CSU assumed oversight of the Environmental Court’s Community Cleanup Crew (CCC) program. The Clean-up Crew provides an additional sentencing alternative for non-violent offenses and provides defendants an opportunity to restore stabilization to their local communities and improve the environment.

In 2021, the CCC supervised 200 individuals who provided a combined 3,482 service hours of work in the communities of Franklin County. The CCC removed 32.01 tons of solid waste from public alleys, and an additional 9.85 tons of trash from hoarder cleanouts in conjunction with the orders of the Environmental Court, 0.95 tons of trash from waterway cleanups, this brings the combined total of 42.81 tons of solid waste removed from Franklin County. The CCC removed 650 bags of trash from public alleys, and an additional 74 bags of trash from waterway cleanups and 4 bags of trash from special projects, for a combined total of 728 bags of trash. They safely disposed of 58 used needles and recycled 1,641 discarded tires from Columbus and other communities within Franklin County. In addition, we removed and recycled 384 yards of organic waste from waterway cleanups, nuisance abatement cleanups (hoarder houses) and community garden which equaled 16.43 tons of yard waste. The CCC conducted a total of 255 community service projects covering 176.77 linear miles in 2021.

JURY COMMISSIONER’S OFFICE

The Jury Commissioner’s office to work with its software provider, the Board of Elections, and the Court’s Technology Department to load a new list of prospective jurors to serve for each calendar year. The Jury Commissioner’s office summonses the required number of jurors needed to cover every courtroom, including all 15 judges and six magistrates daily. There are approximately 80 potential jury trials every day in the Municipal Court. The Jury Commissioner’s office will arrange and assign prospective qualified jurors to courtrooms when called upon for a scheduled jury trial. The Jury Commissioner’s office tracks demographics for every two-week reporting group and for the calendar year to ensure there is a true sampling of all cognizable groups in Franklin County.

Jury service is a two-week commitment. Jurors are paid \$15 a day for their attendance when they report to court. Jury service is limited to two weeks, except in those cases in which additional days are required to reach a verdict. Jurors are provided vouchers to the three local parking garages to help defray parking expenses. Jurors are also provided with bus passes for the COTA bus line.

Starting on March 16, 2020, jury service in the Municipal Court changed from 65 jurors reporting each day, to on-call jury service, where four groups of 25 jurors are randomly generated within the two-week period; the on-call practice is still in place. Jurors now have the opportunity to qualify themselves and start receiving daily text and phone messages for their two-week commitment. With 90 to 100 jurors available every two weeks, a juror may only need to report once within their service period. Instead of jurors reporting every day and waiting in our assembly room for a potential trial, the on-call process allows them to only report when needed for the voir dire process and if selected, the trial. In 2019, a full year of reporting each day, juror payroll was \$168,090.00 and the juror utilization rate was 13.65%. In 2021, a full year of on-call, juror payroll was \$19,665.00 with a juror utilization rate of 75.47%.

LANGUAGE SERVICES

During 2021 the Court employed two full-time Spanish language interpreters and one full-time Somali, MayMay, and Swahili language interpreter and contracted for one part-time Spanish and one part-time Somali language interpreters. Together they completed an estimated 5,236 requests for service (4,660 in Spanish and 576 in Somali, MayMay, and Swahili). The Court has multiple contracts with outside vendors to provide foreign language and ASL interpreters. There were 1,325 requests for interpreters in 43 other languages, 1,256 requests were filled by onsite interpreters and there were 69 requests in languages of lesser diffusion like Tagalog, Indonesian, Zomi, Burmese, Khmer, Krio, Kinyarwanda, Soninke, Yoruba, and Mandinka that were covered through remote interpretation. The foreign languages for which interpreters were most requested were Spanish, Somali, Nepali, Arabic, French, Mandarin, Russian, Tigrinya, Amharic, and Kinyarwanda. Additionally, the Court filled 144 requests for American Sign Language and Certified Deaf interpretation and Captionist. The Interpreter Services Program continues to offer a mentoring program and training opportunities for judiciary interpreters to better serve the Court and all parties.

MAGISTRATES

The Court employs five full-time General Division magistrates, and one part-time magistrate who preside over traffic arraignments, landlord-tenant actions, wage garnishments, small claims cases, and other civil matters. The Court also employs one Environmental Division magistrate who presides over criminal and traffic arraignments and hearings, all civil pre-trials and status conferences, other civil hearings, and manages the civil docket of the Environmental Division. Judges may also refer specific cases to magistrates to take testimony, make legal rulings, and render decisions that are subject to final approval by the referring judge. Magistrates have the authority to accept guilty and no contest pleas and to impose penalties in misdemeanor traffic cases. Magistrates may hear minor misdemeanor criminal cases or civil cases tried without a jury as well as contested criminal cases and civil jury trials with consent of the parties.

DEPARTMENT OF PRETRIAL AND PROBATION SERVICES

The Department of Pretrial and Probation Services (DOPPS) serves the Franklin County Municipal Court Judges under the immediate direction of the Court Administrator. At approximately, one hundred staff, the DOPPS is the largest division of the Court. The vision of the DOPPS is *excellence in rehabilitation through evidence-based practices* and the mission is to *promote community safety by reducing recidivism, changing offender behavior, and fostering accountability through effective use of evidence-based practices*. The DOPPS follows an evidence-based paradigm that utilizes validated risk assessment tools and a differentiated, risk-based supervision construct. The DOPPS works with those under its supervision to achieve agreed upon goals aimed at reducing risk and gaining compliance with court-ordered conditions. The assessment-driven, supervision goals and requirements can include any of the following: residential programming, cognitive-behavioral based interventions, and behavioral health assessments, educational programs, counseling for mental health and/or substance abuse needs, and random urinalysis.

This year, in collaboration with the Judges of the Court, the DOPPS continued its commitment to becoming a data-driven department. Because of this commitment to transparency and to routinely evaluating our outcomes, the Department continues to prepare and share with stakeholders, a quarterly evidence-based practices (EBP) outcomes dashboard report. This report helps inform our practices and any additional training or resource needs we may have. It also helps ensure that we are meeting our goals of risk-reduction and public safety.

The year 2021 proved to challenge many of our efforts due to the continued impact of COVID-19 and the need to continually adjust practices. Despite the challenges, the Department continued to provide support to the Judges and those under our supervision. We learned that many of the adjustments that were made to help ensure the safety and health of our employees and Department users, proved beneficial and removed barriers that can impact success. We look forward to continuing to evaluate these modified approaches and retain practices and process that move us closer to our goals.

The FCMC DOPPS works hard to leverage its resources, and acquire grant funding to support its many programs and initiatives whenever possible. In 2021, the DOPPS maintained, and in some areas expanded, the external funding streams that support its Pretrial, Victim Assistant, Intake Assessment, Electronic Monitoring, Work Release and other community programming partnerships that benefit our clientele. In all, the DOPPS managed approximately \$4 million in grant expenditures in 2021, exceeding the goals that were outlined in the proposals. The DOPPS was fortunate to receive funding specific to assessment and supervision practices during COVID, from the CARES Act and OCJS. The majority of these grants require an annual application that requires the review and expansion of project goals and objectives to reflect the ongoing evolution of the Department. The DOPPS enjoys a well-established rapport with criminal justice partners across the Franklin County executive landscape which augments these applications and highly collaborative projects.

The Department continues its partnership with Job and Family Services (JFS) for onsite Benefits Specialist assistance, however, during the COVID pandemic, JFS had to remove its two onsite Specialists and instead created a direct, remote referral process. This customized process assists Officers in referring individuals for assistance related to Medicaid, food insecurities, housing needs and child care benefits.

The DOPPS remains committed to: transparency, data collection, analysis and sharing; and strives to ensure that the tools and resources we utilize are appropriate and valid for use with the population of Franklin County. To further this goal, the Department has contracted with a national researcher to locally validate the ODARA and DVRNA assessment tools and with the American Pretrial, Probation and Parole Association, to locally validate the Impaired Driving Assessment Tool (IDA). This project will continue into 2022. For more information about the Probation Department <https://municipalcourt.franklincountyohio.gov/About>.

SELF HELP RESOURCE CENTER

The Franklin County Municipal Court Self Help Resource Center assists pro se litigants in navigating the Court. Established in 2016, the Center's main objectives are to improve the quality of filings by *pro se* litigants, increase access to the justice system

for individuals who cannot afford attorneys, and provide a positive point of contact between the Court and the community. It can assist Visitors with civil issues in Municipal Court but does not give legal advice. The most common issues addressed at the Center are the sealing and expungement of criminal records and landlord/tenant disputes.

Since its inception, the Center has grown each year. To address the unique needs during the COVID-19, the Center has added a webchat in addition to traditional in-person services at its main office on the 6th floor and immediately outside Eviction Court. The Center served a total of 13,026 Visitors in 2021 - an increase of 4,426 people from 2020. The Center has continued to garner national attention and is recognized as an access to justice model as Center staff assist other jurisdictions with opening self-represented litigant services throughout the country.

SERVICE BAILIFFS

Service Bailiffs assist litigants, attorneys, and the Court by delivering court documents to parties and enforcing both pre-judgment and post-judgment remedies. Responsibilities include service of complaints, summonses, criminal and civil subpoenas, garnishments, juror letters, and probation revocation hearing notices. Writs of replevin are enforced through seizure of property to be returned to the rightful owners, and writs of execution through levy and sale of personal property for the purpose of satisfying judgments. These writs are enforced and supervised by the deputy bailiff officers. Additionally, deputy bailiff officers supervise the set-out of tenant's property during the eviction process.

The Service Bailiffs' Department processed or served in excess of 31,798 legal documents in 2021. The department currently employs 13 full-time individuals consisting of 1 chief, 1 deputy chief, 10 deputy bailiffs, and a deputy bailiff/administrative assistant.

SMALL CLAIMS DIVISION AND DISPUTE RESOLUTION DEPARTMENT

The Small Claims Division Processes Small Claims cases for the Municipal Court and assists individuals and businesses with court forms. Small Claims are claims for money damages up to \$6,000. The Small Claims Court and its processes are governed by Ohio Revised Code Chapter 1925. The Division provides information, forms, instructions, and videos for small claims cases and collections. The Division maintains a user-friendly website that contains all of the information required to initiate and complete a small claims case (<https://municipalcourt.franklincountyohio.gov/Departments-Services/Small-Claims>).

The Division has six full-time employees who support the Court and its magistrates. Division staff initiate new cases, assign magistrates, process notices and summonses, and answer questions about Small Claims Court and other court services. Division staff managed 6,134 small claims cases in 2021.

The Dispute Resolution Department (Department) coordinates and facilitates mediations for the General and Small Claims Divisions. The Division also maintains an online negotiation and mediation platform to facilitate early case resolution. Parties may participate in mediation either in-person, by telephone, or online. The Department managed a total of 2,440 mediations in 2021. These cases were made up of 1,773 General Division/Small Claims Cases, 143 Rent Escrow Cases, 95 Pre-Lawsuit Self Referrals, and 429 Pre-Filing/Online/Check and Account Resolution Self-Referrals.

SPECIALIZED DOCKET DIVISION

The vision of the Specialized Docket Department is to enhance public safety, rebuild lives, and reduce recidivism through the use of restorative justice programs. We champion innovation, prioritize diversity, strive to contribute to the national conversation, and work to advance the mission of Specialized Dockets and restorative justice wherever possible.

The mission of the Specialized Docket Department is to return contributing members to society by implementing best and promising restorative practices. We provide quality programming to high risk/high need participants to link them with individualized treatment, reduce barriers to success, hold participants accountable for the impact of their behaviors, and encourage independent recovery. We value community and stakeholder investment and involve them through education, engagement, and support.

Restorative justice is the philosophical foundation of the department. In the context of the municipal court, restorative justice is a process by which offenders take responsibility for their actions, understand the harm they caused, redeem themselves through the process of recovery, become contributing members of their families and the community, increase public safety by ceasing criminal behavior, and reduce the emotional and financial burden on society. This approach considers the impact of the crime on the victim and the community and gives the person who committed the crime the opportunity to repair the damage of their offenses through their actions and meaningful activity.

Specialized Dockets are certified by the Supreme Court of Ohio to provide intensive programs, up to two years in duration, to high risk, high need defendants. Admission to a specialized docket requires a referral by a defense attorney, prosecutor, or judge. The defendant must be assessed for eligibility, volunteer, and plead guilty to an active charge to enter the program. Some cases are eligible for sealing and expungement upon successful completion of the program.

In 2021, the Specialized Docket Department served a total of 1,023 people. The Specialized Dockets and educational programs served 886 participants. There were 331 forensic psychological referrals in 2021. Of the participants who were discharged between January 1, 2021, and December 31, 2021, the recidivism rates are significantly below the national average for high risk/high need defendants.

There is a strong correlation between addiction and criminal activity, studies indicate that a practicing addict is likely to commit an estimated 63 crimes per year. For individuals who receive treatment, this decreases to just six crimes per year. Specialized Dockets are a major part of this solution, particularly in providing the supportive structure that participants need to remain engaged in treatment. In a 2014 national survey of drug courts, programs reported average graduation rates of 50-75%, which is more than twice the rate of successful probation completion rates for individuals with severe substance use disorder. “At least nine meta-analyses, systematic reviews, and multisite studies conducted by leading scientific organizations have concluded that adult drug courts significantly reduce criminal recidivism—typically measured by re-arrest rates over at least two years—by an average of approximately 8% to 14%. The best adult drug courts were determined to reduce recidivism by 35% to 80%.” In 2021, the average % across all five dockets of participants that did not receive new charges was 68%. The national average recidivism rate for drug offenders is 76.9%.

For more detail and data concerning the 2021 Franklin County Municipal Court’s Operations, Programs, and Reporting refer to <https://municipalcourt.franklincountyohio.gov/About>.

Franklin County Municipal Court Clerk 2021 Annual Report

FRANKLIN COUNTY MUNICIPAL COURT
COLUMBUS, OHIO
ONE HUNDRED [and] SIXTH
ANNUAL REPORT
2021

Letter from Clerk Lori M. Tyack

Welcome to the 2021 Annual Report of the Franklin County Municipal Court Clerk's Office. The Clerk's Office collaborates daily with agencies of the Criminal Justice System and the community, to ensure access to justice and promote public trust and confidence. In 2021, the Clerk's Office focused on initiatives aligned with its Mission, Vision, and Value Statements.

New case filings for 2021 totaled 104,515 compared to 103,415 filed in 2020 for an increase of 1.1%. Costs, fines, and fees collected equaled \$31M in 2021 compared to \$29.9M in 2020 for an increase of 3.7%. The total amount referred to collections in 2021 was \$3,034,246, for a decrease of 43% over 2020. Overall collection of court-ordered fines and costs through the efforts of four collection agencies increased by 11% from 2020, for a total of \$1,548,538.72. The collection of court-ordered bond forfeiture judgments increased by 12% from \$177,548 to \$202,558 respectively.

2021 proved to be a very challenging and rewarding year for all eight (8) divisions of the Clerk's Office. These are a few of the highlights:

- Traffic and eviction hearings were held at the Columbus Convention Center from May 2020 to July 2021. The Clerk's Office staff provided onsite support. Kiosks with two-way audio/video capabilities were available to pay fines and costs forthwith. Kiosks were onsite to file evictions and were accessible directly outside the eviction courtroom.
- New Ohio Uniform Traffic Citation: Effective July 1, 2021. Changes included improved visibility of date, time, and location of hearings. An additional field was added to capture defendant phone numbers for the purpose of sending SMS Text and call reminders for upcoming hearings.
- Electronic Citations filed by the Ohio Highway Patrol: The Ohio Department of Public Safety provided free software to all Ohio Law enforcement agencies. The Clerk's Office plans to assist all law enforcement agencies operating in its jurisdiction to electronically file new citations during 2022 and 2023.
- Administrative Court Orders: All Divisions of the Clerk's Office implemented changes as required by Administrative Court Orders and internal policies regarding COVID-19 safety measures. New Filings were accepted via fax, email, electronic filing, drop box, and mail. In-person filings resumed July 6, 2021.
- eWarrants: LexisNexis is developing a statewide electronic warrant system to improve the thoroughness, accuracy, and timeliness of warrant and protection order submissions to LEADS. This new system will improve officer safety, public safety, and National Instant Criminal Background Check System (NICS) firearm transfer decisions. Franklin County Municipal Court and Clerk's Office plans to participate in the second tier of pilot counties.
- Opportunity Port: The Clerk's Office collaborated with Columbus City Councilman Rob Dorans, The Legal Aid Society of Columbus, and the Self-Help Resource Center to provide an avenue for members of the public to file record sealing or expungement applications with the Court at no cost.
- The Court amended its' Bond Schedule, Local Court Rule 13, Schedule 4.01 (A) Personal Recognizance is the Rule, which became effective July 1, 2021. It is applicable for new non-violent misdemeanor charges and required internal processes and procedural changes.
- Staff also provided onsite support for several law enforcement initiatives such as "Operation Ohio Knows," a human trafficking sting, "Operation 614" overseen by the Ohio Attorney General's Office and multiple agency warrant sweeps.
- CDC Eviction Moratorium: The Ohio Supreme Court Tolling and Local Court Orders extended case timelines creating administrative delays, complications, and multiple continuations. To offset these delays, the Civil Division staff worked with the Court to continually update the resource list related to COVID-19 assistance and included it with all eviction summonses.
- Participated in community events outside the Clerk's Office. No additional public funds were used to participate.
 - Provided onsite support for Record Sealing Clinics at the Milo Grogan Center and Hope Works at Peace Lutheran Church.
 - Assisted with the online record sealing program sponsored by the Franklin County Self-Help Resource Center.

I credit the success of 2021 to my staff for their unwavering commitment to public service during this challenging year. I am especially proud of them for adapting and maintaining operations during a year of everchanging conditions. Thank you for taking the time to read the 2021 Annual Report.

Clerk Administration Division

The Administration Division of the Clerk's Office is comprised of the Office of the Clerk, Chief Deputy Clerk, Executive Director Public Relations, Executive Director Fiscal Administration, Director Human Resources, Administrator Payroll & Benefits, Assistant Fiscal Administrator/Procurement, and Administrative Assistant. This Division oversees the daily operations of the Clerk's Office and is governed by directives as set forth in the Annual Budget and the Ohio Revised Code. Additionally, all new programs, contracts, projects, and grants are established and implemented within the Division. It conducts all public relations and internal communications for the Clerk's Office. Accomplishments for the Administration Division in 2021 include the following:

- Managed nine (9) separate budgets totaling more than \$14.6M.
- Prepared and processed ordinances totaling \$904,420.19 for approval by Columbus City Council.
- Processed 237 vendor contracts for materials, supplies and services.

Office of Information Services Division (OIS)

The Office of Information Services (OIS) provides services related to information technology to the Franklin County Municipal Court and Clerk's Office staff. This Division's responsibilities include maintaining a stable electronic work environment, collaborating with other agencies and staff to use information technology to better serve the Franklin County Municipal Court, identifying emerging technologies for the Court's investment in technology, and providing training to staff on the proper use of software programs and equipment. Accomplishments for OIS in 2021 are as follows:

- Oracle Upgrade: Added new security patches and support for the database.
- OnBase Upgrade: Improved security, performance, features, and support for images stored in the database.
- Crystal Reports Server: Upgraded server to improve response to public record requests and statistical queries.
- VMware Upgrade: Expanded and improved offsite access for Clerk and Court users working from home.
- Deployed 165 new desktop PCs for Clerk's Office staff (Windows 10).
- Upgraded the Genesys PureConnect telephone system with IVR capabilities impacting 382 users in the building.
- Converted 407 electronically generated forms to Microsoft Word.
- Launched e-Citation with the Ohio Department of Public Safety.
- Installed and configured a new Network SAN.
- Upgraded the Window Exchange Servers – improved the email servers by upgrading security for more than 400+ users.
- Participated and completed in a Cybersecurity assessment performed by Interhack for our technology systems.

Audit/Internal Controls and Imaging Division

The Audit and Internal Controls Division is responsible for minimizing erroneous data through a system of real time process assurance and monitoring, audit reporting, and quality management. The objective is to achieve operational effectiveness and efficiency, assure reliable and accurate financial reporting in compliance with state and local laws, regulations, and policies. The main purpose of the Division is to help direct and protect resources of the Clerk's Office while improving internal processes and services that the Franklin County Municipal Court Clerk's Office provides to its customer base, the Court, law enforcement, all external partners and most importantly, the public. Other responsibilities include, balancing four (4) depositing accounts monthly; verification of funds with the financial institution and the case management system (CourtView); and collaborating with a private auditing firm (annual audit); monitoring PCI compliancy; auditing, maintaining and submitting the Ohio Supreme Court Report; and monitoring and auditing online payments received.

Imaging – Closed case files are prepped by divisions and sent to the Imaging Department for imaging and shredding. Some case files are stored until their expiration date and shredded, based on the Clerk's Office's Retention Schedule.

Accomplishments for Audit and Internal Controls/Imaging for 2021 are as follows:

- Verified funds for the Ohio Pooled Collateral System (as monitored by the Ohio Treasurer of State's Office) in connection with our depositing financial institution. All accounts in compliance per Ohio Revised Code, Section 135.182.
- Audited, maintained, and submitted unassigned case statistics in compliance with the Ohio Rules of Superintendence, Rule 37.

- Submitted monthly Indigent Application Fee Reports to the Franklin County Public Defender’s Office. Ohio Revised Code Section 120.36.
- Timely balanced four (4) depositing accounts (Civil, Rent Escrow, Trusteeship, Criminal/Traffic) each month per Ohio Revised Code Sections 1901.31 and 1101.01.

Civil Division

The Civil Division is responsible for accepting, filing, issuing service, docketing, processing, and maintaining records for Civil cases. Civil cases include: contract disputes, personal injury, property damage, evictions, small claims, certificates of judgment, cognovits, declaratory judgments, and Civil Environmental including housing/safety code issues. The Civil Division also processes applications for driving privileges. Accomplishments for the Civil Division in 2021 are as follows:

- Continued the e-filing pilot for the filing of new small claims, contract liability and environmental complaints, and subsequent filings by the City of Columbus, State of Ohio, and Franklin County.
- Tracked updates with the CDC eviction moratorium and updated eviction information in conjunction with the Court. Updated eviction cases effected by the end of the CDC eviction moratorium and helped communicate changes to customers and stakeholders.
- Worked with the Court during the COVID-19 pandemic on Administrative Orders relating to work within the Civil Division which were impacted by the Ohio shutdown and subsequent Ohio Supreme Court orders. These orders impacted the issuing of garnishments, evictions, processing of our droplist, issuing of Secretary of State Service, and the receiving of in-person filings.

Collection Division

The Collection Division oversees and coordinates the collection of debts owed to the Court, with the primary objective of seeking monies due to the City of Columbus taxpayers. The Collection Division operated in conjunction with three (3) outside agencies in 2021. Additionally, the Collection Division is responsible for securing surety bond agent registration, monitoring compliance of State and Local Statutes, and processing monthly billing statements. Accomplishments for Collections in 2021 are as follows:

- Collected - \$1,560,434.72
- Continued generating past due notices in-house for payable tickets.
- Bond money forfeited by the Court for 2021 - \$66,687.50
- Total of Bond Forfeiture Judgments paid for 2021 - \$17,810.00
- Managed billings and compliance for eighteen (18) active bond companies and over sixty-six (66) active surety agents.

Criminal/Traffic Division

The Criminal Traffic Division processes and maintains Criminal, Traffic, and Environmental Criminal cases. The Criminal/Traffic Division provides a multitude of services to the public, law enforcement, and the Court. This Division plays an integral role in the promotion of public safety by providing support twenty-four (24) hours per day to law enforcement agencies throughout the County. Documentation is provided to the Franklin County Sheriff’s Office once bond has been posted. Defendants in custody may be released. The Division also processes applications for the expungement of case records as well as maintaining and securing records which have been ordered by the Court to be sealed. Other examples of service include administering oaths, accepting criminal and traffic charges, filing motions, filing search warrants, providing information about court cases, dispositions, future court dates, as well as assisting in the courtroom. Accomplishments for Criminal/Traffic in 2021 are as follows:

- The Division adjusted daily operations to comply with various Administrative Orders and changes in Office policies as a result of the COVID-19 pandemic. Operational Adjustments included:
 - Only accepted filings via fax, email, electronic filing, and regular U.S. mail.
 - Operated at a reduced staffing level, using a rotational schedule.
 - Assisted the Administrative Judge in reviewing files scheduled for Courtroom 4D.
 - At the request of the County Prosecutor added a preliminary hearing form in cases scheduled in Courtrooms.
- The City Auditor upgraded their computer system to DAX for the submission and payment of witness fees. Staff completed training on the new system.
- Assisted the Hilliard Police Department and Franklin County Sheriff’s Office with the electronic filing of criminal complaints.
- Collaborated with the Self-Help Resource Center and City Council regarding the Opportunity Portal. Topics of discussion included funding from City Council to pay for a certain number of filing fees, sending automated text messages to applicants who may be eligible to file, and the expansion of Clerk data provided to the Portal for the purposes of determining eligibility.

- Saved money on materials and supplies by renumbering unused file folders from 2020 for 2022 instead of purchasing new file folders.
- Updated the e-filing portion of the Clerk’s Office website to include a PDF listing of documents currently accepted for e-filing. Added language to the Clerk’s Office website and e-filing portal to remind attorneys and *pro se* filers to provide service to the prosecutor assigned to the case.
- Cooperated with the Columbus City Attorney to verify arrest warrants prior to a “round up” operation on the West Side of Columbus for offenses of violence.
- Provided on-site assistance for multiple Columbus Division of Police human trafficking and prostitution “stings.”
- Coordinated with the Office of Information Services to develop a tracking and verification process for no contact orders (“NCOs”) in the CourtView case management system, at the request of the Court and law enforcement.

Courtroom Services Group

The Courtroom Services Group (CSG) is a select group of highly skilled Deputy Clerks in the Criminal/Traffic Division responsible for the daily processing and updating of all cases on the Criminal/Traffic dockets. A CSG Deputy Clerk is assigned to each of the Fifteen (15) judges as well as the Traffic Arraignment courtrooms (1A and 1B). Daily, CSG Deputy Clerks docket subpoenas and motions, process unpaid fines and costs, enter sentencing information, issue/recall warrants, process continuances, enter limited driving privileges, add Temporary Protection Orders, image entries, and update bond information along with all other entries in the case management system, CourtView.

Additionally, CSG Deputy Clerks are responsible for routing files to the Assignment Office, Probation Department, Accounting/Finance Department, Expungement Department, Prosecutor’s Office, Collections Department, and to the Vehicle Immobilization Coordinator. They also timestamp, docket, and route Statement of Violations filed by the Probation Department. CSG Deputy Clerks run and process case management reports. Each CSG member acts as a liaison between Court personnel and the Clerk’s Office. After Court, CSG Deputy Clerks provide assistance to other divisions of the Clerks’ Office. The Courtroom Service Group electronically reports several types of Traffic and Criminal convictions to the Ohio Bureau of Motor Vehicles (BMV). In 2021, the Courtroom Service Group accomplished the following:

- Worked with the Court to develop a new enforcement date process for Fines and Costs, Driver Intervention Programs, and Community Services. In conjunction with Administrative Order 01-2021.
- Worked in conjunction with probation, law enforcement, the City Prosecutor, and the Court to develop and launch a Post Sentence No Contact Order process and related procedures.
- Developed, with the assistance of the Office of Information Services, a Criminal/Traffic E-FILE Help Email. E-filers are able to email Criminal/Traffic leadership with questions related to e-filing and the Criminal/Traffic Portal.

Accounting/Finance Division

The Accounting/Finance Division works within both the Civil and Criminal/Traffic Divisions. Cashiers are stationed on the 3rd floor of the Civil Division during 1st shift and the 2nd Floor of the Criminal/Traffic Division during 1st and 2nd shifts. Defendants may make a “payout” or bond payment (if applicable) and may be released from custody.

The Accounting/Finance Division oversees the collection and accounting for all fines, court costs, fees, bail/bonds, garnishments, judgments, and restitution which are issued by the Court. The Division processes a monthly disbursement of all the collected funds to the appropriate State, City, County, and Township Agencies. Accounting/Finance also has four (4) internal payment plan programs that are in compliance with the Ohio Revised Code, Local Court Rules, and an online payment service that is offered through the Clerk of Courts website.

A separate window for Rent Escrow and Trusteeship filings is located on the 3rd Floor outside the Civil Division. Payments for these programs are currently taken at the Cashier window inside the Civil Division. The programs are as follows:

- *Time Payment Program* for fines, costs, and restitution, which is authorized by the sentencing Judge, allows a defendant to make monthly payments up to twelve months or until balance is paid in full.
 - TOTAL NEW SIGN-UPS IN 2021: 519
 - TOTAL CASES ON PROGRAM PAID IN FULL IN 2021: 253
- *Rent Escrow Program* allows tenants that have a complaint regarding their residential housing conditions to deposit their rent payment into an escrow account until the matter has been resolved.
 - NEW CASES FILED IN 2021: 205
- *Trusteeship Program* allows a debtor to deposit a portion of their personal earnings with the Clerk of Courts to avoid legal proceedings by creditors. The funds received are disbursed to the creditors equally until all debt is paid in full.

- NEW CASES FILED IN 2021: **8**
- *Restitution Program*. The restitution payment ordered by the Court is made to the Clerk of Courts, and is sent directly to a victim, or victims to compensate for any damages the court has deemed appropriate. The Clerk does not charge any fees for this service.
 - PAYMENTS FORWARDED TO VICTIMS IN 2021: **1722**
 - TOTAL MONIES FORWARDED TO VICTIMS IN 2021: **\$404,600.66**
 - CASES WITH RESTITUTION PAID IN FULL IN 2021: **530**
- *Online Payment Service (EPAY)*. This is an online payment convenience that is offered by the Clerk of Courts for payment of payable citations, and for any fines and court costs once a case is adjudicated.
 - TOTAL NUMBER OF CASES PAID THROUGH THE ONLINE PAYMENT SERVICE IN 2021: **26,539**
 - AMOUNT COLLECTED THROUGH THE ONLINE PAYMENT SERVICE IN 2021: **\$5,704,144.00**

Accomplishments for Accounting/Finance in 2021 are as follows:

- Created a new bond depositor agreement form to include all bond types. The depositor's information is pulled from the CourtView case management system.
- Revised Civil cost sheet to a more user-friendly format.
- Set up a Payment Kiosk for public use in the lobby of 375 S. High St.

Traffic Violations Bureau

The Traffic Violations Bureau (TVB) initiates all traffic citations, criminal/traffic and environmental complaints issued by law enforcement into the case management system. Twenty-one (21) Municipal Law Enforcement agencies and eight (8) Townships within Franklin County are served, including: Columbus Division of Police, Ohio State Highway Patrol, Franklin County Sheriff, Ohio State University Police, and Port Columbus Police. Franklin County Municipal Court has jurisdiction in three (3) counties: Franklin, Delaware, and Fairfield.

Franklin County Municipal Court processes cases for eighteen (18) Mayor's Courts. Cases are transferred for further action before the Court. Over the last five (5) years, case transfers ranged from (1,869) 2016 to (1,128) 2021.

The Communications Department/Mail Room operates within Traffic Violations Bureau. The function of the Communications Department is to further promote ongoing communications and the delivery of excellent public service to the public, law enforcement agencies, attorneys, court personnel, other courts, and governmental agencies. Public Records Requests for traffic related offenses are received daily and timely responses are sent by email or by regular U.S. Mail.

Daily mail for the Court and Clerk's Office is received twice per day, sorted, opened, and documented using excel worksheets. Payments received via mail are also included in the excel worksheets for tracking purposes. The Clerk's Office employs one mailroom Deputy Clerk to deliver mail to the City's Mailroom for postage and processing. This Deputy Clerk also drives to/from the U.S. Post Office, the Ohio Bureau of Motor Vehicles, and Columbus City Hall to pick up and deliver mail and interoffice envelopes.

Deputy Clerks image all court documents received to ensure easy access, including mail received with payments, Notices/Summons sent, Statement of Facts from Police Agencies, the Environmental Weight Record, and Fingerprint (ITN) cards. Fingerprint cards received daily contain ITN numbers, which are entered into the case management system manually. Notice letters for new or future court dates on traffic cases are created and mailed. Additionally corrected payment letters are created and sent reminding defendants of the balance owed on their case.

In 2021, the Traffic Violations Bureau/Communications Department accomplished the following:

- There were a total of 65,725 cases initiated, which includes traffic, criminal, and environmental.
- There were 4,416 certified summonses mailed, which includes traffic, criminal and environmental.
- There were 104,315 pieces of Civil mail and Criminal/Traffic payments logged combined.
- There were 1,128 Mayor's Court Transfer cases initiated.
- Went LIVE with processing E-Citations received from the Ohio State Highway Patrol.
- Entered phone notification approval into the CourtView case management system to notify defendants of their arraignment court dates.
- Sent out notices for future court dates to reflect the change in scheduling due to the Covid-19 virus and movement back to the Courthouse from the Columbus Convention Center.

City Treasurer 2021 Annual Report

**ANNUAL REPORT
DEPARTMENT OF CITY TREASURER
FOR THE YEAR ENDING DECEMBER 31, 2021**

The authority and responsibilities of the City Treasurer are set forth in Sections 88 through 96 of the Charter of the City of Columbus. Section 88 specifically states that "the treasurer shall be the custodian of all money belonging to the city and, subject to the provision of any specific trust, of all money held in trust by it."

Specific regulations concerning the deposit of public funds are contained in Chapter 321 of the Columbus City Code, while rules regarding the investment of public funds are covered under Chapter 325.

The average monthly balance of investments in 2021 was \$2,381,957,268 with cash-basis investment earnings of \$20,084,346.03 for a yield of .73 percent. The investment balance at year end was \$2,323,959,243.52 which includes investment activity on December 31, 2021. Schedules of all investment activity for the year, and the portfolio composition as of December 31, 2021 are presented later in this report.

Columbus City Treasurer's Office
Balance Sheet as of 12/31/21

ASSETS:

| | | |
|-------------------------|----|------------------|
| Cash in Banks | \$ | 8,130,555.79 |
| Cash-in-Payroll Account | | 254,384.22 |
| Cash-on-Hand | | 77,363.64 |
| Receivable Items | | 58,332.53 |
| Due to Others | | 14,911,314.94 |
| Returned Checks | | 75,025.13 |
| Treasury Investments | | 2,323,959,243.52 |
| Total Assets | \$ | 2,347,466,219.77 |

LIABILITIES:

| | | |
|------------------------------------|----|------------------|
| Auditor's Warrants Payable | \$ | 24,159,745.92 |
| Payroll Checks Issued | | (707,535.56) |
| Advance Receipts | | 41,012,416.77 |
| Total Liabilities | | 64,464,627.13 |
| Interest Earned | | 512,803.73 |
| City Fund Balance | | 2,282,488,788.91 |
| Total Fund Balances | | 2,282,488,788.91 |
| Total Liabilities and Fund Balance | \$ | 2,347,466,219.77 |

Columbus City Treasurer Investment Earnings-Cash Basis 1987-2021

| Year | Earnings | Year | Earnings |
|------|-----------------|------|-----------------|
| 1987 | \$28,388,518.85 | 2005 | \$18,399,091.67 |
| 1988 | \$22,060,069.73 | 2006 | \$40,592,503.35 |
| 1989 | \$25,936,181.69 | 2007 | \$54,766,454.31 |
| 1990 | \$25,462,770.85 | 2008 | \$52,196,589.58 |
| 1991 | \$21,972,435.31 | 2009 | \$18,000,322.49 |
| 1992 | \$14,630,762.90 | 2010 | \$10,794,788.99 |
| 1993 | \$14,078,568.03 | 2011 | \$9,003,587.24 |
| 1994 | \$14,407,539.40 | 2012 | \$6,686,401.60 |
| 1995 | \$21,167,207.89 | 2013 | \$5,833,439.72 |
| 1996 | \$24,328,056.80 | 2014 | \$8,484,921.04 |
| 1997 | \$26,925,897.15 | 2015 | \$10,949,577.63 |
| 1998 | \$29,599,645.25 | 2016 | \$13,542,174.00 |
| 1999 | \$31,525,495.24 | 2017 | \$13,921,405.33 |
| 2000 | \$36,981,982.63 | 2018 | \$23,849,971.44 |
| 2001 | \$40,300,193.79 | 2019 | \$41,853,190.69 |
| 2002 | \$26,027,402.32 | 2020 | \$36,321,470.47 |
| 2003 | \$16,136,402.90 | 2021 | \$20,084,346.03 |
| 2004 | \$10,336,025.03 | | |

CITY OF COLUMBUS
 DECEMBER 31, 2021
 INVESTMENTS BY TYPE

| Description | Yield | Amount | % of Portfolio |
|---|--------------|-------------------------|-----------------------|
| FFCB Coupon Notes | | 497,616,811.46 | 21.42% |
| FFCB Coupon Notes - Callable | | 117,321,695.30 | 5.05% |
| Federal Farm Credit Bank Totals | 1.111 | 614,938,506.76 | 26.44% |
| FHLB Coupon Notes | | 173,789,495.09 | 7.48% |
| FHLB Coupon Notes - Callable | | 137,662,263.50 | 5.92% |
| Federal Home Loan Bank Totals | 1.532 | 311,451,758.59 | 13.38% |
| FHLMC Coupon Notes | | 135,571,477.78 | 5.83% |
| FHLMC Coupon Notes - Callable | | 18,436,468.67 | 0.79% |
| Federal Home Loan Mortgage Corp. Totals | 0.365 | 154,007,946.45 | 6.63% |
| FNMA Coupon Notes | | 85,409,164.36 | 3.68% |
| FNMA Coupon Notes - Callable | | 72,236,203.77 | 3.11% |
| Federal National Mortgage Association Totals | 0.623 | 157,645,368.13 | 6.78% |
| FAMC Coupon Notes | | 8,900,000.00 | 0.38% |
| Federal Agricultural Mortgage Corp. Totals | 0.270 | 8,900,000.00 | 0.38% |
| Commercial Paper Totals | 0.188 | 367,653,572.64 | 15.81% |
| Treasury Note Totals | 2.192 | 355,892,456.08 | 15.38% |
| Federal Gov't Obligations Fund | 0.020 | 62,490,854.69 | 2.69% |
| Star Ohio | 0.090 | 60,294,383.39 | 2.59% |
| Star Ohio Covid 19 | 0.090 | 84,432,899.57 | 3.63% |
| Star Rental Assistance | 0.090 | 19,279,136.45 | 0.83% |
| JP Morgan Chase Bank | 0.010 | 85,042,734.88 | 3.66% |
| Huntington Premier Money Market | 0.010 | 1,432,257.25 | 0.06% |
| Municipal Bond | 0.251 | 40,497,368.64 | 1.74% |
| Total | 1.105 | 2,323,959,243.52 | 100% |

Mayor's Office 2021 Annual Report

Mayor's Office 2021 Annual Report

Mayor Andrew J. Ginther's strategic priorities in 2021 focused on his Equity Agenda, an agenda that calls out racism and discrimination where it exists and his plans to address it:

- Reducing infant mortality by making sure black babies reach their first birthday and beyond;
- Ensuring access to high-quality pre k, regardless of your zip code;
- Working to reduce evictions where we know black mothers are disproportionately impacted; and increasing the availability of affordable housing;
- Creating more opportunities for black owned and women owned businesses to have equal access to city contracts;
- Connecting residents to good paying careers in the trades; and
- Ensuring our residents feel safe wherever they go . . . including their interactions with police – because there is no greater inequity than the brutality that can happen at the hands of police officers.

Fiscal Responsibility

Columbus again received AAA credit ratings with a stable outlook from all three major rating agencies.

Despite significant financial losses across all sectors because of COVID-19, the City of Columbus was able to compile a balanced almost \$2.1 billion all-funds budget.

2021 Accomplishments

- Announced an update to the Columbus Division of Police's body-cameras
- Announced a major change in leadership of the Division of Police and a new national search for a new Chief of Police
- Announced changes to city code called "Andre's Law" to require officers to activate their body worn cameras during any enforcement and require police to request or administer aid when the use of force results in bodily harm
- Announced an investment in Growing U.P.
- Announced work with the End the Violence initiative
- Made the call for suburban mayors and city managers to work with county judges to find diversion programs that work for our youth
- Expanded ReRoute by doubling the number of interventionists and social workers
- Expanded the Safe Streets program to include first shift in addition to second shift, and run from spring through fall instead of just summer.
- Expanded Safe Neighborhoods to leverage the individual model into a group model
- Appointed Damita Brown as Director of the Office of Diversity and Inclusion
- Launched Vision Zero Action Plan
- Appointed Jeffrey Happ as Fire Chief
- Announced \$26.8 million in federal funding designated for rent and utility assistance.
- Held a virtual Building Trades event
- Held 4 roundtables with community leaders to discuss safety and ant-violence initiatives
- Opened Linden Park Community Center
- Announced Columbus Innovation District
- Held 2 graduations for EDGE program
- Began COVID-19 vaccination process with pod at the Expo Center and Mobile Vaccination Clinics
- Started a new cohort of the New American Leadership Academy
- Opened Scioto Southland Community Center
- Seated first Civilian Police Review Board
- Completed first Fire Cadet two-year training program
- Announced Next Home 2021 competition
- Opened renovated Jobs Center
- Held Virtual State of the City
- Asked the U.S. Department of Justice for a formal review of racial bias in the city's police force

- Announced new deputy chiefs of staff
- Invested in the implementation of an innovative agriculture-based college and career readiness program at Linden-McKinley STEM Academy
- Announced summer programming
- Announced Alternate Response Project Pilot to help determine whether 911 calls need an emergency response by police and firefighter-medics or by others, such as social workers or clinicians who are better equipped to deal with mental health or substance abuse issues.
- Announced first ever Assistant Director of Housing Strategies
- Announced Renter’s Choice and Foreclosure Registry
- Held Virtual Town Hall for top four Police Chief candidates
- Announced Chief Elaine Bryant from Detroit as new Columbus Police Chief
- Announced Sullivant Bright public art program
- Advanced legislation establishing roles and responsibilities of Civilian Police Review Board
- Selected as one of 50 Champion Cities finalists in the 2021 Global Mayors Challenge
- Announced that in celebration of Juneteenth full-time City of Columbus employees will be granted an additional paid holiday
- Announced a collaboration between Columbus Division of Police, ATF and the U.S. Attorney General’s Southern District of Ohio to create a Gun Crime Intelligence Center
- Reached an agreement on a three-year contract with the Fraternal Order of Police that was approved by City Council
- Announced new legislation allocating \$400,000 for two crime reduction programs led by Franklin County Municipal Court Judge Jessica D’Varga and Franklin County Prosecutor G. Gary Tyack
- Announced plans for Glenwood and Windsor pool renovations with capital dollars
- Launched the new CelebrateOne strategic plan
- Celebrated the first cohort of the Building Back Better Together training program
- Opened new Lower.Com stadium
- Began community involvement in design of the Columbus Sports Park
- Announced that downtown is back open for business
- Reopened the Scioto Mile fountain
- Increased police presence in parks during the summer
- Announced vax cash program
- Announced Earth Service Corps program in coordination with YMCA
- Announced the award of \$12.2 million to 26 community organizations through the Stable Housing Initiative
- Hired new Director of Public Safety
- Held 2 “Operation Unity” events, a 24-hour operation bringing together law enforcement and community partners focused on reducing violent crime and connecting residents to resources
- Announced that the Department of Justice (DOJ) accepted the City of Columbus’ invitation to review the Columbus Division of Police and provide assistance through its Community Oriented Policing Services (COPS) Office
- Signed an executive order mandating face masks
- Unveiled the Future Ready by 5 (FR5) plan
- Announced \$3.5 million in American Rescue Plan funding to support working families and address critical labor shortages in the child care industry
- Held virtual roundtable with Hispanic/Latin leaders
- Held 2 interfaith meetings
- Announced upcoming Solar Energy Park location
- Held three We Love Columbus! Events (formerly Neighborhood Pride)
- Expanded outdoor seating program
- Announced \$8.8 million in American Rescue Plan funding for programs that provide immediate and long-term support for central Ohioans experiencing homelessness
- Announced Capital Budget funding for new police substation and Real Time Crime Center
- Announced the 2021 Capital Improvements Budget
- Outlined plan for \$50 million in affordable housing
- Announced \$1 billion Operating Budget for 2022
- Announced Columbus Promise to send students to college
- Announced 2022 Operating Budget
- Announced Resiliency and Recovery Committee Report
- Announced new director of Recreation and Parks
- Announced Climate Action Plan

Columbus Public Health 2021 Annual Report

Columbus Public Health protects the health and improves the lives of nearly 1 million Columbus and Worthington residents through more than 40 public health programs. We protect the health and safety of the community through diverse services such as restaurant inspections, STI testing and treatment, women’s health and wellness services, newborn home visiting, immunizations, and much more. Together with our community partners, we also are working to prevent the spread of COVID-19 in our community, reduce disparities to achieve health equity, address the opiate epidemic, prevent the spread of disease, reduce infant deaths, prepare for and respond to emergencies, address the social determinants of health, reduce chronic diseases, and increase access to affordable health care. Through these critical services and collaborations, Columbus Public Health is a nationally accredited leader that identifies health priorities, mobilizes resources and ensures the conditions in which ALL residents can be healthy regardless of where they live or the color of their skin.

COVID-19 EPIDEMIC RESPONSE

In 2021, Columbus Public Health continued to protect the health of our community in new and unprecedented ways during the ongoing COVID-19 pandemic. Columbus Public Health led our community efforts to prevent the spread of COVID-19 in our community and protect the health of our residents during dangerous emerging variants and the ongoing pandemic. As part of its response, Columbus Public Health implemented an once-in-a-lifetime mass vaccination effort to reach and protect as many people as possible from COVID-19, especially people of color who were disproportionately impacted from the virus. In addition to giving more than 200,000 vaccines at a special drive through clinic at the Celeste Center and community clinics in socially vulnerable neighborhoods, our COVID-19 response also included COVID-19 testing, contact tracing, compliance and enforcement.

- **COVID-19 Vaccines**
 - Provided 222,919 COVID-19 vaccines.
 - Hosted vaccine clinics at 112 community partner agencies to remove barriers.
 - Administered 473 homebound vaccines.
 - Distributed 24,833 Vax Cash gift cards to decrease disparities in vaccine rates.

- **Case Investigation**
 - Conducted 89,839 COVID-19 case investigations to identify cases and conduct contact tracing to prevent the spread of COVID-19.

- **Contact Tracing**
 - Conducted 29,697 contact investigations for isolation and quarantine.

- **Testing**
 - Completed 6,447 COVID-19 tests with our adult hospital partners: OhioHealth, Ohio State Wexner Medical Center and Mount Carmel Health System.

- **Outbreak Response**
 - Responded to 55 COVID-19 outbreaks

- **Mask enforcement**
 - Conducted 854 complaint investigations.
 - Issued 43 warning letters
 - Achieved a 94.9% compliance [rate](#)

- **Public Information Call Center**
 - 102,417 calls and chats to provide information, education and appointments for testing and vaccines.

PUBLIC HEALTH PROGRAMS AND SERVICES

Please Note: Because of Columbus Public Health’s response to COVID-19, some public health programs were closed and/or offered limited services in 2021.

Alcohol and Drug Services

- Served 505 clients through outpatient and intensive outpatient group therapies.
- Engaged 2,186 individuals through seven Walk in for Recovery and outreach events.
- Served 42 people through the Medication Assisted Treatment program with 30 patients prescribed Suboxone and 12 patients given Vivitrol injections.
- Served 3,074 clients through Safe Point which dispensed 1,059,811 needles and collected 888,740 needles.
- Collected 174 pounds of medication and 85.2 lbs. of sharps, needles and lancets at two drug take back events.
- Distributed 16,000 fentanyl test strips through Project LIFE at community outreach and two partner locations to save people from accidental overdoses.
- Provided naloxone trainings, education and harm reduction strategies to over 5,156 residents and distributed 5,763 boxes of NARCAN nasal spray.
- Provided alcohol and drug prevention education to 2,365 residents at 46 community sites.
- Provided HIV/Hep C/STI education and harm reduction strategies to 1,083 residents.
- Developed and implemented cross-system collaboration with five new non-profit agencies and one new Columbus Public High School to increase linkage to prevention, addiction and recovery services for residents.
- Collaborated with the Department of Neighborhoods to assist with providing medication at homeless camps.

CARE Coalition

- Canvassed 996 homes and sent mailings to an additional 1,199 homes after a traumatic event in the neighborhood.
- Engaged 293 residents to provide information and services to help prevent and address trauma.
- Completed outreach to 137 next of kin, 58 youth shooting victims, and 29 trauma referrals to show care and to share information on resources.
- Shared grief baskets with more than 20 families following their traumatic losses.
- Facilitated 18 community debrief sessions to hold space following trauma and to encourage healing.

Center for Public Health Innovation

- Created and supported Vax Cash program that closed the vaccination gap between white and minority populations.
- Held second Health Equity Summit which provided training to 298 people on effective language to discuss racial equity and to advance racial justice.
- Ensured the cultural and linguistic competence of community outreach and education addressing the COVID-19 pandemic.
- Provided interpretation and translation for CPH programs and COVID-19 related services.
- Provided training on the use of racial equity tools (e.g. racial equity impact assessment) to address unintended institutional racism in decision-making.
- Provided webinars and education on a variety of topics, including the impact of racism on health outcomes, HIV/AIDS, cultural competency, cultural humility and the COVID-19 vaccine.
- Provided technical assistance to local early childhood and education centers in vulnerable neighborhoods to increase healthier foods served, more physical activity opportunities, breast feeding support, and to build resilience for children and their families.
- Coordinated \$99,551 in local government grants and provided \$30,761 of Scotts Miracle-Gro products to 67 community gardens in Columbus and Franklin County, with more than 55% of supported gardens in [CelebrateOne](#) priority areas with higher infant mortality rates and [social vulnerability](#).

Dental

- Screened 2,353 children for dental sealants in Columbus City, South-Western City, Hamilton Local, Whitehall City, Columbus Catholic, and charter schools.
- Placed 6,929 total dental sealants on children’s teeth in schools from September through December.
- Provided 210 oral health education/sugar sweetened beverage presentations to encourage good oral and overall health to approximately 6,094 students.

- Visited 29 schools (September through December) and 13 recreation centers in the summer of 2021.

Disease Prevention

- Issued more than 802 Retail Tobacco and Paraphernalia Sales Licenses.
- Completed 1,278 sign checks to ensure compliance with Tobacco 21.

Emergency Preparedness

- Activated staff and operationalized Incident Command Structure for COVID-19 response efforts.

Epidemiology

- Conducted analyses for comprehensive reports on reportable infectious diseases, all child deaths with a focus on firearms and sleep-related infant deaths, fetal and infant mortality, and men's and women's health.
- Updated an interactive dashboard to display several years of Key Community Health Indicators related to the Community Health Assessment.
- Maintained or increased monitoring and reporting of trends, including COVID-19, influenza, hepatitis C, infant deaths (including sleep-related), preterm births, and overdoses and related factors (deaths, emergency medical services (EMS) runs and emergency department (ED) visits, opioid prescribing, distribution of naloxone and clean syringes).
- Providing quarterly and monthly updates to the comprehensive Overdose & Addiction dashboard for the Columbus & Franklin County Addiction Plan.

Food Protection

- Conducted 12,007 inspections of 5,991 food facilities.
- Educated 206 participants in food safety.
- Conducted 257 school safety inspections.

Laboratory

- Performed 1,794 drug screens to support the Alcohol and Drug Counseling Program.
- Performed 9,326 tests for Urine GC/CT, 451 rectal GC/CT tests, and 2,733 Oral GC/CT tests.
- Screened 4,247 clients for Hepatitis C, 5,631 clients for HIV, and 7,134 clients for syphilis.
- Performed 51,837 in-house tests on site.

Maternal Child Health

- Distributed 1,548 cribs for infants without a safe sleep surface to help reduce infant mortality.
- Trained 741 Safe Sleep Ambassadors through 51 trainings.
- Released the 2020 Fetal-Infant Mortality Report to the Community Action Team and other stakeholders.
- Released the Franklin County Child Fatality Review (CFR) 2017-2020 Data Snapshot.
- Continued to serve at-risk families with telehealth services and no contact drop offs during COVID-19.
- Completed 7,147 home-based or telehealth visits for pregnant and newly parenting families.
- Distributed 1,098 child safety seats to 717 eligible families through educational appointments.
- Inspected 162 child safety seats for proper installation.
- Provided five in person fitting stations, 10 car seat check events, and 21 virtual car seat checks.
- Provided 33 instances of technical assistance to fitting stations, local pediatrician offices, and community partners focusing on child passenger safety.
- Reached over 35,000 families with education on proper car seat use through partnerships with local pediatricians' offices which incorporated the Child Passenger Safety Toolkit into well visits.
- Distributed over 700 cabinet locks for home and medication safety to parents and caregivers.
- Provided education for families on limiting lethal means to prevent youth suicide and a lock box to store potential lethal means to 1,011 families through partnerships with Nationwide Children's Hospital, Syntero, and first responder agencies.
- Distributed over 400 bike helmets and bike safety information to local communities.
- Organized virtual traffic safety public awareness around holidays and special events.

- Distributed 450 reflective bags for pedestrian safety to local shelters.
- Reached 565 families of at risk teen drivers with teen driving educational materials and safe driving contracts.
- Distributed and displayed traffic safety messages, including banners, yard signs and handouts, at COVID-19 community test sites.

Neighborhood Environmental Health

- Initiated investigations of 100% of all cases of children with elevated blood lead levels by contacting the parents or guardians within state recommended guidelines.
- Worked with property owners, tenants and the City Attorney’s office to ensure lead properties were secured to prevent lead poisoning, and followed up on lead enforcement cases.
- Treated 70,964 acres for adult mosquitoes, conducted 1,733 inspections of larviciding sites, larvacided 4,680 catch basins, treated 264 rain barrels, and removed 4,680 scrap tires from alleyways and right-of-ways to prevent mosquito-borne diseases.
- Completed 980 rat assessments of residential properties and conducted 5,431 inspections of active rat baiting sites.

Outbreak Response

- Investigated and responded to 88 outbreaks, including COVID-19, Norovirus & Sapovirus gastroenteritis, hand, foot and mouth disease, legionellosis, pertussis, Respiratory Syncytial Virus infection, shigellosis and vibriosis.
- Participated in the Coalition against Hepatitis for People of African Origin to promote prevention of hepatitis B among the African immigrant community.

Sexual Health Promotion

- Began the implementation of the plan to end the HIV epidemic by piloting a Peer Navigation program and utilizing resource navigators to assist HIV negative persons in accessing PrEP and other needed community resources.
- Expanded the multi-media Know HIV No Fear campaign to promote traditional HIV prevention strategies, such as PrEP, testing and care, including local health care providers to foster greater trust in the medical community.
- Expanded the partnership with Lutheran Social Services for the Housing Opportunities for People Living with HIV/AIDS (HOPWA) to provide support for persons experiencing homelessness.
- Reviewed 20 cases of congenital syphilis in central Ohio by the Congenital Syphilis Review Board which identified key gaps in testing and access to prenatal care and considered strategies to address the gaps.

Strategic Nursing Team

- Provided COVID-19 and flu vaccines at Columbus Public Health, the Celeste Center and community clinics to reach and protect residents.
- Provided first aid at the Linden Farmers Markets.
- Provided Narcan and revived two unresponsive opiates overdoses at Columbus Public Health.
- Provided Narcan training to staff to carry Narcan.
- Responded to two Red Cross Shelters to screen clients.

TB

- Provided TB testing to 1,096 Columbus City, Worthington and Dublin school children at high risk.
- Provided 1,763 home-based patient visits and 11,267 electronic directly observed therapy encounters.
- Provided medical care and case management for 132 TB disease patients, with 51 new cases pending confirmation.
- Initiated TB evaluation for 61 newly arrived refugees and immigrants, including 11 evacuees from Afghanistan.

Vaccine Preventable Disease

- Administered 10,456 vaccines to 4,844 clients.
- Administered 6,456 flu vaccines at COVID-19 clinics
- Successfully case-managed all 97 newly reported cases of perinatal hepatitis B infection in pregnant women to ensure zero transmission of hepatitis B virus to their newborn babies.

Vital Statistics

- Issued 58,346 certified birth certificates.
- Issued 69,763 certified death certificates.
- Approved 12,076 burial permits.
- Registered 23,841 new births.
- Registered 16,925 deaths.

Women's Health and Wellness Center

- Completed 9,009 visits and provided 585 LARCS (long-acting reversible contraception) with 97% provided same-day and 46% for a resident of a CelebrateOne neighborhood.
- Implemented HIV PrEP and telehealth using OTTO Health.
- Enrolled 91 residents with 56 healthy full-term babies born through Baby & Me Tobacco Free.
- Administered Get Real sexual health curriculum in Starling, Hilltonia and Sherwood middle schools as part of the CelebrateOne Teen Reproductive Health Education Committee.
- Began mobile clinic visits at Week of Walk In Recovery Events, Huckleberry House and the YWCA.

Women, Infants and Children Nutrition Program (WIC)

- Served an active client caseload of 25,773, the largest caseload in Ohio.
- Conducted 15,000 contacts by WIC peers with breastfeeding families, taught 48 classes to 264 parents, and handled over 300 hospital and other referrals for breast pumps.
- Distributed 3,804 vouchers worth \$20 for a total of \$76,080 to WIC participants at 20 local farmers markets for purchase of fresh fruits and vegetables.
- Partnered with the Mid-Ohio Food Bank and distributed 8,289 pounds of fruits and vegetables at the Northeast, Georgesville and Eastland locations.
- Participated in more than 50 outreach events, reaching more than 1,600 participants.
- Sent more than 8,000 texts and 6,000 phone messages to WIC participants for reminders and updates.

Department of Public Safety 2021 Annual Report

The Department of Public Safety manages the operations for the Divisions of Police, Fire and Support Services for the City of Columbus. Its mission is to provide outstanding public safety services to the residents of Columbus, allowing “every resident, on every street, and in every neighborhood” to feel safe.

Under the leadership of Mayor Andrew J. Ginther and Safety Directors Ned Pettus Jr., PhD, and his successor Robert W. Clark, the Department of Public Safety implemented significant changes in 2021. From changes in leadership to innovative new approaches to safety, the department continued to deliver reform, even as the City fought the dual plagues of COVID-19 and record levels of violence experienced by cities around the country.

SAFETY DIRECTOR’S OFFICE

Of Significant Interest-

- Installation of new leadership in the Department of Public Safety
- Changed leadership structure at the top of the Division of Police
- Selection of a history-making new Police Chief and Assistant Chief
- Supported Department of Justice review of CPD
- Launched successful pilot, expansion of Right Response Unit
- Building the team and infrastructure to launch Group Violence Intervention
- Partnered with U.S. Attorney, ATF to launch Crime Gun Intelligence Center
- Built on the momentum of diversity initiatives in both police & fire divisions
- Continued implementation of Safety Advisory Commission & Matrix Recommendations

Installation of new leadership in the Department of Public Safety

Director Ned Pettus, Jr., retired in September after more than 40 years of service to the City of Columbus. That same month, Mayor Ginther announced Robert W. Clark as the new Director of Public Safety. Clark brought 35 years of local, federal and international law enforcement experience. While with the FBI, he served in Chicago, Washington, D.C. and Los Angeles. As Assistant Special Agent in Charge of the FBI field office in L.A., he managed an annual budget of more than \$25 million and led more than 350 agents and task force officers from 10 agencies, focusing on gangs, violent crime, drug cartels and crimes against children. Clark’s achievements included building a first-of-its-kind virtual homicide library, assembling Operation SOS (Save our Streets) to target gang-related homicides, cold cases and violent crimes, and collaborating with community leaders to build youth outreach and intervention programs in vulnerable neighborhoods. Operation SOS solved 650 cold case murders and violent crimes over six years. Most recently, Clark was the Senior Superintendent for the Trinidad & Tobago Police Service. He oversaw intelligence efforts and helped build infrastructure to upgrade policies and strategies for combating violent crime and improving community relations.

Changed leadership structure at the top of the Division of Police

Prior to his retirement, Director Pettus pushed to change the leadership structure at the Division of Police. This change was based on feedback received during the previous search for a police chief. He worked with the Civil Service Commission and City Council to create the rank of Assistant Chief. This new rank affords future Chiefs of Police the freedom and flexibility to appoint at least some of her or his own executive staff to assist in the management of the Division.

Selection of a history-making new Police Chief and Assistant Chief

In June, Mayor Ginther announced the selection of Elaine Bryant as the next Chief of Police. Bryant made history on multiple fronts: she was the first-ever chief from outside the Division, and the first African-American female chief. Bryant brought 21 years of public safety experience, having most recently served as Deputy Chief in the Detroit Police Department. To help her implement the change and reform demanded by the community, Detroit Police Captain LaShanna Potts was named CPD’s first Assistant Chief of Police. One of Chief Bryant’s signature initiatives was “Operation Unity,” targeted enforcement operations focused not just on reducing violent crime, but also connecting residents to wraparound services from CPD partners. In its first three iterations, “Operation Unity” resulted in 68 felony arrests, 91 arrest warrants served, 36 illegal firearms seized, the recovery of two missing children, and hundreds of thousands of dollars in narcotics, currency and illegal assets taken off the streets.

Supported Department of Justice review of CPD

In September, the Department of Justice (DOJ) accepted the City’s invitation to review the Columbus Division of Police and provide assistance through its Community Oriented Policing Services (COPS) Office. This is the first time in the City’s history that the DOJ has been involved with the City under its COPS Office. The focus for the DOJ review includes areas identified by Chief Bryant: policy reviews and evaluation, officer and leadership training, recruitment, technology and establishing an early intervention system for officers. In making the announcement, Chief Bryant said, “Our work is too important, the stakes are too high, for us to ever be satisfied with the status quo.”

Launched successful pilot, expansion of Right Response Unit

In a collaboration between Columbus Police, Columbus Fire and Columbus Public Health, the Right Response Unit (RRU) embedded social workers in the 911 Emergency Call Center. These mental health professionals worked with 911 Dispatchers and CFD Paramedics on calls related to mental health or substance use disorders to de-escalate crisis situations and connect callers with the appropriate resources. The Right Response Unit pilot launched in June, and in its first six months, triaged 450 calls to the 911 center. More than one-third of those calls did not require a police response, freeing up officers to respond to other calls for service, while linking those in crisis to appropriate health services. Strong preliminary results led Mayor Ginther to designate funding to expand the staff and hours of the unit. The RRU works in conjunction with the City's existing Alternative Response programs: RREACT, SPARC, and the Mobile Crisis Response Unit, all of which significantly expanded their outreach in 2021.

Partnered with U.S. Attorney, ATF to launch Crime Gun Intelligence Center

In July, the City launched a new interagency partnership to prevent and reduce gun violence. Columbus joined with the U.S. Attorney's Office and the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) to pool expertise and resources by establishing a Crime Gun Intelligence Center (CGIC). The CGIC allows investigators to collect, analyze and distribute information regarding gun-related crimes in a more coordinated and timely fashion. It includes a dedicated task force consisting of Columbus Police officers deputized by the ATF. The ATF provides training, equipment and workspace to aid the task force and special agents in their work.

Implementing Community Safety Advisory Commission and Matrix Consulting Recommendations

The Division of Police continued its progress in implementing dozens of reforms recommended by the Community Safety Advisory Commission and the independent Matrix Consulting Group Report. Those recommendations address recruitment, training, diversity and inclusion, community engagement and independent investigations. Of the 80 Safety Advisory Commission recommendations, 91% are either completed, in progress or approved pending funding or amendments to the Collective Bargaining Agreement with the FOP. That's true of nearly 88% of the 139 Matrix recommendations.

Diversifying Public Safety

2021 saw continued strong momentum in efforts to diversify both police and fire divisions.

- Columbus Police June Recruit Class: 53% diversity
- Columbus Police December Recruit Class: 47% diversity
- Columbus Fire June Recruit Class: 49% diversity
- Columbus Fire December Recruit Class: 30% diversity

The Cadet Program established in 2019 continues to serve as a pipeline of diversity. The multi-year paid internship introduces under-represented communities to, and trains them for, careers in public safety.

- CFD 2020 Cadet Class has 90% diversity, 2021 class has 91% diversity
- 18 former Cadets have earned employment with the Division of Fire
- CPD's Cadet Classes have totaled 72%, 73%, and 69% diversity respectively
- 10 former Cadets have earned employment with the Division of Police
-

Building the team and infrastructure to launch Group Violence Intervention

In 2021, the City received a "Problem Analysis Report" produced by the National Network for Safe Communities (NNSC) at John Jay College. The analysis of serious violence in Columbus found that 36% of homicides involved group members as suspected perpetrators, known victims, or both. Another 10% of homicides were suspected, though not confirmed, to involve group members. CPD personnel and their law enforcement partners identified 17 active street groups comprised of approximately 480 individual members, meaning just 0.05% of the city's population is associated with a minimum of nearly 36% of recent homicides. NNSC's Group Violence Intervention (GVI) concentrates on the groups at highest risk for violent victimization and offending, with the intention to keep individuals in those groups alive, safe, and out of prison. Using this blueprint from NNSC, a local team hired by the City began the work of building the network and infrastructure necessary to implement the GVI model in Columbus, with an anticipated launch date in the first quarter of 2022.

Fire Station 16

On January 20, 2021, the long-awaited new Fire Station 16 went into service. The \$10.3 million station at 1465 Oakland Park Avenue replaced the station at 1130 E. Weber Road. The new station welcomed Engine, Medic, Rescue, and RSU-16. The building includes new safety features including a direct-capture exhaust system, a decontamination corridor for firefighters returning from emergencies and a new public address system. The new PA system allows firefighters to assign an apparatus to their individual bunkrooms so they are alerted only when their apparatus is assigned to an incident. This new alert system is proven to reduce stress on firefighters and is a big advancement in firefighter safety.

Nuisance Abatement

The Department, working along with the Office of the City Attorney, increased joint enforcement initiatives for this last year in the area of nuisances. Nuisance abatement cases were filed against 28 houses, eight markets, four hotels, six bars, two after-hours clubs, one apartment complex, one business (Greyhound bus station) and seven gas stations due to evidence of drug sales and violent criminal activity. The City objected

to 20 liquor permits in 2021, and out of the 16 liquor permits objected to in 2020, nine were resolved with agreed nuisance findings and three objections were upheld. Four objections from 2020 remain pending.

BRICK AND MORTAR

Fire and Police Facilities

- Completed Fire Station 16 (1465 Oakland Park Avenue)
- Continued the HVAC renovations on the Central Safety Building
- Began design of fencing replacement at CPD McKinley Avenue facilities
- Completed pavement at the CPD McKinley Avenue facilities
- Began construction of the Police and Fire Wellness Center
- Began construction of the Joint Safety Administrative Facility
- Began design of window replacements at the 911 Emergency Communications Center
- Completed generator replacements at Fire Stations 11, 17, 28, 29 and 32
- Began the elevator modernization project at the Fire Academy
- Completed renovation of the walking track at the Fire Academy
- Began design of the women's locker room facilities at the Fire Academy
- Finished re-sealing exterior of the practical skills building at the Fire Academy
- Began the elevator modernization at Fire Station 1
- Completed the design of generator replacement at Fire Station 1
- Began HVAC renovations at Fire Station 7
- Began renovations of ground water issues at Fire Station 15
- Continued the apparatus bay extension and improvements at Fire Station 23
- Began design of HVAC renovations at Fire Station 26
- Began design of security enhancements at Groves Road warehouse
- Began office renovations at Groves Road warehouse

DIVISION OF POLICE

- Class of 45 recruits started in June
- Class of 60 recruits started in December
- Received 104 unmarked vehicles
- Received 72 marked vehicles
- Received 1 Mounted Unit truck

DIVISION OF FIRE

- Class of 40 recruits started in June
- Class of 50 recruits started in December
- Received 2 medics
- Received 1 engine
- Received 2 EMS Mobile Units
- Received 20 marked vehicles
- Received 5 generators

DIVISION OF SUPPORT SERVICES

Communications Section highlights for 2021:

- E911 Viper System processed 1,839,023 911 and Administration calls in 2021
- E911 Viper Remotes were successfully tested in the field by Columbus Fire, ECC, Grove City and Franklin County Sheriff's Office
- RapidSoS deployment on the Viper System
- Text outgoing feature enabled on the Viper System
- Deployed E911 Viper positions for the Right Response Unit
- Deployed Viper Remotes for the ECC Training Center at Jerry Hammond Center

License Section highlights for 2021:

During 2021, the expiration date on all licenses continued to be extended due to the pandemic. The office reopened to the public on July 22, 2021, and all licenses were to be renewed by October 1, 2021. The exception was Mobile Food Vending, which were extended to March 2022 to coincide with the inspection dates. During the same time period, all taxi cabs had to be inspected and licensed and all hotel/motels had to renew their license as well.

License Section statistics for 2021:

- Handled 94 Alarm Appeals
- 638 Bug Your Bike packets
- 819 BCI Background checks

Issued:

- 2122 Burglar Alarm permits
- 14 Arcade licenses
- 1 Carnivals, Circuses or Shows permit
- 447 Charitable Solicitation licenses
- 1 Close Out Sale/Extension permit
- 50 Commercial Sales/Tri-Annual/Promoter licenses
- 2 Community Market permits
- 40 Community Noise permits
- 1 Dangerous Ordnance permit
- 174 Hotel/Motel licenses
- 1 Itinerant Vendor permit
- 24 Massage Establishment permits
- 31 Masseur/Masseuse licenses
- 24 Mobile Food Vending Public Right of Way permits
- 112 Mobile Food Vending licenses
- 17 Parade permits
- 13 Professional Fundraiser permits
- 2 Scrap Metal Facilities permits
- 794 Short Term Rental licenses
- 351 Vehicle for Hire driver's licenses
- 332 Vehicle for Hire owner licenses
- 38 Vehicle Transfer licenses

Radio Section Accomplishments for 2021:

- Entered into an agreement with the State of Ohio to add two radio channels to each of two towers owned by the state. This solidified coverage for north and northeast operations by allowing users to roam to state sites in the area instead of building new tower sites, saving millions of dollars.
- Entered into an agreement to allow the State of Ohio to install a radio site at Columbus' north Lazelle site. The site became part of new state simulcast system in Franklin County. This provides for a backup system for Columbus in the event of a failure of the Columbus radio system.
- Provided communications coordination for countywide Combined Coordinated Terrorist Attack exercise.
- Revived the Central Ohio Municipal Communications Advisory Committee (COMCAC).
- Reviewed and approved numerous in-building radio amplification systems to include the new Crew Stadium, Ohio State and the Greater Columbus Convention Center. The addition of amplification greatly improves first responder radio communications within these facilities. We also assisted the state in the development of statewide policy for same systems.
- Coordinated stand-up of radio communications in new Fire Station 16.

Weights and Measures Highlights for 2021:

Weights and Measures Section Inspectors Completed:

- 16,856 device inspections
- 9 package inspections
- 17 lots inspected
- 476 packages represented in the 17 lots
- 3 lots rejected resulting in 41 packages ordered off sale
- 183 price verification inspections with 7,225 prices verified
- Resolved 63 consumer complaints

Fiscal Section highlights for 2021:

- Processed 434 indigent burial payments
- Received \$2.09 million in revenue for the Division

Department of Development 2021 Annual Report

The Department of Development works to engage and promote strong, healthy, distinct, and vibrant neighborhoods, provide an atmosphere that promotes job creation and economic growth in existing and emerging industries, develop a thriving downtown that is recognized as a regional asset, and provide high quality customer service.

Economic Development

With 13,828 net new jobs, \$1 billion in new payroll and \$4 billion in private investment committed, 2021 was a record-breaking year in job and opportunity creation in Columbus.

In 2021, the City of Columbus signed the city's largest job creation agreement with The Ohio State University for its Innovation District development. Dedicated to turning big ideas into reality, the Innovation District will be a collaborative space on the university's west campus where academic researchers, start-ups, Fortune 500 businesses and students will work in close proximity to share ideas, and turn them into marketable solutions.

Through its agreement with the city, the university committed to create up to 12,000 net new jobs, build 1,500-2,000 residential units – including at least 300 affordable housing units– and build 500,000 square feet of medical facilities and 4,000,000-6,000,000 square feet of labs and commercial offices. More than \$700 million in construction is already underway, with a commitment to award at least 30% of development contracts in the district to minority and women-owned businesses.

Employers including Google, Barkbox, NetJets, SK Food Group, and Hollingsworth also signed agreements with the City of Columbus in 2021, committing to create jobs for food service professionals, warehouse managers, maintenance technicians, software developers, logistics coordinators and customer service associates. Through incentives and various attraction efforts, the Department of Development continues to attract companies from diverse industries to the city. The diversity of industry and skills represented in Columbus' economy not only helped the city to weather the worst of the financial impact of the pandemic, but also positions the community - and our residents - well for continued recovery.

An annual review of the city's Tax Incentive Review Council (TIRC) showed that companies in receipt of City of Columbus incentives pursued significant investments in existing staff and facilities in 2020, with job retention and annual payroll creation exceeding commitments, despite the onset of the pandemic. While the TIRC found that job creation within the incentive portfolio slowed in 2020 (58% of goal), job retention (111% of goal), payroll growth (147% of goal) and capital investment (100% of goal) all met or exceeded expectations. This cautious-yet-steady approach bodes well for a return to growth as the pandemic subsides.

While many companies steadily endured the uncertainty of the pandemic, many small businesses remained challenged. Together with Franklin County, the city awarded \$8.9 million in federal assistance to 980 small businesses, with grant funding prioritized for minority-, woman- and veteran-owned businesses that were disproportionately overlooked for Paycheck Protection Program loans in 2020.

Through its private sector partnerships and incentives, the Department of Development also capitalized on opportunities to guide equitable economic growth. Given the rise in online shopping and supply chain disruptions brought about by the pandemic, market demand for manufacturing and warehousing facilities is at an all-time high nationwide. In 2021, Columbus had a pipeline of up to 12.2 million square feet of potential industrial expansions; whereas from 2006 to 2020, demand averaged 1.7 million square feet per year. Acknowledging the surging demand, the department partnered with Columbus City Council to proactively abate industrial properties in and around the Hilltop, creating at-the-ready industrial sites in close proximity to one of the city's opportunity neighborhoods.

From job creation and retention to small business support, the record-breaking economic development activity of 2021 helped to set the stage for equitable pandemic recovery and opportunity for Columbus residents throughout the city.

Housing & Land Redevelopment

Columbus' booming business growth is attracting new residents from across the state and the country. The census released in 2021 showed that Columbus' population grew to 905,758 residents in 2020, with 32 people moving to the city each day.

It is estimated that central Ohio would need to build 14,000 to 21,000 residences every year through 2050 to keep pace with this growth. In 2020, the region built 11,864.

The limited supply of housing has driven housing prices higher, and Columbus families are feeling the pressure. Prior to the pandemic, more than 54,000 central Ohio families paid more than 50% of their monthly income on rent and utilities – a burden experienced disproportionately by households headed by women and people of color.

The pandemic only compounded these challenges, and by 2021, thousands of central Ohio families were pushed to the brink of eviction. The Department of Development partnered with IMPACT Community Action and the Columbus Urban League to distribute more than \$10.8 million

in rental assistance to help 2,500 Columbus families stay in their homes in 2021. In August, the city awarded an additional \$12.2 million to 26 community organizations to help ensure an even more equitable distribution of rental assistance through the Stable Housing Initiative. The initiative partnered with community nonprofits to conduct outreach to communities that were underserved by rental assistance, including new Americans, seniors, individuals with disabilities, youth in transition and other vulnerable populations.

In 2021, the department awarded more than \$1 million to Columbus residents through its home repair, lead remediation and senior assistance programs. Programs helped residents to fund necessary home repairs so they could remain safely and stably housed.

Department initiatives also supported wealth creation through home ownership. The department awarded \$43,000 in down payment assistance to 11 first-time homebuyers. In partnership with Franklin County, the Central Ohio Community Land Bank also sold 11 houses to first-time homeowners. Since its creation, 76% of all Community Land Trust houses have been sold to minority homeowners. Through the Owner Occupant program, the city also sold six Land Bank properties to homeowners ready to renovate the properties into safe and healthy homes.

The City of Columbus also took action to create additional housing units. Notably, the city fully committed the resources of the \$50 million affordable housing bond approved by Columbus voters in 2019. Approved by Columbus voters in 2019, the \$50 million in public funding will leverage more than \$300 million in public and private sector support to create 1,300 new housing units. The units will be occupied by individuals and families whose income meets specific U.S. Department of Housing and Urban Development thresholds. At 80% of Columbus' area median income, the incomes for occupants will be \$46,960 per year or less for individuals, and \$67,050 per year or less for families of four. In 2021, the city's Land Bank also sold 54 abandoned parcels previously in foreclosure for the purpose of residential development.

To spur development of additional affordable housing units, the Department of Development initiated a review of the Community Residential Area policy, which encourages the private sector to create housing units for families who would otherwise be priced out of a neighborhood of their choice. The policy review examined whether the city could leverage its residential tax abatements to ask developers to create more affordable units. Reforms to the policy are expected in 2022.

Looking to the future, the City of Columbus worked to foster regional collaboration to ensure that central Ohio's housing stock keeps pace with regional growth. Much as the region has managed the expansion of transportation and utility infrastructure, the region will also need to ensure that there is adequate and diverse housing supply to adequately serve current and future residents.

In support of this objective, Mayor Ginther hired the city's first Assistant Director of Housing Strategies, tasked with addressing the lack of affordable housing, encouraging the development of mixed-income neighborhoods, and coordinating with community leaders to build a more inclusive and equitable Columbus.

Working in concert with regional partners, the City of Columbus is committed to ensuring that all residents can live and raise their families in a neighborhood of their choice without financial strain. Collaborative regional efforts to protect tenants, preserve affordable housing, foster equitable and diverse community growth, and build new residential units at every price point will continue into the future.

Human Services

During the earliest days of the pandemic, Mayor Ginther directed the Department of Development to prioritize critical human needs. This focus persisted in 2021 as residents continued to experience the pandemic's adverse impacts to health, emotional well-being and economic security.

In 2020, employment among low-income individuals fell 25.6%, pushing vulnerable residents to the brink of homelessness. From July 2020 through June 2021, more than 6,600 individuals were served in Franklin County shelters, including nearly 1,200 children.

In response, the City of Columbus marshaled local and federal resources to support the local shelter system. In 2021, the city awarded \$10 million in emergency solutions grants and \$5.4 million to the Community Shelter Board for emergency shelter and rapid rehousing. The city also awarded \$1.87 million in COVID-19 support to help fund staff pay increases, signing bonuses, and cleaning supplies and services needed at Lutheran Social Services Faith Mission, Maryhaven Engagement Center, Southeast Men's Shelter, YWCA Family Center and YMCA Van Buren Center, as the shelters experienced increased need.

As the pandemic wore on, shelters also identified an increase in drug and alcohol use, violence, suicide attempts and deaths inside their facilities. In October, the city provided \$4.5 million to the Community Shelter Board to train and embed mental health specialists at local shelters to provide on-site crisis-intervention services, to support shelter residents in times of crisis, while also creating workforce development opportunities for trained intervention specialists.

In 2021, the city also distributed \$4.6 million in human services grant funding to 41 community agencies. Grant funding was awarded to local nonprofits and community service organizations that work to enhance income through employment, ensure that residents enter and maintain high-quality jobs, improve workforce education and training, foster financial capability, and provide stabilization and resource support.

The grants benefitted local food pantries, workforce development training, financial life skills programs, substance abuse recovery programs, immigrant and refugee services and more, collectively providing services to thousands of residents.

Planning

As Columbus grows, the Department of Development works to ensure that the city's built environment fosters vibrancy, safety and investment. Under the guidance of the Columbus Citywide Planning Policies and in collaboration with residents, the Planning division reviews proposed projects to promote development that creates healthy and complete communities, conserves economic and environmental resources, invites investment, creates opportunity and preserves the character of Columbus neighborhoods.

In 2021, the division reviewed 2,161 land use and development applications and collaborated with neighbors, developers and 12 commissions, boards, and panels to support quality development in Columbus. The division also welcomed 18 new members to these commissions and hosted a community walking tour series to help invite new and diverse perspectives to inform future development.

The division also managed 82 projects in 21 neighborhoods through the Urban Infrastructure Recovery Fund program. Driven by input from neighborhood residents, the program funded nearly \$20 million in sidewalk construction and repair, street tree plantings, park improvements and street lighting improvements in legacy neighborhoods.

In August, the city dedicated the most significant public art installation in Columbus history. A 200-foot crystalline sculpture in the Short North, "The Makers Monument" is inspired by and perforated with the shapes of items that have been made in the city throughout its history. Created by an Ohio-born artist Mark Reigelman, the sculpture showcases how Columbus is a city of great people making great things.

Development also partnered with the Division of Building and Zoning Services to commission and release an independent assessment of the city's zoning code, which was last comprehensively updated in the 1950s. The assessment found that the current code will not satisfactorily foster equity in the built environment as the city continues to grow. With the support of Mayor Ginther and Columbus City Council, the departments plan to pursue a multi-year community engagement process to modernize the code to encourage affordable housing development, protect job centers and establish transit-supportive, mixed-use corridors that can help Columbus residents thrive.

Department of Public Service 2021 Annual Report

The Department of Public Service mission is to deliver unparalleled city services to enhance mobility, safety, and quality of life. These essential services are delivered by the department’s approximately 725 employees in five divisions: Design and Construction, Infrastructure Management, Traffic Management, Refuse Collection, and Parking Services.

The Director’s Office

The Office of Support Services managed the department’s 2021 annual operating budget of more than \$137 million and capital budget of \$208 million for job-creating infrastructure projects. The office advertised 44 construction projects and 23 requests for proposals. It created 67 purchase orders for professional services and construction contracts.

With the continuing pandemic, the Human Resources and Safety Team was incredibly busy. Additionally, recruiting remained focused on the department’s diversity and inclusion efforts:

- First ever partnership with the Columbus Urban League’s new Workforce Development group in a “Jump Start Your Career” workshop, resulting in two individuals being offered department positions.
- Rekindled the partnership with the Ohio Reformatory for Women in Marysville, in a vocational program that helps the women find employment, reduces recidivism, and provides appropriately skilled women into Street Maintenance, the Traffic Shop, and Refuse Collection. Four women were hired in 2021.
- Participated in a virtual career fair and presented at several Columbus City Schools middle school “Working Wednesday” events to profile the variety of department jobs and encourage students to consider these career paths. HR also resumed participation in the STEM Industry Council’s Career Readiness Program partnership with CCS, to prepare high school students for intern positions and first jobs by teaching skills for resume writing, interviews, and office etiquette.

The Safety Team was key to keeping the department’s workforce as safe as possible during the pandemic, while maintaining required training, safety audits, and expanding capabilities. Public Service had a record low number of 299 lost days, 31% lower than in 2020.

Public Service created and partnered with the Department of Recreation and Parks for a new interdepartmental transitional work program in which injured workers were matched to available transitional jobs meeting light duty restrictions. Employees can remain on the job and working instead of accumulating lost days.

The Safety Team worked closely with citywide Occupational Safety and Building Maintenance to perform hazard assessments, create workstation modifications, and ensure pandemic safety protocols in the office and in the field. It also performed a research program on diversity and inclusion, focused on expanding personal protective equipment to include smaller and female-specific sizing. Then sourced vendors were able to supply appropriately fitting PPE and uniforms to the department’s growing female workforce.

The Data Solutions and Compliance Group was established in the department in 2021 with three sections: Right of Way Permits, Information Management, and Asset and Performance Management. The focus is to provide high quality of data, coordinated technical solutions, and thorough and efficient compliance oversight with respect to protecting and managing the public good, i.e., assets, the right of way, etc.

2021 Right-of-Way Permits Section highlights:

- Issuing 2,430 Special Haul/Oversize Load permits for a total weight of 184,474,125 pounds
- Issuing 13,500+ right-of-way permits for a total of \$3.5 million in collected fees
- Increasing use of the online permitting process to 98%
- Reducing the review time to permit issuance from 58 days to 16 days through process improvements
- Eliminating the need for permit applicants to provide paper copies of plans for review and inspection
- Implementing Code Enforcement Officers, who identified 1,076 expired permit locations and 79 unacceptable construction locations, and requiring contractors to bring sites up to an acceptable level
- Inventorying 851 small cell permit currently installed and future locations
- Implementing a web application for auto-calculating lost parking revenue for proposed permit locations

2021 Information & Asset Management Section highlights:

- Creating 30+ customized web maps
- Achieving a 95% efficiency rate on custom developed in-house technology projects vs. outsourcing
- Reducing wait time for technical projects by 88%
- Developing a departmental GIS HUB for all GIS-based data and maps
- Kicking off development of the future Asset Management Information System (AIMS), to be a self-service portal for all data managed and used within Public Service
- Establishing 115 datasets regularly owned and updated by Public Service
- Incorporating six new asset data sets into the department data repository
- Implementing the Public Service Infrastructure Asset Management Plan

The department’s Communications Office managed hundreds of inquiries in 2021 from residents, city area commissions, civic and neighborhood groups, the media and others about department projects, programs and initiatives. The team continued to expand the department’s social media

communications to highlight its work, and to provide timely project information and department news. A community newsletter launched in 2021 to update residents quarterly on Public Service news.

Division of Design and Construction

The Division of Design and Construction is a trusted and respected regional leader delivering high quality workmanship. It is charged with planning and bringing to life infrastructure and roadway improvements that protect the safety of pedestrians and motorists, improve quality of life, and support the city's economic vitality. The division was able to deliver projects despite the pandemic's impact by using its fully digital design construction process.

2021 Construction project highlights:

- \$21 million Confluence Village Garage project began, a five-story parking structure to serve residents, workers and visitors to the Astor Park area. It also includes construction of the New Cahill Drive public roadway.
- \$35.4 million in street resurfacing, including \$3.3 million in Long and West Broad streets Urban Resurfacing; the construction section administered resurfacing of 138 lane miles on 244 streets, constructed 3.3 miles of sidewalk and installed 1373 ADA compliant curb ramps in the city's 2021 resurfacing program (including completion of some streets finished up from the 2020 program).
- \$16.9 million S. Hamilton Road project from Groves Road to Hesel Park, with lane additions, intersection improvements, shared-use path and sidewalks; the project will continue through summer 2022.
- \$18.5 million N. Hamilton Road project, from south of Morse Road to north of Preserve Boulevard., adding a through lane, intersection improvements, shared-use path and sidewalks; the project will continue through summer 2023.
- \$8+ million Miscellaneous Economic Development – Confluence Village Public Infrastructure project completed near the new Lower.com soccer stadium which successfully opened in July 2021.
- \$9.6 million Intersection Improvements - Hilliard Rome Road at Feder Road, to widen and resurface Hilliard Rome, Feder and Fisher roads, add turn lanes at the Hilliard Rome Road-Feder intersection and make additional improvements.
- \$9.3 million Scioto Peninsula Roadway Improvements Phase 1 began work to rebuild Capital Street, Rush Alley and Chapel Street from Starling Street to Belle Street; State Street from the railroad tracks to Belle, and Starling and Belle from Broad Street to Town Street. This project includes improvements to the storm sewer, street lighting, landscaping features, granite curb, sidewalks, paver parking, and permeable paver roadways abutting the new private development projects.

2021 Design project highlights:

- Hudson Street – arterial street reconstruction from I-71 to Cleveland Avenue, to include sidewalk on the north side and a shared-use path on the south side
- State Route 161 Project Phase 1 – Maple Canyon Avenue and Parkville Street/Spring Run Drive improvements to include mini-roundabouts, pedestrian and bike facilities, new traffic signals, pavement widening and resurfacing
- Sullivant Avenue – improvements will include curb extensions to shorten pedestrian crossings, new LED lighting and traffic signals, and corridor art installations and decorative lighting under the I-70 overpass
- Short to Sycamore connector – to reconstruct Short Street to Sycamore Street from the Liberty Street intersection, adding curb, sidewalk and shared-use path
- Kingsford Road – to install sidewalks along the west side of Kingsford Road from Briggs Road to Eakin Road and along the north side of Briggs to Kingsford, including curb ramps and drive approaches
- The in-house Design subsection produced plans for two 2022 resurfacing projects estimated at \$18 million; two 2022 curb ramp projects totaling \$4.5M million; a \$1.5 million crack and slurry seal project; a \$438,000 sidewalk gaps project; and a \$236,000 traffic signal battery backup project. Included in these projects are \$2 million in leveraged CDBG funding, \$500,000 in Vision Zero funding, and \$700,000 in UIRF funds. Also included: parking meter removals and kiosk foundations, speed humps, citywide pedestrian intersection safety improvements, UIRF neighborhood curb improvements, Livingston Avenue lane reconfiguration, Bryden Road traffic calming, and other requested safety improvements.
- Updates to the Traffic Signal Design Manual and Construction Standard Drawings were generated by plan review staff and published in 2021.

Division of Infrastructure Management

The Division of Infrastructure Management strives to positively and efficiently manage the city's essential infrastructure to promote the mobility, safety and well-being of residents and visitors. The division's committed workforce is cross-trained in the complex day-to-day maintenance of roadways and other right-of-way infrastructure while also proactively planning improvements for a growing city.

In 2021, the division's right-of-way investigators investigated approximately 9,200 service requests, performed approximately 4,500 right-of-way inspections and completed approximately 300 guardrail/fence repair work orders. The Right-of-Way Section managed approximately 95 active Sidewalk Dining Leases and 8 shared mobility device vendors with up to 5,000 units in the city.

The Bridge Management Section inspected 307 bridges within the right of way. The Lehman Road Bridge was replaced to provide a wider, safer structure for pedestrians, bicyclists, and vehicles. The Harrison Road bridge replacement project was designed in-house and sold. General and routine maintenance was performed at 50 bridges and retaining wall locations.

For the 2021 resurfacing program, the Pavement Management Section planned for the resurfacing of approximately 150 streets, valued at \$19.6 million, and for 189 streets on the Slurry Seal/Crack Seal contract, valued at \$1.46 million. More than 30 locations were managed for the Surface Drainage Program and 50+ applications for the Curb Repair and Reimbursement Program.

The Active Transportation Section planned for approximately \$4.9 million of ADA curb ramps to be upgraded in the next citywide ADA projects. A sidewalk planning application was development working with the GIS group.

The division's work on the Sullivant Avenue arterial project between Hague Avenue and I-70 was completed, as crews finished replacing another one-half mile of defective sidewalk panels on the north side of Sullivant. Street Maintenance completed surface treatment on 13+ miles of 49 city alleys and 2,900+ pothole service requests.

2021 Street Maintenance by the numbers:

- Completed 241 general repair pavement projects totaling 62,000+ square feet
- Installed or repaired 2,600+ feet of sidewalk
- Serviced 400+ graffiti locations
- Completed 4,200+ internal pothole service requests and sealed over 9,000 feet of roadway cracks
- Swept over 13,000 curb miles of roadway and collected 4,200 tons of right-of-way debris
- Serviced 95,745 lanes miles of roadway during 16 snow and ice control events in winter 2020-2021

Division of Traffic Management

The Division of Traffic Management provides safe mobility options in a growing city that connect residents and visitors to opportunities and improve quality of life. The Division applies a holistic, uniform, and consistent approach to managing the city's complex congestion and safety concerns, while respecting the unique nature of city neighborhoods.

2021 highlights:

- Converted the University District and East Franklinton to new parking permit areas, upgrading 50 streets from the former permitting system to signage for the city's current mobile parking platform
- Installed 1,004 street name signs, 311 stop/yield signs, and 4,876 other signs throughout the city
- Completed 466 pavement marking work orders
- Upgraded 70+ school flashing beacons at 36 Columbus schools to modern hardware and software with Ohio Public Works Commission funding
- Supported the Vision Zero Columbus initiative by:
 - Removing the last 19 traffic signals from night flash operation and installing new detection equipment for safer intersections around the city
 - Converting another 24 Linden one-way streets to two-way for the Slow Streets initiative
 - Refurbishing 19 signalized intersections and rebuilding 6 signalized intersections
 - Installing or upgrading 130 crosswalks citywide
 - Completing 2 speed reduction projects on Mt. Vernon Avenue and Sullivant Avenue

Through its electronic and traffic signal systems operations, Traffic Management:

- Completed fiber network restructuring work for 56 traffic signals
- Brought 131 traffic signals online with Centrac
- Brought 48 CCTV cameras online with Milestone (31 – City; 17 – partner agency, Franklin County Engineer's Office)
- Responded to 14 requests for traffic signal information relating to crashes at signalized intersections
- Implemented 6,137 traffic signal timing changes through Centrac
- Processed 12,113 Centrac system alerts
- Completed installation of new, expanded WRONG WAY signage at 15 freeway ramps on state routes within City of Columbus responsibility
- Inspected nine overhead freeway sign structures on State Route 315
-

The Traffic Engineering team completed hundreds of reviews related to Development Studies, including:

- 773 Site Compliance Plans and 107 lot split applications
- 108 traffic impact and access studies
- 252 rezoning/City Council variance applications; 171 Board of Zoning Adjustment applications, and 49 Graphics Commission applications
- 222 rezoning and council variance ordinances and 133 rezoning applications

In addition, Traffic Engineering completed 189 in-house traffic counts, 24 traffic studies and reviews and worked on 18 more. It evaluated 121 Sight Distance Triangles for safety, and the division received \$600,000 in project funding from ODOT's Highway Safety Improvement Program.

The Traffic Control team wrote 1893 traffic sign work orders and 270 pavement marking work orders, along with 66 school zone work orders. Traffic Management overall handled 4,195 311 service requests in 2021.

Division of Refuse Collection

The Division of Refuse Collection is committed to providing a clean and safe environment for all residents and visitors. It is a regional and national leader in promoting cleaner neighborhoods and using taxpayer dollars efficiently to better serve our community.

Refuse Collection provided weekly trash collection to an average of 352,546 households, in addition to biweekly recycling and yard waste collection and scheduled bulk pickup services.

In 2021, the division collected:

- 335,353 tons of municipal solid waste
- 13,286 tons of bulk items, 5,298 tons of illegal dumping, and 4,727 tires weighing 49.6 tons
- 30,842 tons of residential recyclable materials
- 21,845 tons of yard waste

Refuse Collection worked with Clean Fuels Ohio to secure grant monies, in addition to contributions, to purchase of the city's first electric trash truck, set to be ready for the division by the third quarter of 2022.

Refuse Collection worked with the Department of Development to review potential land uses of undeveloped property within the city. The monthly agendas of the Zoning Committee were analyzed, and this information will be applied during the city's rebalancing phase of refuse collection routes, to allow for a complete understanding of staffing needs and efficient optimization of equipment.

Division staff brainstormed ideas for youth programming using grant monies for cleanups throughout the city, and partnered with the YMCA of Central Ohio to run the YMCA Earth Service Corps program. The city assisted with management and the allocation of dollars.

The division continued to lead Mayor Ginther's Clean Neighborhoods initiative in 2021:

- The Container Management staff replaced 517 300-gallon containers requiring alley collection with 1,422 90-gallon containers for curb collection to deter alley dumping
- 2,236 64-gallon recycling containers were delivered, with 53 containers delivered for the Hilltop Recycle Right initiative

Keep Columbus Beautiful, affiliated with Keep America Beautiful, works with Columbus neighborhood and community groups, businesses, and schools on litter cleanup, beautification projects, and recycling promotion. In 2021, 11,462 volunteers spent 28,476 hours collecting 254,873 pounds of debris and completing 749 community cleanups.

Division of Parking Services

The Division of Parking Services is committed to providing accessible, equitable, and predictable mobility and parking options for all residents, guests and visitors. We aim to manage congestion, increase mobility options and operate parking in a city. The division administers, enforces, operates, and manages public parking in the City of Columbus. It also sets parking policy.

While parking continued to recover from the pandemic impacts in 2021, Parking Services continue to move the Strategic Parking Plan forward focusing on the University District and East Franklinton. The East Franklinton Special Parking Area was implemented in July and the Parking Management Plan in November to add about 500 paid on-street parking spaces. Following extensive outreach, the University District Parking Plan was implemented in August, to include virtual permitting, license plate recognition, progressive pricing, asset light approach to parking infrastructure and mobile pay only parking added to all permitted streets.

The division's biggest accomplishment in 2021 was receiving its Accredited Parking Organization (APO) with Distinction, the highest level of APO. The lengthy process demonstrated Parking Services' commitment to ongoing evaluation and improvement through implementing industry best practices. Overseen by the International Parking & Mobility Institute (IPMI), the APO process includes an evaluation of 100+ criteria in 14 categories. To receive APO with Distinction, the division met additional exceptional and progressive best practices across the 14 categories. This significant accomplishment will help guide the division's efforts in becoming an industry leader in parking innovation and best practices.

2021 highlights:

- Removed 230 parking meters in the University District to replace with mobile payment only
- Removed 110 meters in East Franklinton and replaced with 4 parking kiosks
- Implemented the ParkColumbus app at nearly 500 parking spaces in East Franklinton
- Implemented various technology enhancements to parking enforcement equipment to better serve customers and staff
- Completed design and began construction on the Astor Park Garage
- Selected a new parking meter vendor for parking kiosk installation to occur in spring 2022
- Selected an off-street parking operator to oversee new off-street garage parking facilities in 2022
- Selected consultant team to lead the Dynamic Curb Lane Management program starting in 2022
- Council approved legislation to become a Mobility Enterprise in 2022
- Began installation of one level 2 dual port and 1 DC Fast Charge EV charging stations at N. 6th Street and Long Street

Parking Services maintained nearly 12,500 paid parking spaces, including 2,900+ parking meters, 14 parking kiosks and 100+ mobile pay only zones. It issued more than 12,700 parking permits and more than 110,000 parking citations, installed 45 residential ADA parking spaces, and managed 118 loading and 17 valet zones.

Vision Zero Columbus

The City of Columbus and our Vision Zero partners began implementing the first two-year Vision Zero Action Plan, adopted in March 2021. Action Plan strategies prioritize safety for all users of our city's transportation system. The Department of Public Service is a leader of the initiative.

2021 Action Plan highlights:

- Installed or upgraded 136 crosswalks, exceeding the first Action Plan goal by more than double
- Made safety improvements at 20 intersections, exceeding the initial goal
- Converted all traffic signals previously on a night flash operation to fully operational
- Evaluated 69 fatal crash sites for potential short-term improvements
- Updating the state of Ohio speed zone study process
- Published the revised COTA transit stop design guide to include Vision Zero principles and considerations
- Evaluated 121 locations for safe sight distance needs
- Converted 27 residential streets from one-way to two-way traffic to encourage slower speeds
- Advocated for passage of Ohio House Bill 283 to require hands-free electronic communication while driving
- Developing a communications campaign and completing a baseline survey to understand Columbus residents' knowledge and perceptions of transportation safety and traffic laws
- Made progress on new policies for crosswalk installation, sight distance requirements, and design manual standards for the City of Columbus
- Funded more than \$6M in Vision Zero infrastructure improvements

LinkUS Growth and Mobility Strategy

LinkUS is the growth and mobility strategy for Central Ohio — implementing an integrated mobility system along key regional corridors, supported by bicycle and pedestrian mobility improvements, and facilitating critically needed new housing and job opportunities. The initiative is a response to challenges facing our growing region: managing the anticipated traffic congestion, ensuring equitable access to housing and economic vitality, enhancing the region's economic competitiveness, and improving the region's longer-term sustainability and overall quality of life.

The LinkUS partners (City of Columbus, COTA, MORPC, and Franklin County) kicked off this important initiative in 2020 and have continued to advance it in 2021. High Capacity Rapid Transit (HCRT) Corridors are the foundation for LinkUS, and three corridors (Northwest, West Broad Street, and East Main Street) are currently in design. All three utilize bus rapid transit (BRT) and could be operational by 2030 provided additional local match funding is identified.

The Northwest Corridor will be approximately 14 miles, along Olentangy River Road, to Bethel Road, to Sawmill Road and potentially to Dublin. This corridor links major institutional and employment centers including The Ohio State University, OhioHealth hospital campus, Grandview Yard, Downtown, and the Arena District. The Northwest Corridor Mobility Study was completed in June 2021 and recommends preliminary station area locations, conceptual images of the corridor, coordinated transit-supportive and walkable development, and an active transportation (pedestrian and bicycle) connectivity plan. Work continues to design this project, anticipating it will be submitted into the Federal Transit Authority (FTA) Capital Improvement Grant (CIG) process in 2022.

The West Broad Street, East Main Street, East Broad Street Corridors are part of the East/West Corridors. The West Broad and East Main Corridors were approved by the COTA board as Locally Preferred Alternatives in July 2021 and accepted into the FTA CIG process in October. The West Broad Street Corridor is 8.5 miles from west of I-270 heading east to downtown. The East Main Street Corridor is 13 miles, from downtown Columbus through Bexley and Whitehall to Reynoldsburg. Eighteen public engagement sessions have been held so far and more are planned. The first phase of design for these corridors should be completed by the end of 2022.

In June, The LinkUS partners released The State of Mobility Report that helps establish the “why” for LinkUS. The 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, composed of Administrative, Steering, and Executive Committees, to help establish key recommendations related to the Who, What, Why, and How of LinkUS. Mayor Ginther, Franklin County Commissioner John O'Grady, and Alex Fischer co-chair the 16-member Executive Committee composed of key elected officials, community, and business leaders. Joanna Pinkerton (CEO of COTA), William Murdock (Executive Director of MORPC), and Public Service Director Jennifer Gallagher lead the Steering Committee composed of 38 community and business leaders. The Administrative Committee is led by Mandy Bishop (Public Service Deputy Director) and composed of staff from the LinkUS partners who are working every day to bring LinkUS to reality. The committees' collective work is anticipated to culminate with a Leadership Coalition Summary Report in the first quarter of 2022.

Department of Public Utilities 2021 Annual Report

Director's Office

Adapting to the pandemic's rapid changes and assisting customers in settling delinquent accounts were among the top priorities at the Department of Public Utilities (DPU) in 2021. Following a cost of service rate study and approvals from the Sewer and Water Advisory Board and Columbus City Council in 2020, a new rate structure went into effect in January 2021 reflecting a 2% increase for water, a 3% increase for sanitary and a 1% increase for stormwater, resulting in an average 2.49% increase to the average customer bill. The department continued outreach on the Low Income Discount Program, which provides a 20% discount to qualifying water and sewer ratepayers. Since its implementation in 2006 (the initial 15% discount was increased to 20% at the beginning of 2009) the program has remained popular, ending the year with 4,274 single family home participants and an additional 1,486 families in multi-unit housing, for a total of 5,760. Also, 3,534 senior households in the Columbus water service area received an additional discount on their water bill, having water service charges waived. 193 Columbus power customers who are seniors enjoyed a 10% consumption discount on their bills. Beyond these long-standing discount programs, an initiative created in 2020 to help customers impacted by COVID-19 pay their bills using federal Coronavirus Relief and Economic Security (CARES) Act funding continued; qualifying Columbus customers could receive assistance toward water/sewer and city power bills. Additionally, a new Small Business Utility Bill Assistance Program was established, offering qualifying business owners a one-time matching grant toward payment of eligible past due Columbus water, sewer, stormwater, or power bills. All delinquent customers were also offered the opportunity to establish payment plans, spreading out the cost of past-due accounts over several months.

The citywide Sustainable Columbus program is housed at the Dana G. Rinehart Public Utilities Complex and the department is an active partner in the program. In late 2021, Mayor Ginther joined business, environmental, and community leaders to unveil the city's first ever Climate Action Plan. This roadmap will strive to achieve carbon neutrality by 2050, a 45% reduction of greenhouse gas emissions by 2030, and promote equity and environmental justice. To learn more about the plan, please visit www.columbus.gov/sustainable/cap.

The department successfully completed its first full year of self-declaration of its Environmental Management System (EMS) to the environmental standards established by the Organization of International Standards (ISO 14001:2015). A key component of the EMS is a robust regulatory compliance program that includes continual auditing and follow-up actions based on audit findings. Other regulatory compliance functions of the department include adhering to the Safe Drinking Water Act, Clean Water Act, and Clear Air Act requirements, including multiple National Pollutant Discharge Elimination System (NPDES) permits and Title V air permits issued by Ohio EPA. Several laboratories located in Division of Water and Division of Sewerage and Drainage facilities regularly test raw water, finished drinking water, and influent and effluent wastewater.

GreenSpot was created in 2008 as a way for people to learn about living and working greener. Growth in 2021 saw membership rise to 23,185 overall, including 21,766 households, 1,272 businesses, and 147 community groups. Additionally, four businesses graduated from the GreenSpot Sustainable Business Course. GreenSpotLight award winners were DLZ, Accurate IT, and CeraNet. GreenSpot teamed up with Green Columbus to give away 350 trees in Opportunity Neighborhoods, while 19 GreenSpot Conversations were held covering a range of sustainability topics. GreenSpot held several webinars and created numerous videos covering sustainability topics for children and adults. Almost 1,500 households participated in the GreenSpot Backyard Conservation program to learn about stormwater, rain barrels, and native plants.

The mission of the department's Emergency Preparedness Section is to update emergency plans, train personnel to safely respond during emergency incidents, and control access to critical infrastructure. The section updated 13 plans and facilitated After Action Review/Improvement plans following ten real-life events or planned drills, and continues a comprehensive update to the Franklinton Floodwall Emergency Action Plan while seeking federal support for floodwall hazard mitigation projects. The section helped design, plan, and facilitate a tabletop and functional exercise for O'Shaughnessy Dam, as required by the Federal Energy Regulatory Commission. Personnel from a cross section of city, county and regional partners participated as players, evaluators and observers.

Customer service and communication remain high priorities: information is shared with customers regarding water quality and conservation, prevention of water pollution and other notifications required by the Ohio EPA through the department website, bill inserts and other publications, customer portal, events, media and an ever growing social media presence. These platforms were utilized in various ways to notify delinquent customers that a water turn-off moratorium – initiated in March 2020 – would end in October 2021, as well as frequently highlight potential sources of financial assistance to help resolve overdue bills. In addition to the department's Facebook and Twitter pages, a dedicated Twitter feed updates city power customers on outages. More ratepayers joined the online Customer Portal (established in 2017) this past year, raising the overall total to 147,248. The portal provides customers opportunities to receive a paperless bill, pay online, enroll in auto pay, and other features. Our Customer Service/bill payment and Permit Office at the Michael B. Coleman Government Center, 111 North Front Street, reopened in July.

Division of Power

The Division of Power (DOP) maintains a network of substations, transmission lines, distribution, and street lighting circuits throughout Columbus. Approximately 17,000 business and residential accounts enjoy reliable city power, allowing the city to provide the necessary maintenance and energy to almost 57,000 streetlights in Columbus and Ohio Department of Transportation (ODOT) freeway lights on major highways within city limits.

The division continued its commitment to Mayor Andrew J. Ginther’s sustainability goals. For the year, over 31% of the division’s energy came from renewable resources, including a 20% green component through power purchase contracts, and the Eco-Smart Choice opt-in program to offset energy consumption with zero-emission renewable energy credits. All city facilities served by the division continued to participate in Eco-Smart Choice.

Key accomplishments for the year included: continued customer growth, adding over 700 new accounts; continuing the vegetation management plan to better facilitate tree services; completing the ODOT project to relocate a pair of high voltage transmission lines parallel to I-71 between downtown and the south side; and working with Sustainable Columbus to negotiate power purchasing and interconnection agreements for several major utility-scale solar installations, which collectively will bring over 100 megawatts (MW) of renewable energy to the Columbus region.

Refurbishing the city’s 5 MW hydroelectric plant in the O’Shaughnessy Dam began; the main construction activity – to demolish existing equipment in the power house and west gatehouse – was completed. These items include the switchgear, other electrical components, governor and bearing oil tanks, and hydraulic pressure units. Also, generators were removed from the power house for inspection and cleanup.

Progress on the Smart Lighting project continued; the pilot phase, to convert 2,550 streetlights in the Linden area, is approximately 20% complete, while design for the Hilltop’s 3,794 streetlight conversion project is 100% complete and undergoing review. Current citywide standards require all new streetlights to be light-emitting diode (LED). Also, as existing lights fail, they are replaced with LED. Finally, the Smart Lighting project will convert all existing high-pressure sodium lights to LED as the project moves forward. Approximately 3,100 streetlights are now LED.

To improve overall reliability, DOP updates one underground and one overhead circuit annually; additionally in 2021, crews replaced or repaired over 68,000 feet of wire/cable, 1,238 streetlight luminaires, and 4,722 streetlight lamps. Underground crews refurbished 28 streetlight circuits and completed three wire conversions.

Division revenues – from the sale of electricity to residential, commercial and industrial customers and from the expressway lighting contract with the State of Ohio – totaled \$86,341,909 while expenditures totaled \$85,840,551.

Division of Sewerage and Drainage

The Division of Sewerage and Drainage is responsible for various vital services including the treatment of wastewater generated in the City of Columbus and 25 contracting communities, maintaining the sewer collection system in Columbus, stormwater management, and surface water quality protection.

Blueprint Columbus

Blueprint Columbus is the alternative to portions of the Wet Weather Management Plan, submitted to the Ohio EPA in 2005 to address sewer overflows and consent orders with the state in 2002 and 2004. The final Blueprint integrated plan was approved by the agency in 2015, and utilizes greener alternatives to solving wet weather problems instead of building more costly sewer tunnels or “gray solutions.” The four main strategies, or pillars, of the plan include: residential home sewer lateral lining, roof water redirection, sump pumps, and green infrastructure.

Five Blueprint Columbus capital improvement projects began construction or were awarded in the North Linden 1 project area in 2021 as recommended in the city’s Integrated Plan, and will construct bioretention basins within the right-of-way and on vacant parcels owned by the city. These basins will capture pollutant-laden stormwater runoff and provide treatment prior to discharge to the receiving stream. Storm sewer and inlet improvements constructed in conjunction with these basins will improve drainage and reduce street flooding. For more information, please call 614-645-1253 or visit www.columbus.gov/Blueprint.

Sewer System Engineering Capital Improvements

- **Lower Olentangy Tunnel (LOT):** As part of the city’s plan for achieving consent decree requirements, a new, 12-foot diameter sanitary overflow tunnel will connect with three existing sewers: the Franklin Main, the Olentangy Main, and the Olentangy Scioto Interceptor Sewer (OSIS). LOT excavation will move north from the upstream end of the previously constructed OSIS Augmentation and Relief Sewer tunnel at Vine Street and end at Tuttle Park, north of Lane Avenue. A 90-inch diameter microtunnel, beginning at the intersection of 2nd Avenue and Perry Street, will also be constructed to relieve the OSIS near Second Avenue. Construction notice-to-proceed was issued in March 2021 and completion is expected in late 2026.
- **Holton Park and Eureka Avenue Green Infrastructure:** This project, completed in May 2021 in the city’s North Hilltop neighborhood, includes a shallow-depth bioretention basin landscaped with native plants and a tiered decorative concrete block retaining wall. The basin occupies an underutilized corner of the park and will improve water quality in Dry Run, a tributary to the Scioto River, by capturing sediment and contaminants from area stormwater runoff, while fulfilling stormwater best management practice requirements

of the previously constructed Terrace/Broad Stormwater System Improvements. The use of native plants supports native wildlife (e.g. birds, butterflies, etc.) and minimizes landscape maintenance.

- **Williams/Behm HSTS Elimination:** This project will extend approximately 9,000 feet of new 8” to 18” sanitary sewer main to more than 50 existing homes in a developed area currently served by home sewage treatment systems (HSTS). The sewers extend along portions of Alum Creek Drive, Williams Road, Strack Road, and Behm Road. This project is being completed as part of the city’s HSTS Elimination Program in order to eliminate potential pollution hazards to surface runoff and ground water. Construction began in July 2021 and is expected to be completed in July 2022.
- **Center Large Diameter Rehabilitation:** This project is part of the city’s systematic inspection and rehabilitation of its large diameter sewer infrastructure, and will rehabilitate over 6,500 feet of existing large diameter sewers in downtown Columbus. This will restore structural integrity and extend the remaining useful lives of these sewers, as well as reduce inflow and infiltration to the city’s combined and sanitary sewer system, plus aid in the mitigation of sewer overflows and basement backups. Construction notice-to-proceed was issued in May 2021 and construction completion is expected in November 2022.

Wastewater Treatment Plants

- **Jackson Pike Wastewater Treatment Plant:** Construction on the Biosolids Land Application Improvements project, which will increase biosolids storage and facilitate their maximum beneficial agriculture use, began in 2019 and is expected to be completed during the second quarter of 2022. Work on the Cogeneration Facility, which will provide beneficial reuse of digester biogas and produce about half of the total electricity used at the plant – plus provide boiler heat for buildings and the treatment process – began at the end of 2021 and will continue through 2023. The Screening Improvements project, which will upgrade current mechanical screen dewatering and disposal systems, increase process reliability during wet weather events, and provide improvements to the existing screen building, is currently in detailed design and is expected to start construction in 2023. Facility upgrades in the Digester Improvements project will economically reduce the plant’s sludge volume and produce methane fuel for boilers and electrical generation; this project is currently in preliminary design and is expected to start construction in 2023.
- **Southerly Wastewater Treatment Plant:** The Chemically Enhanced Primary Treatment project provides Southerly the ability to treat additional wet weather flows and increases total wet weather treatment capacity to 440 million gallons per day (MGD). This project was split into four construction contracts, the last of which was substantially completed in 2021. The Digestion Process Expansion project will expand the digestion train by adding a seventh digester, and also includes rehabilitation of floating steel digester covers over the first five digesters, installing a concrete cover on Digester 6, installation of a stand pipe within each digester to remove sludge, and replacement of the steam injectors. Design was completed in 2021; construction is set to kick off in early 2022 and is expected to last for three years.

Other Wastewater Treatment Capital Improvements

- **Facilities and Equipment Upgrade, Whittier Street Storm Tanks:** This project will update a facility built in the 1930s and which has not seen significant upgrades since 1986. This project was bid for construction in early 2021, and awarded for \$7,800,000. Despite some material and supply chain issues, the contractor has made great strides and is on schedule to complete the work in early 2023.
- **Real-Time Control Sewer Optimization:** Sewer collection system visualization with flow meters integrated into SCADA (Supervisory Control and Data Acquisition) began in 2018; implementation continues into 2022. The project has created a working dashboard that displays live conditions upstream in the sewer system, building upon previous work to develop predictive tools that will help operators balance flows between the two plants. Continual improvements are being made to the system, and plant staff continues to monitor and evaluate this for potential future automation.

The Project Dry Basement sewer backup prevention program concluded its 17th full year. 231 additional backflow valves were installed, raising the total number of installations to 1,520. This program, along with the division’s preventative maintenance program, has demonstrated success in reducing occurrences of basement sewer backups.

Crews from the Sewer Maintenance Operations Center performed 1,298 repairs along the system’s estimated 4,584 miles of sanitary, storm, and combined sewer lines. Flows treated at the two wastewater treatment plants resulted in a combined average of 181 MGD; precipitation for the year totaled 40”.

The Sanitary Enterprise Fund collected \$301,281,729 in revenue and expended \$295,138,070. The Stormwater Enterprise Fund collected \$45,386,011 in revenue and expended \$37,658,901.

Division of Water

Division of Water staff ensure an ample supply of safe drinking water to what continues to be one of the fastest growing metropolitan areas in the United States. The well-being of our citizens and quality of life in our community depends upon the consistent quality and adequate supply of water for domestic, commercial and industrial use.

During 2021, 51.8 billion gallons of potable water, in accordance with all state and federal drinking water standards, was delivered to customers in the Columbus metropolitan area. With an estimated service area population of 1,257,866, the average per-capita consumption was 112.8 gallons per day. Total daily water pumpage averaged 141.9 million gallons.

Water Treatment Plants

- **Dublin Road Water Plant:** Construction continued on the Ultraviolet (UV) Disinfection Improvements project, where installation of major process piping, electrical systems, and building mechanical systems was completed and start-up testing of the UV reactors began. Rehabilitation of raw water screen #2 was completed, and construction of the Clarifier Replacement project began. Design work continued on the Caustic Feed Improvements project.
- **Hap Cremean Water Plant:** Construction was completed on the UV Disinfection Improvements, Standby Power Generator, and Sludge Line Improvements projects. Construction also finished on the Basin Concrete Rehabilitation Part 1 while beginning on Part 2, continuing the city's effort to address age and weather related deterioration of the plant's treatment basins. Construction of the Intake Improvements project began, which will make debris removal safer and more efficient. Design of the Hypochlorite Disinfection Improvements project was completed and the project was advertised for construction bids. Design work continued on the Lime Dust Collection Improvements project.
- **Parsons Avenue Water Plant:** Construction continued on the Well Pump Replacement, HVAC Improvements, and Automation Upgrade projects. Design work continued on the Lime Slaker Replacement, Hypochlorite Conversion, Control Room Renovation, and Lockbourne Road Quarry Embankment Improvements projects.

Involving all three treatment facilities, residuals management planning continued and a request for proposals was issued for turnkey dewatering services. The division is also leading a project to update the department's 910 Dublin Road Facility; Phase 3 of the Office Renovations project was completed, and work began on the project's final phase. Construction began on the Security Enhancements and Standby Power Improvements projects.

Additionally, these milestones were reached at the division's reservoirs and dams: construction on the O'Shaughnessy Dam Hydroelectric Facility Improvements was started, including demolition of electrical systems, and the two generators were removed and shipped out for refurbishment. Construction continued on the Hoover Dam Improvements Part 1 project, including installation of temporary jet gates, new piping/gates/flow meter on the east train, and replacement of the shelter house roof. Construction was started on the Watershed Facility Improvements project at the Hoover and Griggs reservoirs.

The division invests in existing distribution infrastructure through its Replacement and Rehabilitation (R&R) Program, which annually prioritizes replacement of water mains that require repeated maintenance and improve flow to service areas. Major R&R improvement projects in 2021 included the Harrington Court Area, Thomas Lane Area, and Woodland Avenue Area projects, which totaled approximately 5.7 miles of new mains. Overall, investment legislated toward the R&R program totaled more than \$28 million. Additional investments included replacing just over one mile of break-prone water main along Olentangy River Road with new pipe.

The Pitometer Water Waste Survey located 40 breaks in the distribution system while investigating 1,000 miles of pipeline. Repair of these breaks reduced underground leakage by an estimated 2 million gallons per day. Main Line Repair Crews repaired a total of 571 main line breaks along the 3,572 miles of pipe in the system.

Continued implementation of the Cross-Connection Control and Backflow Prevention programs have increased water use surveys on existing properties to assure proper protections are in place, with backflow prevention devices currently listed on 25,071 properties. Task-specific software has streamlined this program with the goal of protecting our water supply from backflow contamination.

The Water Enterprise Fund collected \$221,648,715 in revenue and expended \$206,039,018.

Excellent customer service remained a top priority in 2021. Customer Service Representatives answered 281,668 calls in the Customer Service Call Center regarding various water, sewer, stormwater, and electricity questions. Billing was handled for the following numbers of accounts:

| | |
|------------|---------|
| Water | 280,742 |
| Sewer | 277,978 |
| Stormwater | 199,332 |
| Power | 16,605 |

Meter reading, inspections and repair also continued to provide excellent customer service by reading all water, power and sewer meters for billing; overall, 64,562 service calls were completed.

Civil Service Commission 2021 Annual Report

MISSION

The Civil Service Commission is committed to providing a quality workforce for the City of Columbus based upon merit system principles. Through our collective knowledge and experience, we strive for efficiency and consistency in the application of the Commission's Rules and Policies. We are dedicated to improving the services we provide by anticipating employment trends, by listening to the needs of the operating agencies, and by responding accordingly.

INTRODUCTION

The Civil Service Commission is the primary contact point for candidates seeking employment with the City of Columbus. The Commission acts as the gateway, assessing applicant qualifications for 90 percent of all City jobs. Through the online Employment Center and applicant testing, the Commission ensures the individuals who ultimately comprise the City's workforce of approximately 8,000 full-time employees, are of the highest caliber capable of providing exceptional service to the citizens of Columbus.

Together with its Civil Service Commissioners, the Civil Service Commission is responsible for upholding and administering all mandated provisions of the Columbus City Charter, including, but not limited to, the administration of the City's class plan, verifying personnel actions and certifying City payroll, and serving as a neutral hearing body for employee appeals regarding suspension or discharge actions by an appointing authority.

As required by the Ohio Revised Code, the Commission also provides class plan maintenance, personnel actions oversight, and appeal hearing services for all classified employees of the Columbus City Schools.

CLASS PLAN MAINTENANCE

The Civil Service Commission is responsible for maintaining the City's class plan, which provides a structural framework for all personnel actions and provides the basis for an equitable compensation plan. Regular class plan reviews and revisions are necessary to ensure each class specification continues to meet the ever-changing needs of each department. For this reason, an important Commission objective is to review every classification at least once every five years. At the close of 2021, 100 percent of the City's class plan was up-to-date. As part of this objective, staff completed a total of 136 class reviews with recommendations approved by the Commission in 2021.

The 136 reviews resulted in:

- 8 actions to create new classification specifications
- 2 action to abolish classifications
- 29 actions to review without change
- 93 actions to revise and/or retitle
- 4 action to lift or impose moratorium

Additionally, 84 positions were randomly reviewed to determine if their duties matched their current classification; of these, 83 positions (99%) of these positions were properly classified.

The Commission also conducts job audits upon request by an individual, a department, or a union. The purpose of these audits is to ensure that City employees are performing the duties for which they were hired, qualified, and being properly compensated. During 2021, Commission staff completed a total four position audits; one of those positions was identified as misclassified. Misclassifications are typically resolved through reassignment of duties to the position which are appropriate for the current class, or reallocation of the position to a different class for which the current duties best fit.

APPLICANT AND EMPLOYEE SERVICES

In order to ensure that specific positions under each of the job classes in the class plan can be filled in a timely fashion with qualified employees, the City's Charter has designated primarily two classification types: noncompetitive and competitive. Noncompetitive classes are either non-skilled positions or those with qualifications that have a license or other conditions that must be met by an external source, such as a Registered Nurse, and for which it is impracticable to test. Competitive classes are those which require a broader set of minimum qualifications and a variety of job-specific knowledge, skills, and abilities, such as an Office Assistant and for which testing is practical.

To identify an initial pool of candidates for City employment, the Commission uses its online Employment Center database. The Center includes a wealth of information about jobs with the City, including: current vacancies, exam opportunities, job descriptions, qualification requirements, and salary information. Additionally, the Center houses an automated job interest database and the convenience of submitting applications online. This service can be utilized via the Commission's website from any computer with web access or at kiosks located at the Commission's downtown offices at 77 N. Front Street on floors one and three. A potential applicant can indicate interest in multiple jobs and will automatically receive an email notice to apply when the City is taking applications for a given job.

The Applicant and Employee Services Unit is responsible for the notification and application process for the City's noncompetitive, provisional, and unclassified jobs.

In 2021, the Applicant and Employee Services Unit:

- received 9894 Job Interest Cards submitted electronically for all City jobs
- posted 754 noncompetitive/provisional/unclassified job vacancies
- received 21,613 online applications for noncompetitive/provisional/unclassified job postings

NON-UNIFORMED TESTING

The Commission's Non-Uniformed Testing Unit administers exams to further determine candidates' suitability for the work which will be performed in all tested (competitive and qualifying noncompetitive) job classes, other than the Police and Fire sworn jobs. Exams open for testing are advertised (posted) on the Commission's website. Individuals interested in taking the exam can submit an application and then be invited to the test if it's determined they meet the minimum qualifications (education/experience/licensure) for the exam. Those passing the test have their names put on an eligible list, in score band order (or alphabetically for qualifying noncompetitive lists), for consideration for any upcoming vacancies a department may have.

If, after an eligible list is established through open recruitment, a City department has special recruiting needs for a position, they may request a candidate be considered and tested for a job class under provisions of CSC Rule VI. If the candidate meets all requirements and passes the test, their name is added to the existing eligible list in accordance with the established scoring structure and effective dates for the list.

In 2021, the Non-Uniformed Testing Unit:

- received 187 exam recruitment requests from departments (106 regular recruitments and 81 Rule VI)
- reviewed 7502 exam applications
- tested 2499 candidates
- received 49 Columbus City School requests for examinations
- tested and graded 636 Columbus City Schools candidates

The Commission is committed to having a current exam in place and ready to be administered for each of the 237 non-uniformed competitive and qualifying noncompetitive classifications in the City and to establishing an eligible list within 60 days from the date a test is requested by a department. The exams are directly based on the work performed by current employees in the job class and are comprised of varying combinations of components, called subtests. Some of the most common subtests include: computer skills, information ordering, logic and reasoning, mathematics, memorization, name/number comparison, oral communication, oral comprehension, problem sensitivity, reading maps/plans, written communication, reading comprehension, written expression, and situational judgement tests.

To keep tests current, our goal for 2021 was to complete a full job analysis and to review, revise, and/or develop the exam for 34 non-uniformed competitive and qualifying noncompetitive classifications. These reviews and revisions included consideration of methods to reduce adverse impact on minority candidates. For the year, we were able to complete all 34 projects scheduled for the City. Four job analysis/exam creation projects were also completed for Columbus City Schools. In addition to the class exam reviews, most requested exam administrations were opened, administered, and an eligible list created within the 60 day benchmark for such work. Twenty-four additional recruitment requests were received and opened for filing, but could not be fit into the testing calendar until early 2022.

Commission Rules also allow latitude for City departments to hire personnel provisionally when there is a critical need to immediately fill a position but there is no eligible list in place. In order to ensure fair access to City jobs, the Commission is committed to maintaining a provisional employee count below two percent of the total number of full-time classified City employees. The City began 2021 with 11 full-time provisional employees, due to the pandemic and our inability to test in 2020. With testing back up and running, as of 12/31/2021, there were no active full-time provisionals.

UNIFORMED TESTING

The Civil Service Commission's Uniformed Testing Unit administers exams for nine job classes that make up the Public Safety services for the City of Columbus. The majority of the examinations are comprised of at least three components, including a paper test, an oral response, and a physical assessment or tactical exercise. The Uniformed Testing Unit works closely with the IAFF and the FOP to ensure fairness and consistency in the testing processes of promotional exams. The following exams were administered in 2020 with resulting eligible lists established in 2021: Fire Battalion Chief and Fire Deputy Chief. The next group of exams were administered in 2021 with the resulting eligible lists established in 2021: Fire Lieutenant, Fire Captain and Police Sergeant. Additionally, the Police Officer exam was administered through Rule VI testing efforts with successful candidates being added to the existing 2020 Police Officer eligible list. Each of these exams was developed, administered, and validated by Civil Service Commission staff.

Entry-Level Testing

In 2021, Police Officer testing was limited to Rule VI testing. In total 770 candidates applied for the Police Officer Rule VI testing and as a result of these exams and additional opportunities to take the physical portion of the exam, 196 candidates were added to the 2020 Police Officer Eligible List. Prequalifying testing for Police Officer and Firefighter also occurred in 2021. The prequalifying testing allowed individuals to take the written portions of the exam before the regular administration of these exams. For Police Officer, 145 applications were received and 54 candidates took and passed the written portions of the exam and are ready for the final phase of the exam which will be administered in 2022. For

Firefighter, 754 applications were received and 288 candidates took and passed the written portions of these exams and are ready for the final phases of the exam which will be administered in 2022.

Promotional Testing

| | Number of Exam Phases | Number of Applicants | Number of Candidates Tested | Number of Candidates Added to Eligible List |
|----------------------|------------------------------|-----------------------------|------------------------------------|--|
| Fire Battalion Chief | 3 | 22 | 17 | 13 |
| Fire Deputy Chief | 1 | 11 | 3 | 2 |
| Fire Lieutenant | 3 | 214 | 147 | 90 |
| Fire Captain | 3 | 73 | 47 | 34 |
| Police Sergeant | 4 | 150 | 107 | 75 |

Police Officer Selection Process Audit

In accordance with Recommendation #13 of the Columbus Community Safety Advisory Commission (CCSAC) Recommendations, the Civil Service Commission was tasked with overseeing an independent audit of the Columbus Police Officer recruiting/testing process, with the audit findings to be included in the next annual report following the release of the audit findings.

Winfred Arthur, Jr., Ph.D. was identified as an accomplished professional in this niche area and selected to conduct the audit. Dr. Arthur’s 257 page final audit report was issued in November 2021 summarizing his observations and recommendations for improvement. In total, 38 recommendations covering: Recruitment, Early Application, CSC Testing (Written, COPE, Physical Test), Background Investigation, Background Interview, Applicant File Review, Oral Review Board, Conditional Offer, Post-offer Polygraph, Medical Exam, and Psychological Testing were presented. Recommendations are currently being reviewed with associated stakeholders, with the goal of having “accepted” recommendations in place for 2022 Police Officer selection process.

PAYROLL AND PERSONNEL ACTIONS

Another City Charter responsibility conferred upon the Commission is the monitoring and certification of the entire bi-weekly City payroll. This means that no City employee can be paid until the Commission certifies that the individual was hired and continues to be employed in accordance with the City Charter, Civil Service Commission Rules, and current collective bargaining agreements/pay ordinances. The monitoring process includes verifying personnel transactions such as appointments, changes in pay, leaves of absences, and political activity.

COLUMBUS CITY SCHOOLS

In addition to services provided to the City of Columbus and its employees, the Ohio Revised Code (ORC) provides that the Commission also oversees various administrative personnel functions for approximately 2,587 employees in the classified service of the Columbus Board of Education (Board). In accordance with the ORC and an agreement executed by both the Commission and the Board, services provided by Commission staff for the various administrative personnel functions are billed to the Board. The Commission will make such services available to the Board as long as Board funding is available for reimbursement of Commission costs for the services.

As of January 1, 2021 there were 126 classification specifications in the Columbus City Schools’ class plan. During the year, staff completed a total of 6 class reviews with recommendations approved by the Commission.

The 6 reviews resulted in:

- 5 actions to create new classification specifications
- 1 actions to abolish classifications
- 0 actions to review without change
- 0 action to place a moratorium
- 0 actions to merge, revise and/or retitle

These actions resulted in the district’s class plan totaling 130 classifications as of December 31, 2021.

Additionally Civil Service Commission received 4 position audit requests from Columbus City Schools in 2021. One was determined to be misclassified and 1 was determined to be properly classified. 2 other requests were later cancelled by the employee initially requesting the position audit.

In 2021, Columbus City Schools utilized the Commission’s downtown test center for 12 days of testing, and the Hearing Room for three days for trial board hearings. Due to Covid-19 restrictions, one virtual trial board was held via WebEx.

CIVIL SERVICE COMMISSIONERS

The City Charter provides that the Mayor, with the approval of City Council, appoint the three Civil Service Commissioners:

| Commissioner | Date Appointed | Term Expiration |
|-------------------|--------------------|------------------|
| Grady L Pettigrew | April 18, 2000 | February 1, 2024 |
| Larry Price | September 20, 2020 | January 31, 2026 |
| Jennifer Lynch | January 1, 2021 | January 31, 2022 |

The Commissioners have the responsibility to establish the Rules that govern the selection, classification, promotion, and termination of the classified employees of the City of Columbus and the Columbus City Schools. During 2021, the Commissioners ruled on applicant appeals, heard employee disciplinary appeals, amended Commission Rules and Regulations, and responded to personnel requests from department directors, elected City Officials, and the School Board.

Throughout 2021, the Commission:

- held 12 regular meetings
- held 1 special meeting
- held 3 trial board disciplinary appeal hearings
- held 1 full commission hearing

The Commission’s 2021 docket included:

- 8 disciplinary appeals filed by employees/unions
- 5 non-disciplinary appeals filed by employees/unions
- 3 appeals withdrawn
- 3 disciplinary appeal rulings
- 1 full commission disciplinary appeal rulings
- 5 non-disciplinary appeal rulings (all dismissed)
- 74 requests for background administrative reviews by applicants
- 73 background administrative review rulings

EXPENDITURES

| Summary - Expenditures by Unit | 2020 | 2021 |
|---|--------------------|------------------|
| Administration | \$2,434,435 | \$2,334,973 |
| Classification & Testing-Sworn Employees | 966,840 | 1,193,213 |
| Classification & Testing-Civilian Employees | 529,023 | 597,350 |
| Total Expenditures | \$3,930,298 | 4,125,536 |

2021 ANNUAL REPORT STATEMENT REGARDING DIVERSITY

Mayor Ginther established an Equity Agenda in order to identify key objectives he and the City organization are committed to obtaining under his leadership. Those objectives covered such things as reducing infant mortality in our Black communities, ensuring access to pre-kindergarten and affordable housing, and fostering a culture of inclusion to ensure our workforce and suppliers reflect the rich diversity of Columbus.

The Commission’s part in helping to advance the Equity Agenda centers around committing to fostering a culture of inclusion in order to ensure the City’s workforce reflects the rich diversity of Columbus. Our efforts toward this end have focused primarily on implementation of six (6) recommendations identified in the report published by the Columbus Community Safety Advisory Commission Report in 2020.

The six recommendations were:

Recommendation 12: CSC contracted with an outside consulting group to conduct a Cultural Sensitivity Review of the Police Officer Test materials. This review was completed in 2020 and CSC implemented the recommendations in 2021.

Recommendation 13: CSC contracted with Winfred Arthur, Jr., Ph.D. to conduct an audit of the police officer selection process. CSC facilitated the contacts and materials needed for the consultant to conduct the review. This audit was completed and a final report was published in November of 2021.

Recommendations 14 & 15: CSC researched and validated the means and methods to consider additional points added to test scores for cadets and for additional languages. CSC finalized both processes, but will only pilot language points for the 2022 Police Officer testing.

Recommendation 16: CSC will continue to partner with the Department of Human Resources to provide Cultural Competency Training for Situational Response Assessment (formerly COPE) evaluators. This effort was completed during the 3rd Quarter 2020 and will be completed with the 2022 SRA evaluators.

Recommendation 17: CSC will maintain trained Community Evaluators on SRA.

In addition to work associated with the aforementioned recommendations, in 2021 the Commission completed a full-review of the Police Officer and Firefighter Background Standards, as well as continued to have pre-qualification tests for both Police Officer and Firefighter exams to ensure accessible and equitable selection of our safety forces.

Furthermore, we implemented an expanded review of our non-uniformed tests for adverse impact and cultural bias to ensure these assessment tools, like our entry-level safety tests, are barrier free, resulting in a fair, equitable, and accessible selection process for City jobs!

Department of Finance and Management 2021 Annual Report

The Department of Finance and Management is organized into three operational groups: Financial Management, Asset Management, and Procurement. Financial Management oversees city-wide operating and capital budget development, as well as fiscal monitoring and control. Asset Management coordinates grants management activities as well as manages city owned real estate, facilities management, construction project management, and fleet management, which maintains vehicles for most city agencies. Procurement oversees the central Purchasing Office and provides general oversight and advisory functions related to the City's purchasing activities. The Director's Office provides overall coordination and policy direction for the Department's fiscal, human resources, and legislative processing functions, and oversees the City's procurement, construction pre-qualification, print shop, and mailroom functions.

Within the Financial Management Group is the Division of Financial Management, which includes the Budget and Debt Management operations. Within the Asset Management Group are the Divisions of Facilities Management and Fleet Management, Office of Construction Management, Office of Real Estate Management, and Grants Management. Within Procurement is the Purchasing Office and Construction Prequalification.

The 2021 highlights are as follows:

FINANCIAL MANAGEMENT GROUP

Budget Management

The primary function of the Budget Management Office is to provide fiscal analyses in the preparation and monitoring of the annual operating budget so that City leaders have useful, accurate, and timely financial information from which to make informed decisions.

The 2021 budget was adopted by City Council on March 1, 2021 and was signed by the Mayor on March 4, 2021. A year-end report of 2020 financials was also issued in the first quarter of 2021, comparing overall 2020 revenues and expenditures to 2019 levels, as well as to the projections in the 2020 third quarter financial report. Ten-year pro forma operating statements for the general fund and for most major operating funds were updated, and work was completed on the city's general fund three-year financial plan (2021-2023). A monthly general fund revenue report was compiled that compared revenues to the previous year's receipts, as well as to the City Auditor's estimate.

The city received approximately \$93.5M in American Rescue Plan Act (ARPA) Fund relief from the federal government, as well as \$39.6M in Emergency Rental Assistance Program (ERAP) relief. As such, the Budget Management Office assisted in the management, allocation, tracking, and reporting of these funds. The Budget Management Office, in coordination with the Department of Technology, launched a City of Columbus ARPA web-based portal. This portal served as a means of disseminating information to the community related to federal Covid relief funding and also provided a means for community members and agencies to submit funding requests to the City of Columbus for consideration. In addition, this office completed various special projects in partnership with other city agencies, including, among others, the following: labor negotiations for all of the city's collective bargaining agreements; served on various RFP committees; produced and compiled forecasts for the 2021 County Tax Budget; and continued support of the Mayor's goals and initiatives. Of note, in August, the Government Finance Officers Association (GFOA) notified this section that the city was granted a Distinguished Budget Presentation Award for the sixth consecutive year.

The Mayor's 2022 Recommended Budget was presented to the public and City Council on November 12th in conformity with provisions in the City Charter. Building upon the redesign work of the past six years, the 2022 document included several enhancements to better communicate and engage stakeholders. Additionally, the Mayor's 2022 Budget included a \$1.0 million deposit into the rainy day fund, which will bring its 2022 year-end balance to \$89.6 million. This will allow for the City to meet its set aside goal nearly two years ahead of schedule.

Debt Management

The Debt Management Office oversees the coordination of the Capital Improvements Budget (the CIB) and the six-year Capital Improvements Program (the CIP).

The office coordinated the preparation of the 2021 Capital Improvements Budget and the 2021-2026 Capital Improvements Program. In February, the city issued \$371.9 million in General Obligation bonds related to the 2020 Capital Improvements Budget and \$31.3 million in General Obligation refunding bonds. In November, the city issued a \$27.2 million Limited Tax note to fund a new City-owned parking garage related to the Scioto Peninsula Development.

The City's long-term general obligation bond credit ratings of AAA by Standard and Poor's Corporation, Aaa by Moody's Investors Service, and AAA by Fitch Ratings, Inc. were affirmed in 2021.

Grants Management

The Grants Management Office performs budget preparation and program monitoring for various federal grant programs such as the Community Development Block Grant (CDBG) Program, the Home Investment Partnerships (HOME) Fund, the Emergency Solutions Grant (ESG), the Housing Opportunities for Persons with AIDS (HOPWA) Grant, and three Neighborhood Stabilization Program grants (NSP 1, 2 & 3). In

addition to HUD related programming, in 2021 the grants management office also coordinated Federal Covid relief grant funding such as CDBG-CV (Covid), ESG-CV, and HOPWA-CV. Furthermore, in 2021 the Grants Management Office began program monitoring for the American Rescue Plan Act (ARPA) – State and Local Fiscal Recovery Fund (SLFRF), as well as the Emergency Rental Assistance Program (ERAP). These monitoring activities included successful procurement and contracting for an ARPA/ERAP reporting portal as well as sub-recipient monitoring for the City’s network of sub-awards.

Purchasing Office

The Purchasing Office is responsible for the procurement of goods and services, including the administration of the city’s procurement policies and procedures.

2021 highlights include:

- In coordination with the Office of Diversity and Inclusion, partnered with the Harvard Kennedy School Government Performance Lab at Harvard University to pilot procurement process improvements, improve inclusion in procurement and contracting for small and diverse firms, and build the capacity of Purchasing Office and departmental staff to deploy results-driven contracting strategies.
- In partnership with the Office of Diversity and Inclusion, amended various city code provisions where applicable to implement recommendations of the 2019 Disparity Study. These city code updates foster participation by local, small and minority businesses in construction, architectural and engineering, professional services and non-professional services contracting and procurement opportunities at the City of Columbus by increasing the capacities of such firms to perform as prime vendors, subcontractors and as suppliers.
- Undertook efforts to modernize various sections of city code which governs responsible public procurement of construction services, while continuing to provide for the fair and equitable treatment to all persons involved in public purchasing. The implementation of these modernizations will allow the City to provide an alternative construction delivery method called Construction Manager at Risk (CMAR).
- Continued implementation of D365 vendor portal improvements.

Construction Prequalification

The Office of Construction Prequalification pre-qualifies potential construction bidders and specific sub-contractors who receive or perform construction service work for the City of Columbus. The Office pre-qualifies licensed construction trade contractors seeking to perform any portion of work on city construction projects and to administer a prequalification process through the fair and equitable evaluation of business entities seeking to do construction business with the city. The Office of Construction Prequalification continued to process applications and work with vendor community to get vendors prequalified responsible in 2021.

ASSET MANAGEMENT GROUP

Construction Management

The Construction Management Office provides building construction and renovation project management. Construction Management is also responsible for Energy Management.

2021 highlights include:

- Completed design and the majority of construction of the West Side Early Learning Center (Pre-K).
- Completed the design and the majority of the construction for the Joint Safety Administrative Renovation.
- Completed the design and the majority of the construction for the Police and Fire Joint Wellness Center.
- Implemented first year Community Aggregation initiative (100% renewable electric power for program participants).
- Integrated the City-wide Comprehensive Energy Management Plan with the Climate Action Plan
- Completed first year Comprehensive Energy Management Plan report.
- Completed the first year of the solar co-op program, exceeding customer target.
- Completed design and construction for the City Hall and Central Safety Building chiller replacement.
- Completed design and construction of Phase one for the Central Safety Building HVAC renovation project
- Completed renovation of the Fire Practical Skills Building exterior.
- Completed renovation of the Public Service facility on E. 25th Avenue.
- Completed construction for the City Hall elevator modernization.
- Completed construction for the Central Community House Renovation at 1150 E. Main Street.
- Completed construction of City Hall Fire Suppression System.

- Contracted with Owner Representative for New Courthouse building.
- Completed McKinley Ave Truck Wash
- Completed construction for the 1120 Morse Rd elevator modernization.
- Completed construction for the Fire Station #15 exterior pavement.
- Completed construction for the Neighborhood's Building Parking Lot Expansion.
- Completed the Feasibility Study for 757 Carolyn Avenue Facility.
- Initiated design for the New Marion Outpost.
- Initiated design for the City Hall Security Emergency Generator

Real Estate Management Office

The Real Estate Management Office provides centralized management and stewardship of all real property (other than rights-of-way and utility easements) used in City operations to ensure effective utilization of real property assets, increase efficiency, reduce operational costs, and generate revenue property and serves as a resource to all City entities for real estate research.

The Real Estate Management Office (REMO) administers lease agreements, negotiates leases, acquires property for use in City operations, disposes of surplus property, and oversees utilization of building space. REMO is responsible for managing, safeguarding and maintaining centralized records of all city-owned property, leases, deeds and other instruments as evidence of title. REMO administers the payment of real estate taxes on non-exempt or partially exempt City-owned property, CAUV tax reduction filings, and assists the City Attorney's Office in filing requests for exemption of City-owned property from real estate taxes. In addition, REMO administers the City's risk insurance programs evaluating risk exposure and acquiring cost-effective insurance coverage to protect city assets and minimize financial exposure from a casualty loss and manages the insurance coverage for aviation, property casualty and stored vehicles, boilers, and general and excess liability.

2021 highlights include:

- Managed eighteen (18) expense and thirty-six (36) income leases.
- Completed forty-one (41) lease and license agreements, including renewals and modifications.
- Administered the receipt and deposit of approximately \$1.974 million in income from the lease of City properties to third parties and prepared approximately \$1.570 million in rent payments for the lease of properties to meet city operational needs.
- Acquired site for the construction of the new Municipal Court.
- Managed a complete renovation of the Dental Lab and the replacement of patient, dentist, and dental assistant chairs, work lighting, and cabinets in the Dental Clinic operatory at 240 Parsons Avenue.
- Located office space and coordinated renovations and furnishing of the spaces for three new anti-violence initiatives.
- Implemented an upgrade of the real estate database software for the tracking and management of city-owned properties and lease agreements to provide Auditor's Office with GASB compliant accounting information for income lease agreements.
- Completed approximately 850 database updates and additions to the City's real estate inventory of city property and lease agreements.
- Completed approximately 419 additions to the City's Deeds database.
- Completed the annual review of City's current insurance program and coverages, broadened and adjusted coverages, and shopped premiums. Implemented the binding of coverage for general property and utility casualty, stored vehicle, aviation, boiler, and general and excess liability insurance for the term August 1, 2021 through July 31, 2022. Working with the City's insurance carrier, conducted four risk assessment site visits.
- Maintained the GIS layer of city-owned properties updating records for approximately fifty-five (55) locations.

Facilities Management

The Facilities Management Division provides maintenance, custodial, and security services to over one hundred and four (104) city buildings. That covers over 3.1 million square feet of space, part of which includes a 10.4 acre downtown municipal campus. Facilities Management is also responsible for the upkeep of thirty-five (35) fire stations, the Division of Fire administrative complex and practical skills building, as well as the training academy. The division also provides services to twenty eight (28) police facilities including the Police Headquarters and the Police Training Academy. Other buildings and facilities include the Division of Refuse Collection, Columbus Public Health, 1393 East Broad Street, the I-71 complex, the Public Safety/Public Service Impound-Parking Violation complex, and the management and oversight for the 1111 East Broad Street, The Jerry Hammond Complex, and the Municipal Court Building. With a few exceptions, the Facilities Management Division is responsible for: general/preventative maintenance, limited renovation to existing buildings, custodial services, landscaping (19 acres), and snow

removal (25 acres). Additionally, the Security section patrols and monitors the downtown municipal campus and monitor systems and access to other municipal facilities across departments. The Security section also administrates access controls for the division and other departments.

2021 highlights include:

- Maintenance section complete 12,158 work order during the period of January 1, 2021 to December 31, 2021, averaging 1,013 work order completed per month.
- Replaced flooring at Central safety (multiple floors and polished the concrete on the loading dock and in the garage elevator lobby)
- Replaced flooring at Fire training academy and Fire station 12 & 22
- Added electrical service at Fire station 12 and 1/9 for their medic vending machines
- Added electrical service and new lighting at Fire station 12, 15 and 29
- Updated the plumbing at Fire station 12
- Replaced HVAC split cooling system at Police Sub # 13
- Replaced Boiler and Pumps at FS # 12
- Replaced Rooftop unit, added Vav's and added controls to City Hall Auditors office
- Added HVAC controls and Remote Access to Police Heliport
- Replaced Min-Split HVAC at 911 Room 222
- Replaced HVAC unit in Living Quarters at FS # 17
- Upgraded Existing controls at Police Shooting Range and Swat
- Added Mini-Split HVAC to immunization area at Main Health Dept.
- Replaced Mini-Split HVAC in Server Room and Main Health Dept.
- Replaced Rooftop HVAC for the dorms at FS # 21
- Replaced Rooftop Unit for the kitchen and Living Quarters at FS # 12
- Health Department Dental lab Remodel
- Cubicle reconfigurations and adjustments made in 77 North Front Street and 111 North Front Street in response to the Covid-19 pandemic response and safety guidelines.
- Pandemic Awareness signage maintained throughout City buildings.
- Performed 13 Building Assessments for short and long term planning and budgeting
- Assisted in departmental return to work according to the Pandemic recommended guidelines for downtown campus
- New security post at 1410 Cleveland Avenue
- Coordinated move into facility for 911 training center

Fleet Management

The Fleet Management Division maintains most of the City's motorized equipment, assists in the acquisition and disposal of fleet assets, develops vehicle utilization and replacement policies, and operates the city's vehicle pool and shuttle bus services.

2021 highlights include:

- Achieved ASE Blue Seal certification for the 14th year in a row and remained an Elite Fleet in the public sector industry as named by Government Fleet magazine.
- Fleet auctions continued to bring in significant revenue, totaling almost \$2,076,000 for the year from 376 items auctioned.
- Fleet's training platform was successfully migrated from an outside vendor (CentreLearn) to the Citywide Training system (Gateway), saving approximately \$13,000/year in software training costs.
- Fleet documented several decreases in its occupational injury and illness metrics – decreasing OSHA recordable incidents by 58%, lost workdays to zero and total injury incidents decreased from 7 in 2020 to 3 in 2021
- Despite strained OEM supply lines and shortened order windows, Fleet was able to create a dynamic and fluid 2021 Buy Plan – implementing, legislating and purchasing over \$7.2 million in vehicles and equipment within a very constrained period of time.
- Ensured the continued the timely maintenance, repair, and fueling for all City fleet vehicles during the Covid-19 pandemic.
- In partnership with the Office of Sustainability, developing plans to review purchases of electric, hybrid and alternative fuel vehicles to ensure carbon neutrality by 2050 in accordance with Mayor Ginther's Climate Action Plan.

Building and Zoning Services 2021 Annual Report

Against a backdrop of unease and uncertainty brought on by the global pandemic, there was no slow down for the Department of Building and Zoning Services (BZS) in 2021. Throughout the entirety of the pandemic, development and construction activity has remained elevated across the City of Columbus. That trend continued as permitting and application volume for 2021 approached or eclipsed record levels across many of the department sections.

The Department of Building and Zoning is organized into five distinct, yet interrelated, activities: Building Permits and Inspections, Zoning, Site Engineering, Customer Service, and the Division of Code Enforcement.

Building Permits and Inspections

The Building Section which includes plan review, permits, and inspections is the largest section of the Department. The Building Section consists of administrative staff, plans examiners, and inspectors, all of which totaled over 90 full time positions for 2021. Within this section, applications for building permits are reviewed to ensure compliance with both the Ohio Building Code and the Columbus Building Code. Once a permit application has been issued, construction can begin in accordance with the scope of work outlined in the approved permit. Inspections are conducted at various points throughout construction to confirm that the work performed conforms to the approved permit.

Permits

The City of Columbus issues building permits for many different types of construction. Permits are issued for work performed in residential, commercial, and multi-family structures, tents, graphics, and festivals. A permit can represent a wide array of projects, from the installation of a hot water heater to the construction of twenty story high rise. In each case, a permit must be issued before work can begin to ensure that the scope of work will result in a structure that is code compliant and safe to occupy.

- Over 45,000 permits were issued in 2021, representing an increase of about 3% over permitting volume for 2020
 - Commercial permitting issuances for 2021 rebounded from a depressed 2020 levels, marking a 7% increase year over year
 - Multi-Family permits made similar gains compared to the prior year, rising over 7.5% above 2020 volume to a total of 4,400 issuances
 - Residential permitting continued to display robust activity, in spite of the pandemic, rising to over 32,000 issuances, marking a 4% climb above 2020 totals

Expedited Plans Review

Expedited Plans Review allows applicants with qualifying projects to accelerate the approval of building plans. A faster plan approval affords the applicant the opportunity to begin construction on a hastened time table. This program has been regarded as a successful, customer-focused innovation since its implementation in 2015. In 2020, as a result of the pandemic, the total number of projects that requested an expedited review dipped well below typical levels. However in 2021, as the economy rebounded, the number of expedited reviews also increased to pre-pandemic levels of activity. The increase observed is also partly attributed to the addition of expedited reviews into the electronic plan review system.

- Nearly 500 expedited reviews were conducted in 2021
- Expedited review activity increased nearly 30% when compared to 2020 levels

Online Permitting and Other Services

Online permitting has been a focus for the Department of Building and Zoning Services for several years. First undertaken in 2011, the Department has strived to add more services to the suite of options available online. Throughout the pandemic, online permitting became an ever-more important service provided to the industry.

- Over 33,000 permits were issued online in 2021
 - Online permits accounted for nearly 73% of all permits issued in 2021.
 - Online permitting activity grew nearly 8% over 2020 totals

The ongoing electronic plan review initiative made significant strides in 2021. Several new permit types were added to the platform – which allows for a paperless plan review and approval. In addition to final site compliance plans, building permits for expedited reviews and commercial and multi-family plan revisions were made available in electronic review.

- Since launched in September 2021, nearly 55% of eligible plan revisions were submitted online and reviewed electronically
- Roughly 35% of eligible expedited reviews were initiated online and digitally reviewed
- About 94% of final site compliance plans were applied for using the online portal

Another digital initiative completed in 2021 was the automation of inspection scheduling. In January of 2021, inspection scheduling requests were integrated into the Citywide integrated voice response system, allowing customers to automatically schedule inspections over the phone using voice prompts. This new service, coupled with online inspection scheduling that began in 2019, has resulted in almost complete automation of inspection scheduling. About 90% are now scheduled directly by our customers.

Because inspection scheduling does not require as much manual labor as it had previously, the staff assigned to inspection scheduling has been redirected to fulfill another department initiative. The staff has transitioned into a newly created department call center, tasked with live answering the myriad of calls made to the department each day. Since this transition has occurred, roughly 95% of the calls placed to the main department phone number are answered live, compared to about 35% before the transition.

Inspections

Over 60 employees comprise the inspections team at BZS. Regardless of weather and conditions, building inspectors set out each day to review construction projects in the field. The inspection process is integral to the safety of the built environment, as inspectors validate that completed work is building code compliant and consistent with the approved scope of work. Throughout the pandemic, the inspections section innovated to ensure that inspections could be safely performed.

- Roughly 83,000 inspections were completed in 2021, which is down slightly from the previous year
 - Inspection requests were completed within 1 business day 99.98% of the time in 2020, resulting only 10 carry overs for the entire year

Building Compliance

The Building Compliance team investigates reports of unsafe buildings, buildings damaged by fire or vehicle impact, unlicensed contractors and work performed without permits that may threaten the general safety of the public. The Building Compliance Section inspects both residential and commercial properties while working closely with local authorities, contractors, property owners and other city departments to bring these properties into compliance.

- In 2021, roughly 1,200 service requests were opened and investigated
 - This total increased about 1% from the previous year
- Over 100 Notice of Violation orders were issued in 2021
 - Issuances more than doubled from the previous year
- Unsafe Building orders written totaled nearly 400 for the entirety of 2021
 - The 2021 total marked an 85% increase over 2020
- The Department wrote 6 Emergency Hazard orders in 2021
- Overall, the Building Compliance team closed or complied about 350 orders in 2021

Zoning

Within the City of Columbus exists various zoning districts that contain regulations governing land use and sets standards for building height, location, as well as other components of design. Zoning districts assist with community planning goals, separate conflicting land uses, and enable stable and predictable growth throughout the city. The Zoning Section consists of two distinct, yet interconnected functions – Zoning Public Hearings and Zoning Clearance.

Zoning Public Hearings

The Zoning Public Hearings staff accepts and processes applications for Zoning Code variances and changes to the City of Columbus Zoning Map, which is known as a rezoning. Variance requests can take many forms, from changes to setback requirements, building height, and parking requirements to name a few. Rezonings allow the applicant to change the underlying zoning district of the property, which can affect how the property is used and may alter standards governing design and construction. All requests for variances and rezonings culminate in a public vote of approval by either Columbus City Council, the Board of Zoning Adjustment, or the Graphics Commission – for variances related to design standards and locations of signs.

- Applications for rezonings and variances totaled nearly 500 for calendar year 2021
 - Overall, total applications were up nearly 18% from the previous year
 - Rezonings accounted for roughly 25% of the public hearings volume in 2021 with a total of just over 100 applications
 - Rezoning applications were nearly flat from 2020 totals
 - Council Variance applications totaled nearly 150 for 2021, representing about 37% of the public hearing applications submitted
 - Council Variance applications increased 22% from the 2020 total
 - Applications for Board of Zoning Adjustment (BZA) variances increased significantly from 2020, rising over 30%
 - Roughly 171 BZA variance applications were filed in 2021, representing over 40% of the total public hearings case load
 - Applications to the Graphics Commission, which provides commercial sign variances throughout the city, accounted for about 13% of all public hearing applications in 2021
 - Applications to the Graphics Commission in 2021 remained flat from the previous year, totaled 55 applications

Zoning Clearance

The process of zoning clearance determines if a site plan application or building permit application meets the standards of the underlying zoning district, or is permitted by a variance, special permit, or decision from an appeal. A building permit cannot be issued and construction cannot commence until zoning clearance is established.

- Zoning Clearance staff conducted reviews for nearly 500 Final Site Compliance applications
- Staff participated in over 250 preliminary site compliance reviews and meetings throughout 2021
- Roughly 110 zoning-clearance-only reviews and preliminary reviews were completed this past year

Site Engineering

The Site Engineering section serves as a clearinghouse for various plans related to the private development process. After being submitted to BZS, plans for Street Construction, Storm Water, Storm Sewer, and others that relate to private development are routed to multiple review

agencies for approval. The Site Engineering section routes and coordinates reviews from divisions within the Department of Public Utilities, the Department of Public Service, Recreation and Parks Department, the Department of Public Safety, as well as reviewers in the Department of Building and Zoning Services. Once all necessary engineered plans are reviewed and approved, the Department will issue Final Site Compliance approval. When required, a building permit cannot be issued until Final Site Compliance approval has been obtained.

- Nearly 500 applications for Final Site Compliance were submitted in 2021
 - Submittals were down slightly from the previous year
- Over 250 Preliminary Site Compliance applications were routed and reviewed in 2021
- Nearly 30 applications for preliminary and final plat applications were received in 2021
- New applications for street construction plans totaled 88 for this past year
- Nearly 300 applications were received and routed for storm water and sanitary sewers plans in 2021
- Over 100 applications for lots splits were reviewed and processed in 2021

Customer Service

Since shortly after the onset of the pandemic, the Customer Service Center was closed to the public to minimize person to person contact for the protection of both customers and staff. Permitting related activities were still conducted, albeit without any in-person interactions. In July of 2021, as the pandemic was waning and in consultation with the Mayor's Office, the department re-opened the Customer Service Center to the public. All of the services that were previously available before the onset of the pandemic, were made available once again.

Since the grand re-opening in July, the Customer Service Center:

- Served nearly 7,000 in-person customers
- Maintained an average wait time of just over 7 minutes
- Nearly 77% of customers waited less than 10 minutes

Activity in the Customer Service Center proved sluggish since the re-opening, even while permitting activity soared. Many of the low contact innovations the department initiated in response to the pandemic, such as online permitting, online payments, and contact free plans pickup and drop-off, manifested in fewer daily customer visits than pre-pandemic totals. Given the popularity of those new services, the department plans to continue to make them available and to invest in further enhancements. The department believes it to be unlikely that the pre-pandemic level of in-person customer activity will return in the future.

Initiatives

Under the leadership of Mayor Ginther, and in consultation with City Council, the Department of Development, the Department of Finance and Management, and the City Attorney, the Division of Code Enforcement was successfully transitioned from the Department of Development into the Department of Building and Zoning Services in September of 2021. Combining Code Enforcement and Building and Zoning affords both with potential synergies of scale and scope, as both utilize the same software platform for inspection workflow management. Furthermore, the Division of Code Enforcement is the enforcement arm of the City of Columbus Zoning Code, which is administered by BZS. Being primarily a regulatory entity, the addition of Code Enforcement fits squarely within the core mission of the department.

Another initiative that the department successfully completed in 2021 was launching the building energy benchmarking reporting program. In conjunction with the efforts of Sustainable Columbus and the Bloomberg Climate Challenge Grant, the department passed an energy utilization reporting ordinance in 2020. In early 2021, the department implemented tracking software to manage the reporting process. Coordinating with the public utility providers that service the City, the department began notifying and working with regulated building owners in an effort to help them file their inaugural utilization report. BZS will continue to administer this necessary and informative program, with the goal of generating actionable data to make the built environment across the City more energy efficient.

The Department of Building and Zoning Services made significant strides in another of Mayor Ginther's priorities: to evaluate and update the City of Columbus Zoning Code. The last comprehensive Zoning Code update occurred in the 1950's. It has become increasingly clear that despite the best efforts by Building and Zoning staff, the code is ill-equipped to handle the demands of growth that have emerged over the last decade. Toward that end, the department, in conjunction with the Department of Development, engaged a nationally recognized zoning consultant team to evaluate and assess the current code. After an 11 month engagement, the Zoning Code Assessment and Update Strategy was completed in October of 2021, punctuated with a public presentation on the findings.

The assessment revealed that the current code is deficient in five critical areas:

- The standards are not tailored to local conditions
- The code does not prioritize future housing and transit needs equitably
- The code is not user-friendly
- There is an overreliance on site-by-site negotiated zoning actions
- The multi-layered and scattered decision-making process creates uncertainty

The final report recommended that the City proceed with a comprehensive update of the zoning code that works effectively and equitably for all people. Under the leadership of Mayor Ginther and Columbus City Council, the Department of Building and Zoning Services will begin the update phase in 2022.

2021 was a successful year for the Department of Building and Zoning Services on many fronts. For both inspections and plan review, the department provided timely service to the construction industry undergoing astonishing growth. The department met the demands of industry, while also prioritizing the safety of customers and staff amidst the COVID pandemic. The Division of Code Enforcement is successfully integrating into the department. And the zoning code assessment was completed, paving the way for a comprehensive update seven decades in

the making. This past year was foundational to future successes of the department and the City at large. The Department of Building and Zoning Services will begin 2022 ready to further those important initiatives and activities, in service of its mission: to build a safe and sustainable City where neighborhood

Office of Education 2021 Annual Report

MISSION STATEMENT

The Office of Education shall have as its primary duty the recommendation, development, and implementation of ideas and programs to enhance the ability of the city to provide quality life-long learning opportunities for the residents of Columbus.

2022 PLANNED ACTIVITIES

The following initiatives will be completed by the City of Columbus Office of Education over the year. These initiatives are categorized by Columbus Covenant Goals.

1. Neighborhoods

Prenatal to Five: In 2021, the Office of Education worked with Future Ready Columbus, the Franklin County Early Childhood Advisory Council, and other community partners on the development and introduction of a birth to five strategic plan that will benefit every neighborhood in Franklin County. This year, the Office will continue this work as Future Ready Columbus implements their plan, Future Ready by Five (FR5), to the community; making sure that every child, in every neighborhood is ready for kindergarten.

Prekindergarten in Every Neighborhood: In 2022, as in previous years, the Office will use data collected from various sources to strategically expand pre-kindergarten throughout Columbus, focusing first on communities with the highest needs and the lowest capacity. Using this data, the Office will work to assure that every neighborhood in Columbus has access to early learning opportunities and that the opportunities available are of the highest quality.

Linden Park Neighborhood Early Childhood Education Center: The Linden Park Neighborhood Early Childhood Education Center is a unique collaboration between Columbus City Schools and the Office of Education. In 2016, The Office helped develop and open Linden Park. This year, the Office will again provide funding for approximately 200 Linden Pre-K students at the center in both Columbus City Schools' classrooms and classrooms operated by community-based providers.

Hilltop Early Learning Center: Since 2018, the Office of Education has been working with City partners on the development of a new, state-of-the-art early learning center in the Hilltop. Excitingly, in 2021 construction on the new facility commenced, and, after a thorough bidding and negotiation process, a quality community early childhood education provider was chosen to serve as the facility's master operator. The facility is scheduled to open and enroll an inaugural class of students in August 2022. The programs and services provided at this new center will provide life-changing opportunities to 240 Hilltop children.

After School Programs: The COVID-19 pandemic not only exasperated the mental and behavioral health needs of Columbus students, it created new ones. In 2022, after-school providers will focus intensely on the specific needs of children, including mental health, academic success, and social-emotional development. As in previous years, services funded by the Office's After School Grant Program in 2022 will focus on assisting specific ethnic and minority youth, such as Asians, Somalis, Ethiopians, and the LGBTQ population. In addition, many programs serve children specifically from disadvantaged communities such as Linden, Milo Grogan, Near East, Franklinton, and the Hilltop.

Safety City: The Office began working in early 2022 with Nationwide Children's Hospital, the Columbus departments of Public Safety, Neighborhoods, and Health; and other partners on the development and rollout of a safety city concept for Columbus. Using specific child mortality, demographic, and census tract data, the Office and partners will implement a pilot project in 2022 that will focus on one or two specific Columbus neighborhoods.

2. Safety

Social-Emotional Learning in Prekindergarten: Research shows that children who have attended high-quality pre-kindergarten education programs are more likely to be able to read at grade level and graduate from high school and less likely to commit crimes, be arrested, or be incarcerated. [1] Long-term benefits of high-quality early learning include lower rates of poverty, unemployment, drug use, and teenage pregnancy. [2] The Office of Education's 2022 pre-kindergarten strategy includes requirements for programs to make sure these children are learning these important social and emotional skills.

Prenatal to Five: As noted above, the Office is working with Future Ready Columbus in 2022 on the Future Ready by Five (FR5) plan for Franklin County. Included in this plan are strategies, drivers, and outputs that address child and family wellness. Addressing the mental, behavioral, and physical needs of children and families have long terms effects on our community.

After School Programs: After school programs play a critical role in keeping Columbus students safe is by providing a safe environment for children to learn after the school day ends. According to the Harvard Family Research Project (HFRP) and its national database of evaluations, research confirms that "children and youth who participate in after-school programs can reap a host of positive benefits in several interrelated outcome areas—academic, social-emotional, prevention and health and wellness. These are the skills that many suggest are necessary for youth to succeed in the 21st Century global economy and world." In 2022, the Office of Education will again provide the opportunity for 2,200 Columbus youth to participate in this important program.

Safety City: As noted above, the Office of Education has been working in 2022 with Nationwide Children’s Hospital and other partners on the development and implementation of a safety city pilot project. The goal of this initiative is to reduce the death and injury of Columbus children through education and family engagement. Monitoring child mortality data will allow us to measure our success and implement programs where needed.

Summer Programming: During the summer of 2021, the Office of Education provided \$3,000,000.00 to various community providers to provide summer employment opportunities for Columbus youth and educational programming to Columbus City Schools’ seniors who had not acquired enough credits to graduate. This summer, the Office will help to coordinate all of the City’s summer education, training, developmental and job programs with those of Columbus City Schools and other community partners. These important programs are crucial in reducing youth violence.

3. Education

Prenatal to Five: Mayor Ginther’s vision for America’s Opportunity City is that every child in Columbus enters kindergarten ready to learn. Becoming kindergarten-ready is about so much more than participating in a quality early learning program. While early education is important, other developmental milestones must be reached and adverse life conditions overcome. This year, the Office of Education will continue to work with Future Ready Columbus and all community partners on the implementation of Future Ready by Five (FR5), the prenatal to five strategic plan for Franklin County.

Prekindergarten: 2021 was a challenging year for the early learning community. Children, as well as providers, teachers, and families, were impacted by teacher shortages, disruptions of service, virtual learning, and a lack of important programs and services. Now, more than ever, children need to be enrolled in robust, high-quality early learning programs and the Office of Education will continue to serve Columbus children through Early Start Columbus (ESC), the City’s pre-kindergarten expansion program. In 2022, the Office again plans to serve 1,000 children in ESC.

Columbus Board of Education: As a non-voting member of the Columbus Board of Education, the City’s Education Director serves as the main liaison between the City and District for important issues.

Student Assessments: As a requirement of Early Start Columbus, all Early Start Columbus students are administered Ready4Success (R4S) pre- and post-tests in early literacy and math. Last year, for the first time, we were able to match our R4S data with Columbus City Schools Kindergarten Readiness (KRA) tests scores.

Excitedly, we learned that our program is working – 44 percent of ESC students tested in the highest KRA band and 41 percent tested in the middle KRA band. And importantly, only 15 percent tested in the lowest KRA band. The office will continue this work in 2022.

Prekindergarten in the Hilltop: As previously noted, the new Hilltop Early Learning Center will open in August 2022 and enroll students for the 2022-2023 school year. This new facility will provide a high-quality prekindergarten education to up to 240 Hilltop children and the important wraparound services crucial for success.

Linden Park Neighborhood Early Childhood Education Center: As previously noted, the Linden Park Neighborhood Early Childhood Education Center is a unique collaboration between Columbus City Schools and the Office of Education. In 2016, The Office helped develop and open Linden Park. This year, the Office will again provide funding for approximately 200 Linden Pre-K students at the center in both Columbus City Schools’ classrooms and classrooms operated by community-based providers.

Social-Emotional Learning: Like in 2021, in 2022, the Office will serve approximately 2,200 Columbus children in after-school programs throughout Columbus. Since 2017, Partnership4Success (P4S), providers developed and implemented improvement plans that supported social-emotional learning and provided better outcomes for youth. These skills, such as the ability to self-regulate, would have been crucial for children isolated and without social activity during the pandemic.

Child Care: Throughout 2021, the Office examined data from Action for Children, Groundworks Ohio, and the Ohio Association of Child Care Providers about the fragility of the child care industry in Franklin County. A workgroup convened by the Office met biweekly during the year and made a series of recommendations to support this crucial community. All of the group’s recommendations were included in the November 2021 report of the Columbus Recovery and Resiliency Advisory Committee. These recommendations, including allocating \$500,000.00 for signing bonuses for new teachers and \$2,500,000.00 for affordability scholarships for working families are currently being implemented. Other recommendations, including providing free Child Developmental Associate training for Franklin County child care teachers will be announced in 2022.

Read It Again (RIA): RIA is an evidence-based low-cost instructional supplement designed to promote intentional teaching practices in early childhood education programs serving children from birth to age five. In 2021, the Office partnered with the Crane Center at Ohio State to work with ESC teachers to implement RIA in all classrooms. In 2022, the Office will continue this program with the Crane Center and work to expand RIA to all providers in Franklin County.

Summer Programming: As noted above, in 2021, the Office of Education provided \$3,000,000.00 to various community providers to provide summer educational programming to Columbus City Schools’ seniors who had not acquired enough credits to graduate. This summer, the Office will help to coordinate all of the City’s summer education, training, developmental and jobs programs with those of Columbus City Schools and other community partners.

Columbus Promise: In 2021, the Office of Education worked with City Council President Hardin’s Office, I Know I Can, Columbus City Schools, and Columbus State Community College on the development and roll-out of President Hardin’s Columbus Promise Program. In 2022, the Office will continue to work on this initiative to provide free tuition to Columbus State for every Columbus City Schools student.

4. Economic Development

ROI of Prekindergarten: The academic and personal benefits of high-quality pre-kindergarten education for children have been well demonstrated. Children who participate in early childhood experiences are better prepared for school, need fewer interventions, pass the third-grade reading test in higher percentages, and are more likely to graduate from high school. Economic policymakers are now looking at pre-kindergarten as an important economic development tool. According to the National Conference of State Legislatures, “mounting evidence shows that investments in early education may be considered as an economic development strategy” and that “early education investments yield a return that far exceeds the return on most public projects that are considered economic development.” This return on investment in the form of lower societal costs, such as incarceration, rehabilitation, and welfare can be as high as \$8 for every \$1 invested in early childhood education. This potentially means that the return on our investment is nearly \$72,000,000.00.

Local Support: Through the 2022 Early Start Columbus program, the Office plans to provide almost \$9 million in financial support to approximately 30 Columbus non-profits and businesses, almost all of which are minority or female-owned enterprises.

2021 ACCOMPLISHMENTS

The following list outlines the major initiatives that were successfully completed in the past year. The initiatives are categorized by Columbus Covenant Goals.

1. Neighborhoods

Prenatal to Five: In 2021, the Office of Education worked with Future Ready Columbus, the Franklin County Early Childhood Advisory Council, and other community partners on the development and introduction of a birth to five strategic plan that will benefit every neighborhood in Franklin County.

Prekindergarten in Every Neighborhood: As in previous years, in 2021 the Office provided funding to neighborhood-based prekindergarten providers to strategically expand prekindergarten throughout Columbus, serving over 1,000 Columbus children.

Linden Park Neighborhood Early Childhood Education Center: As noted previously, through a collaboration with Columbus City Schools, the Office of Education helped to develop and open the Linden Park Neighborhood Early Childhood Education Center in Linden in 2016. In 2021, the Office provided funding for 200 Linden pre-kindergarten students at the center in both Columbus City Schools’ classrooms and classrooms operated by community-based providers.

Hilltop Early Learning Center: As noted above, the Office of Education has been working with City partners on the development of a new, state-of-the-art early learning center in the Hilltop. Excitingly, in 2021 construction began on the new facility and, after a thorough bidding and negotiation process, a quality community early childhood education provider was chosen to serve as the facility’s master operator. The facility is scheduled to open and enroll an inaugural class of students in August 2022.

After-School Programs: Services funded by the Office of Education’s 2021 After School Grant Program focused on assisting specific ethnicities and minorities such as Asian, Somali, Ethiopian, and LGBTQ youth. In addition, many programs served children specifically from disadvantaged communities such as Linden, Milo Grogan, Near East, Franklinton, and the Hilltop.

2. Safety

Social-Emotional Learning in Prekindergarten: As previously noted, long-term benefits of a high-quality pre-kindergarten education include lower rates of poverty, unemployment, drug use, and teenage pregnancy. The Office’s prekindergarten expansion program, Early Start Columbus, includes requirements for programs to make sure that the children learned important social and emotional skills. These skills, such as the ability to self-regulate, would have been crucial for children isolated and without social activity during the pandemic.

Prenatal to Five: As noted above, in 2021, the Office worked with Future Ready Columbus on the Future Ready by Five plan for Franklin County. Included in this plan are strategies, drivers, and outputs that address child and family wellness. Addressing the mental, behavioral, and physical needs of children and families have long terms effects on our community.

After-School Programs: As noted above, an important strategy in keeping Columbus students safe is by providing a safe environment for children to learn after the school day ends. Services funded by the Department of Education’s 2020 After School Grant Program included: youth

development, academic success, healthy lifestyles, tutoring, empowerment, civic success, leadership, nutrition, interpersonal skills, and many others. In addition, after-school providers funded by the Office provided important services to students suffering due to the COVID-19 pandemic, including counseling, mental health supports, and social-emotional development.

Summer Programming: As noted above, during the summer of 2021, the Office of Education provided \$3,000,000.00 to various community providers to provide summer employment opportunities for Columbus youth and educational programming to Columbus City Schools' seniors who had not acquired enough credits to graduate. These important programs are crucial in reducing youth violence.

3. Education

Prenatal to Five: As noted above, in 2021, the Office of Education worked with Future Ready Columbus, the Franklin County Early Childhood Advisory Council, and other community partners on the development and introduction of a birth to five strategic plan for Franklin County. When fully implemented, this plan will fulfill the Mayor's vision that all Franklin County children enter Kindergarten ready to learn.

Prekindergarten: 2021 was a challenging year for the early learning community. Children, as well as providers, teachers, and families, were impacted by teacher shortages, disruptions of service, virtual learning, and a lack of important programs and services. The Office of Education's goal for 2021 was to provide 1,000 Columbus children with a high-quality early education through the Early Start Columbus program. Through the innovative work of our Early Start providers, we were able to reach that goal.

Columbus Board of Education: As a non-voting member of the Columbus Board of Education, the City's Education Director serves as the main liaison between the City and District for important issues.

Student Assessments: As a requirement of Early Start Columbus, all Early Start Columbus students are administered Ready4Success (R4S) pre- and post-tests in early literacy and math. For the first year ever, in 2021, we were able to match our R4S data with Columbus City Schools Kindergarten Readiness (KRA) tests scores. Excitedly, we learned that our program is working – 44 percent of ESC students tested in the highest KRA band and 41 percent tested in the middle KRA band. And importantly, only 15 percent tested in the lowest KRA band.

Hilltop Early Learning Center: As noted above, since 2018, the Office of Education has been working with City partners on the development of a new, state-of-the-art early learning center in the Hilltop. Excitingly, last year construction on the new facility commenced, and, after a thorough bidding and negotiation process, a quality community early childhood education provider was chosen to serve as the facility's master operator. The facility is scheduled to open and enroll an inaugural class of students in August 2022.

Linden Park Neighborhood Early Childhood Education Center: As previously noted, the Linden Park Neighborhood Early Childhood Education Center is a unique collaboration between Columbus City Schools and the Office of Education. In 2016, The Office helped develop and open Linden Park. In 2021, the Office provided funding for approximately 200 Linden Pre-K students at the center in both Columbus City Schools' classrooms and classrooms operated by community-based providers.

Social-Emotional Learning: The Office serves approximately 2,200 Columbus children in after-school programs throughout Columbus. Since 2017, Partnership4Success (P4S), providers developed and implemented improvement plans that supported social-emotional learning and provided better outcomes for youth. These skills, such as the ability to self-regulate, would have been crucial for children isolated and without social activity during the pandemic.

Child Care: Throughout 2021, the Office examined data from Action for Children, Groundworks Ohio, and the Ohio Association of Child Care Providers about the fragility of the child care industry in Franklin County. A workgroup convened by the Office met biweekly during the year and made a series of recommendations to support this crucial community. All of the group's recommendations were included in the November 2021 report of the Columbus Recovery and Resiliency Advisory Committee.

Read It Again (RIA): RIA is an evidence-based low-cost instructional supplement designed to promote intentional teaching practices in early childhood education programs serving children from birth to age five. In 2021, the Office partnered with the Crane Center at Ohio State to work with ESC teachers to implement RIA in all classrooms.

Summer Programming: As noted above, in 2021, the Office of Education provided \$3,000,000.00 to various community providers to provide summer educational programming to Columbus City Schools' seniors who had not acquired enough credits to graduate.

Columbus Promise: In 2021, the Office of Education worked with City Council President Hardin's Office, I Know I Can, Columbus City Schools, and Columbus State Community College on the development and roll-out of President Hardin's Columbus Promise Program. In 2022, the Office will continue to work on this initiative to provide free tuition to Columbus State for every Columbus City Schools student.

4. Economic Development

ROI of Pre-K: As previously noted, the return on investment of a high-quality pre-kindergarten education can be as high as \$8 for every \$1 invested. Using this math, Early Start Columbus may have provided up to \$72,000,000.00 in returns to our community, our city, and our state.

Local Support: Through Early Start Columbus, the Office has provided \$5,700,000.00 in financial support to 30 non-profits and Columbus businesses, almost all of which are minority or female-owned enterprises.

Recreation and Parks Department 2021 Annual Report

COLUMBUS RECREATION AND PARKS DEPARTMENT: OVERVIEW

The mission of Columbus Recreation and Parks Department is to connect the people of our community through the power of nature, wellness and creativity. The Columbus Recreation and Parks Department was first created 109 years ago in 1910 with a budget of \$6,000 to oversee 10 playgrounds, four recreation programs, various athletic fields and facilities, and an outdoor sports program.

Today, Columbus Recreation and Parks' mission is to connect the people of our community through the power of nature, wellness and creativity. With more than 400 parks, 32 community centers and facilities for arts, outdoor recreation and therapeutic recreation, five athletic complexes, six golf courses, 34 pollinator gardens, nearly 14,000 acres of parkland and 230 miles of regional trails, our vision is to ensure every resident has access to all of our department's many services. When visiting one of our parks, we expect our spaces to be places of joy. We expect our facilities and parks to be open to all. Last, we expect our spaces to be embedded in neighborhoods and serve as gathering places for every member of our community. As a department, we align our strategic goals with the 2014 Master Plan because we believe our spaces are important assets entrusted for generations.

In 2021, 1.6 million residents participated in the department's programs and events. The department provided 1,700 swim lessons, served nearly 262,000 meals through the summer food program, and planted 5,000 street and park trees throughout the system. In 2021, the department completed the Linden Community Center & Park and launched Columbus' first city-wide strategic plan to protect and grow our urban forest.

With 350 full-time and 1,400 part-time staff and an annual budget of approximately \$58 million, the department plays a vital role in many of Columbus' neighborhoods. The department is a direct connection to the spirit of our community and continues to hold a prominent presence in every neighborhood. With the support of numerous partners, the Columbus Recreation and Parks Foundation, and a volunteer core of more than 9,000 individuals, collaboration is key to the department's success.

INTRODUCTION: 2021 MILESTONES

The COVID-19 pandemic, a public health emergency, dominated the past year as it did the year before. This global health, social, economic and human rights crisis has underscored the importance of multilateral cooperation – and tested it to the limit. Yet, Columbus Recreation and Parks Department staff remained steadfast and energized by our core mission. We continued to focus on how we could be of service to our residents and help them cope with the mental, emotional and financial impacts of COVID-19.

It was important for Columbus Recreation and Parks to aid in the fight against COVID-19. Vaccine clinics and at-home test kit distribution at our community centers made it easy for residents to access COVID-19 resources close to home. American Rescue Plan grants helped local nonprofits expand programming and services focused on helping youth fill educational gaps and improve mental health. Active Learning Points offered a safe place for students to access computers and Wi-Fi so they could complete their schoolwork. Jazz & Rib Fest BBQ Week and Park Pop-Ups supported restaurants and local artists, two industries that were hit hardest by the economic impacts of the pandemic.

The public health emergency reinforced the importance of our core services and programs. Residents took advantage of parks and park amenities as a place to spend time outdoors safely with family and friends. They turned to camps and programs for a safe, enriching place for their children to spend time after school and during school breaks. Those who weren't comfortable venturing out still had access to virtual programming so they could engage from the safety of their homes.

We continued to improve our parks, trails and facilities. We started planning for a new creative campus to host programs focused on seniors and the arts, and we started a long-term strategic plan to improve all of our aquatics facilities. We made improvements to our parks and trails, completing significant improvements at parks such as Tuttle Park. And we opened the Linden Community Center in the spring; you can read more about the impact the center has had on this important neighborhood later in this report.

I want to thank Mayor Andrew J. Ginther and the Columbus Recreation and Parks Commission for their leadership during this time. Their support was critical in enabling our staff to be of service to our community, by both maintaining critical services and implementing new programs.

In 2021, the department once again rose against many challenges to support residents through another difficult year. I am proud of every staff member and volunteer for all they have done to help keep our community strong.

Bernita A. Reese, CPRP – Director

DEPARTMENT ASSETS: WHAT WE ARE

- 32 community centers & facilities for arts, outdoor recreation, and therapeutic recreation
- 5 athletic complexes
- 6 golf courses
- 8 outdoor pools and 1 indoor aquatic center

- 7 spray parks and interactive fountains
- 407 parks on 13,970 acres of parkland
- 230 miles of regional trails
- 170 playgrounds
- 3 reservoirs
- 20 nature preserves
- 3 skate parks for BMX, skateboards, and rollerblades
- 5 dog parks
- 15 event spaces: enclosed shelters
- 20 event spaces: open-air shelters

DEPARTMENT COMMUNITY ENGAGEMENT: WHO WE SERVE

- 1,629,192 via on-site programs, events and facilities
- 914,030 via online content, email campaigns, and social media
- 371,937 program participants at 5 athletic complexes
- 134,435 tournament/league participants and quests at Berliner Sports Park
- 109,990 participants in aquatics programs
- 220,133 golf participants
- 8,674 fitness room visits
- 58,035 community recreation program registrations
- 261,927 free meals served through summer/afterschool food program
- 1,704 individual youth grant recipients through the PLAY program
- 9,414 volunteers
- 125,973 celebrated a special occasion at department rental facilities
- 1,762 free swim lesson participants
- 8,812 cultural arts center visitors and class participants

DEPARTMENT CONSERVATION EFFORTS: HOW WE CONSERVE

- 22,075 Total number of park trees
- 3 green infrastructure projects in 2021
- 803 native plants planted
- 79 total COGO stations
- 107,850 bags of trash removed from parks
- 65 pounds of prairie seed spread at Columbus parks
- 54 total acres of pollinator habitat
- 34 total pollinator gardens
- 3 wetlands conserved in 2021
- 22,134 kWh from solar panels on out net-zero building at the McKnight Outdoor Education Center
- 5,025 park and street trees planted
- 9 miles of state-designated water trail on Olentangy River
- 2,200 Linear feet of stream restored in 2021

DEPARTMENT COMMITMENT TO DIVERSITY EQUITY AND INCLUSION: CREATING A CULTURE THAT REFLECTS OUR VISION AND OUR COMMUNITY

Fostering a culture of inclusion in our City starts at home – or in our case, diversity in our department.

In 2021, the Diversity, Equity and Inclusion (DE&I) Committee implemented an immersive program designed to support developing a sustainable, diverse, equitable, inclusive and anti-racist workplace culture. This culture is necessary to ensure the community, our workforce and suppliers reflect the diversity of the City.

The journey was led by Trinity Transition LLC, a team in the field of DE&I. Components included three different, specifically crafted opportunities for staff, and sessions for senior leaders. All sessions are aligned with the DE&I policy adopted by the department in 2020.

The sessions have already made a positive impact. In 2021, more than 200 staff registered for a session. All sessions continue in 2022 to ensure all staff have the opportunity to participate. Also, as part of the strategic planning process, each area developed goals that support the department’s annual DE&I goals; several have been accomplished.

Learning Experiences

- **Healing Humanity Project:** These sessions create a confidential, safe space for staff to reflect, share stories and bear witness the experience of others and assess attitudes, reactions and responses of those who will engage in healing the organization and community.
- **Living Our Vision: A Socially Equitable City:** These sessions create a common source of understanding, improve communication, and identify cross-cultural challenges and promote constructive intervention.
- **C.A.N.D.L.E.™ Workshops:** The C.A.N.D.L.E.™ (Cultural. Allies. Network. for. Diversity. Learning. Experiences.) workshops provide learning experiences that empower staff to fight racism by becoming cultural allies. Senior Leadership Coaching Monthly sessions and coaching ensures leaders are fostering an inclusive culture and supporting the DE&I Committee’s work.

DEPARTMENT MISSION ALIGNMENT: PROTECTING AND GROWING COLUMBUS’ TREES

Trees are vital to our quality of life; they clean our air and water, improve health, provide shade, reduce heat stress and energy costs, intercept storm water and more. Our urban forest, all trees growing on public and private land, provide \$38 million in benefits each year.

Yet Columbus’ urban forest faces many challenges. Trees cover only 22 percent of the City, significantly less than similar cities. And Columbus’ trees are inequitably distributed; tree cover in neighborhoods across Columbus ranges from 9 to 41 percent.

With Columbus projected to grow by 1 million residents by 2050 and the City’s temperatures quickly rising—the fastest in the country—it was critical to take action.

The Urban Forestry Master Plan (UFMP) is Columbus’ first City-wide, long-term strategic plan to prioritize, preserve and grow Columbus’ urban forest. The plan’s goals are simple: plant more trees, protect the trees we have and ensure all neighborhoods have trees. Yet it tackles complex issues like population growth, social equity, high heat levels, public health issues and climate change.

The collaborative plan encompasses the expertise of hundreds of stakeholders, including industry experts, universities, nonprofits, developers, community leaders, City staff, regional partners, landscape architects, surrounding municipalities, county and state agencies, the Mid-Ohio Regional Planning Commission and others.

One unique aspect of the UFMP is the priority planting analysis, which helps determine planting sites and tree care needs. By looking at the number of trees along with nine equity factors spanning health, crime, and demographic and economic data, we can identify where preserving and planting trees will have the most impact—those neighborhoods with low tree cover and high social equity needs.

The plan invests in our urban forest in an unprecedented way, and it is supported by millions of dollars from the City and federal grants.

The plan is gaining national attention. Since its creation, Columbus has been approached by cities and urban forestry organizations for guidance. The plan received awards from the American Planning Association-Ohio chapter and the American Society of Landscape Architects-Ohio chapter.

DEPARTMENT COMMUNITY ALIGNMENT; CREATING A CENTER OF OPPORTUNITY

In Columbus, the Linden neighborhood faces numerous challenges. Founded in 1908, the area has seen numerous population shifts. Home ownership levels are 37 percent, and 43 percent of residents live in poverty.

In 2017, Mayor Andrew J. Ginther announced the “One Linden Community Plan,” an effort to gather residents and stakeholders to develop concepts to improve the quality of life for Linden residents. These plans included the idea of anchoring the community around a newly built community center and park to replace the aged Linden Community Center built in the 1950s. This would be a “Center for Opportunity.”

Programming features and amenities were selected based on community and stakeholder feedback. The 55,000 square-foot-facility includes an auditorium, recording studio, commercial-grade kitchen, dance studio, 200-meter elevated walking track and much more.

The new center and programming focuses on wellness and education. Passive and active recreation and wellness spaces maximize outreach and advocacy. Programming addresses the need to improve residents’ well-being, focusing on infant health, children’s recreation and arts, teen opportunities, family gatherings, healthy cooking and adult and senior programs. Spaces were created for flexibility and intergenerational opportunities.

More than ten partnerships enhance programs and supports. The Women, Infants and Children (WIC) program uses a medical partner space, and the OhioHealth mobile unit makes frequent visits. A playground designed for early childhood development was enabled by an agreement

between the City and Columbus City Schools. The Columbus Blue Jackets and Columbus Crew supported the installation of the hockey-themed playground and futsal court. A community garden is supported by Local Matters.

The center opened in spring 2021. The fanfare, tempered by the public health emergency, belies the impact the center has had since its opening. In a few short months, more than 50,000 residents visited the center, more than 4,000 residents have participated in programs, and more than 970 food packages were distributed.

DEPARTMENT BUDGET & REVENUE

The 2021 operating budget of \$57,966,657 supported the department's daily operations and cost-recovery initiatives, as well as City of Columbus priorities. Several key projects funded in the 2021 budget include Diversity, Equity and Inclusion training for staff, assists residents in coping with the public health emergency and many infrastructure projects; see page 17 for a list of high-impact Capital Improvement projects in 2021. All of these efforts further the department's mission to connect residents through the power of nature, wellness and creativity.

The department employed 353 full time and 1,414 part time staff in 2021.

The department's 2021 capital improvement plan budget totaled \$50,885,000.

The department's top sources of revenue include Golf, Adult Sports, Permits and Rental Services, CIP Reimbursement and Community Centers. The department's 2021 total earned revenue totaled \$12,506,036. The department secured \$13,345,864 in cash and \$187,695 in in-kind donations in 2021; this revenue was provided through grants, sponsorships, donations, and partnerships.

DEPARTMENT MISSION, VISION, VALUES

Mission: We connect the people of our community through the power of nature, wellness, and creativity.

Vision: A socially equitable city.

Values

- Joy: Our programs and activities are fun, celebrate culture, and add to our quality of life.
- Open: We communicate in multiple languages, design for accessibility, program for inclusion, and hire to represent the people we serve.
- Community: We embed in our neighborhoods, know our participants, and serve as a gathering place for all.
- Nature: As stewards of the land, we invest heavily in conserving our natural environment.
- Legacy: Our assets are entrusted for generations to come, which is why we plan for tomorrow, not just today

MISSION FORWARD STRATEGIC PLAN:

In 2018, CRPD adopted a mission statement: "We connect the people of our community through the power of nature, wellness, and creativity." This strategic plan is a "mission forward" promise, dedicated to advancing the department's goal to work toward an equitable city. Below are key priority areas and goals for this plan.

- Smart Growth
 - Through targeted acquisition and trail construction, connect unserved residents to a future park or trail within a 10-minute walk of their home.
 - Develop new parks and trail connections that enhance service for 50,000 residents within a ten-minute walk.
 - Achieve a staffing model that reflects proportionate growth.
 - Position and align CRPD assets for the future.
 - Achieve growth in service level through strategic partnerships.
 - Implement key changes to Policy and Code affecting Recreation and Parks.
- Sustainability
 - Achieve CRPD's Natural Resource Sustainability Goals.
 - Develop and implement the Urban Forestry Master Plan.
 - Increase efficiency through operational planning, reducing costs and achieving tiered cost recovery goals for all activities. Exceed cost-recovery goals in Golf, Sports, and Rental Services.
 - Achieve annual increases in leveraged operational & capital dollars: grants, sponsorships and donations.
- Excellence in Programming and Service Delivery
 - Drive annual growth in program participation through data-informed and inclusive programming.
 - Implement Center for Opportunities model at the Linden Community Center.
 - Maximize internal, cross-sectional partnership in programming.
 - Improve customer experience feedback loops, and benchmarking.
 - Adopt national best-practices and operating processes that result in CAPRA accreditation.
- Organizational Development

- Develop a system and process for data collection, management and analysis to support decision making and evaluate performance.
- Define organizational culture that's informed by our operating values, value-proposition, and the Diversity, Equity, and Inclusion Plan.
- Implement staffing and programmatic succession planning.
- Build staff capacities and create leadership opportunities.
- Develop and implement a new volunteer program model.
- Communications
 - Align external communication to the Department's strategic priorities.
 - Improve external relationships through responsive and deliberate communication with the public.
 - Improve internal communication that results in staff engagement and improved performance.
 - Define and promote our value-proposition to the community.

Department of Technology

2021 Annual Report

The Department of Technology (DoT) supports the local government information infrastructure by providing uninterrupted, secure, and reliable information systems which touch both internal and external customers.

MISSION STATEMENT

The Department of Technology plans, designs, develops, procures, and delivers citywide information technology, telecommunications, and media services in partnership with City departments, City elected offices, boards and commissions, and other governmental entities.

DoT works to achieve this mission by adhering to four pillars of customer satisfaction; Customer-Centered Thinking; Value-Driven through Leading Change; Collaboration and Partnership; and Continual Improvement.

DoT understands that without our customers, namely Columbus elected officials, other City departments and ultimately the public, there is no reason for us to exist. That the services we provide empower the business of government, that the world of technology is constantly changing and to be successful we must adapt and embrace change.

The year two thousand twenty-one started as a continuation of the City's COVID-19 response, with massive efforts going to distribute and administer newly developed vaccinations. To assist, DoT provided extensive technology support to Columbus Public Health for vaccination scheduling and enhanced communication to residents. These efforts mirrored the ebb and flow of the COVID positivity rate in the community. DoT also began developing methods for conducting hybrid meetings, which combined both in-person and virtual participants. This planning helped to keep the city moving forward as it began to emerge from the global pandemic.

Presented here are some of the 2021 accomplishments of DoT. A balance of improving existing services and offering, implementing and developing new technologies that help the City of Columbus meet the needs of residents while safeguarding and maximizing the tax dollars we are allotted and adhering to the core department pillars.

CONTINUED COVID-19 PANDEMIC RESPONSE

- **REDCap Clustered Environment:** a new clustered environment was implemented for REDCap; an application used by Columbus Public Health (CPH) for initiating and monitoring a variety of programs including several Covid-19 related activities.
- **Continued Remote telework response:** The Department of Technology continues to work on the deployment of enhanced telework solutions. This involves the continued work into 2022 of the ongoing expansion of our VMWare virtual computing solutions and the efforts to implement Cisco WebEx Teams which offers soft phone capability extending our Cisco phone systems outside of the network boundary. The continued investment into these tools and solutions will benefit the City both now and in the future as teleworking needs whether under general remote work and or during pandemic circumstances.
- **Continued Implementation of new 311 platform:** The City of Columbus implemented its first 311 system in 2006, handling well over 4 million resident requests and interactions since that time. New innovations and improvements in customer relationship management software presented an opportunity to replace the aging system. In partnership with the Department of Neighborhoods, DoT continued with the selection and implementation of the new enterprise system with an expected go-live in early 2022.

COLLABORATION AND PARTNERSHIPS

Dedicating resources, time and effort to join with other departments in building effective solutions which empower the business of our City. Collaboration and Partnership forms the third pillar of customer satisfaction for DoT. In 2021, DoT partnered with City offices and departments on key public policy priorities:

- **GIS Database Migration:** In 2021, the DoT GIS Oracle database was migrated to SQL Server. This migration was not only a cost saver but also, further streamlined processes, applications, and various integrations.
- **Police Email Exchange Server Upgrade:** In March of 2021, Microsoft released emergency critical patches for multiple different on-premises Exchange Servers. This was classified as Exchange zero-day vulnerabilities that are being exploited by a nation-state affiliated group. The zero day vulnerabilities affected all Exchange Servers running versions 2010, 2013, 2016, and 2019 worldwide. DoT successfully upgraded the City of Columbus police email system and patched the critical vulnerability. The upgrade also resolved mobile email connectivity issues that police users were experiencing.
- **City Council Districting Support:** In 2021, DoT implemented and supported multiple GIS applications for the City Council's Districting project. Those applications were used by both internal users as well as the public to help determine new City of Columbus Council districts.

- **DevTracker application:** In 2021, DoT created a new GIS application for the Department of Building and Zoning (BZS) to automate the process of sending notifications to the public when a new feature is added to their predefined Area of Interest within a GIS layer such as the Zoning layer.
- **Short-term Rental application:** At the request of Columbus City Council, DoT developed a GIS application to assist the Department of Public Safety's Support Services division with licensing management of Short-term Rentals. The internal version of the application was successfully launched in 2021.
- **Tableau projects:** Tableau is a visualization tool used by departments to quickly and effectively communicate data to City leadership and the public. In 2021, several Tableau dashboards were published for applications such as: OneView, Vacant Housing, Legacy ticketing system's Data Archive, and Oracle Work Order Asset Management's (WAM) Data Archive.
- **Database Upgrades and Installations:** In 2021, the Database Administrators (DBA) team worked on upgrading and/or migrating multiple databases including: 311, GIS, Tax, Accela, Responder, Mobile Dispatching, Frontier (Matrix), LRA, MariaDB, BizTrak, and WorkSpace One. Timely upgrades and migrations ensures continuous support from the vendors and cost savings for databases migrated from Oracle to SQL Server.
- **WebEx expansion to Columbus City Schools:** The Department of Technology worked with the Columbus City Schools during 2021 to implement the WebEx Teams application. The implementation of WebEx Teams provided soft phone services and enabling Columbus City Schools to work remotely and extend access to their Cisco phone system outside of the Schools network boundary.
- **IVR upgrade:** The Department of Technology starting the planning and preparation of upgrading the City's on premise IVR system utilized by various departmental call centers such as Neighborhoods 311, Building and Zoning's call center, Public Utilities call center, and Parking Services call center. This upgrade will continue into 2022 with the goal of accomplishing the removal of legacy hardware, upgrading to a newer platform version, and building out redundancy for additional failover capability with increased availability. This investment and effort will continue to improve the City's robust enterprise IVR solution. This upgrade will also focus on meeting newly imposed federal mandates.
- **Domain-based Message Authentication Preparation:** In 2021, DoT completed the extensive preparations necessary for participation in Domain-based Message Authentication, Reporting and Conformance, or DMARC. DMARC helps protect the city and its brand from email fraud that abuses the columbus.gov or columbuspolice.org domains (email spoofing).
- **Department and Personnel Relocation Support:** DoT provided technical and on-site support to the Department of Neighborhoods and CelebrateOne as they relocated to difference facility/space. DoT also supported numerous individual office moves for employees who were required to continue working on-site. This work resulted in safer work environments for essential employees who needed to continue working at city facilities.

CONTINUAL IMPROVEMENT

As related to DoT's fourth pillar of continual improvement, the department made enhancements to many of the standard e-commerce, and business technology applications and services provided to internal customers and citizens.

E-Government: E-Government, or electronic government, is the distribution of goods and services, or data, over an electronic network-- primarily the Internet. The benefits of e-government includes around-the-clock access to information, speed of service, and transparency.

- **City of Columbus Website** (columbus.gov): In 2021, Columbus.gov had over 3.65 million visitors, averaging over 10,538 daily, with approximately 54% of these visitors accessing the site from a mobile devices. Today there are over 4,185 external web sites linking to Columbus.gov for news and information, helping the site rank in the top 1 percent globally and nationally in usage. The DoT Emerging Applications team and the Mayor's Office Communications team continue to work with City departments to improve functionality and content on columbus.gov. Columbus.gov has served 1.4 million page views pertaining to COVID-19 testing and vaccinations.
- **Columbus Government Television CTV** (Spectrum and WOW, channel 1024; AT&T, channel 99; youtube.com/cityofcolumbus; and WCBZ 22.6):
CTV continued successful customer service by providing 30+ hours of original programming each month, including all City Council meetings, press conferences, and enhanced COVID-19 coverage of media events and community health outreach and education. Since January of 2021, CTV has been able to broadcast and live stream these events from anywhere in the city utilizing a new cellular bonded video transmission technology. In the summer of 2021, CTV helped developed a method of broadcasting the combination of in-person and virtual City Council meetings using WebEx in Council Chambers. In November of 2021, CTV completed an upgrade of its playback facility, which improved our broadcast signal for television viewers and improved streaming capabilities to Columbus.gov and the MyColumbus app.

CTV is also able to be viewed on the Cablecast app, which is available on different platforms, that allows content to be streamed on demand. CTV also manages the City's Educational Channel and the Community Bulletin Board, and maintains and programs the City's YouTube Channel.

- **Solarwinds Monitoring of Servers and Network:** In 2021, DoT implemented enterprise monitoring of all servers and network equipment to provide real time alerting of equipment failures, server usage analysis and mitigate server performance issues such as high usage of memory, CPU and low disk space alerting on servers. Solarwinds Monitoring software now provides the DoT Operations group better visibility into the City Network and systems and provide for monitoring and alerting on all three shifts to provide for a 24x7x365 coverage
- **Core City Datacenter Network upgrade from Cisco to Juniper with redundant fault domains:** The City Datacenter Core Network is responsible for providing network connectivity to all City buildings and facilities. The legacy Cisco core network equipment was a single point of failure that had reached end of life. In 2021, DoT upgraded to a new CORE Juniper datacenter network. The new core network provides for faster processing of network traffic at 10Gbps network speeds and 100Gbps interconnect speeds between City Datacenters. The core network also introduced multiple fault domains so that an equipment failure on the core network does not bring down the entire city network.
- **Data Management Platform** – In 2021, the Data Management Platform (DMP) team of DoT successfully implemented several data integration projects for various applications and departments including: EMP (Enhanced Metering Program) Phase one – Department of Public Utilities, OneView – Department of Neighborhoods, ODMAP (Overdose Map) – Columbus Public Health, Payroll related integrations (EverBridge & Bridge Archive) – City Auditor, and B2G – Office of Diversity and Inclusion (ODI).
- **GovDelivery Communication** (columbus.gov/mycbus): DoT, on behalf of the Mayor's Office, continues to lead the effort to manage and procure the GovDelivery non-emergency communication tool for use throughout the City enterprise. In 2021, a total of 1,052 bulletins were distributed/delivered. Current Topics/Categories total 218, up from 191 in 2020. There are 213,005 subscribers, up from 174,535 in 2020. The most popular topic among subscribers is the *Recreation and Parks Community Centers Programming Update* topic with 29,365 subscriptions.
- **Continued Expansion of the Fiber Network:** In 2021, DoT continued to plan and execute fiber expansion projects. The projects, coordinated with Public Utilities, finalized delivery of new fiber connections to several new city facilities. These new connections enabled improved network connectivity which allowed new on-site training opportunities and improved computing and communications services. Significant assistance from DoT and City fiscal offices led to a 50% reduction in fiber maintenance costs. Today, the Columbus Fiber network consists of over 1,000 miles of cable throughout the city.
- **Lucity Platform Adoption:** DoT continued to onboard City departments to the Lucity work order and asset management system. In 2021, DoT added 112 new Lucity users for a new current user total of 1,301. In March of 2021, DoT implemented the snow plow route inspection for DPS street maintenance. In April 2021, DoT implemented the SWACO data integration with Lucity for Refuse, which saves staff huge amount of manual data entry time.

Department of Neighborhoods 2021 Annual Report

2021 Department of Neighborhoods Annual Report

The Columbus Department of Neighborhoods works from a foundation of devoted residents, committed neighborhood leaders and a dedicated City workforce to solve community concerns and enhance each neighborhood. Delivering on Mayor Andrew J. Ginther’s commitment to every Columbus neighborhood, the Department is helping to build a stronger, more equitable Columbus, where everyone can prosper. Serving as the ‘front door’ to the City, the Department of Neighborhoods empowers residents, responds to their needs and protects their rights. As the single point of contact for all non-emergency requests for city services, the Department works to find solutions through the 311 Customer Service Center, making it easier for residents to work with the city.

The Department celebrates the rich history and community pride in our neighborhoods through its Neighborhood Pride Centers. In collaboration with area residents through Area Commissions and civic associations, the Department helps to drive neighborhood planning by moving community ideas from inspiration to implementation.

The Department protects the rights of Columbus residents through its investigations of discrimination complaints, mediations and other voluntary options that help address discrimination and remove the effects of past discrimination within the city.

Honoring each Columbus neighborhood, their stories, and their heritage, the Department supports long time neighborhood residents while also providing pathways for newcomers. It provides access and opportunity for all immigrants and refugees in the city, recognizing their voices, removing barriers, and empowering them to be active and engaged residents of Columbus.

The Department embraces its responsibility to uplift every resident, including young boys and men of color through the My Brother’s Keeper program. Understanding that our unique neighborhoods make us better, the Department facilitates sustainable change and reduces disparities so that all can share in Columbus’ growth.

The work of the Department of Neighborhoods in 2021 was fully aligned with Mayor Ginther’s strategic priorities. As we continued to help address community needs as a result of the COVID-19 Pandemic, the Department pivoted from the norm and focused on identifying new ways to support residents in their efforts to stay connected to the City and each other. New partnerships were developed to access pathways to preserve and continue to enhance growing Columbus communities, the department continued to invest in innovative programming to build safer neighborhoods, and worked together with committed community partners to continue to provide invaluable resources and services to Columbus residents. We are pleased to present the following highlights of our work.

311 Customer Service Center

In 2021, 311 received 505,025 customer contacts. Significant work was completed in partnership with the Department of Technology to prepare for the launch of the new 311 customer relationship management system, website and mobile application in early 2022. The enhancements to the system will boost the resident experience, improve internal work flows and allow better use of data.

To ensure residents can quickly and efficiently access City services in any language, 311 extended the use of the Language Line interpretation service by expanding on the existing Spanish queue and creating new queues for Somali and Nepali speaking residents.

Community Relations Commission

To better protect residents from discrimination, the Community Relations Commission worked with City Council to update the City Code to include: new enforcement power and additional protections from discrimination. The Commission investigated more than 20 formal complaints including the first case referred from the City of Westerville under our contract. The Commission also conducted mediation between neighborhood organizations.

The annual Lunch and Learn series continued in 2021. The three online sessions focused on racism as a public health crisis, discrimination protections, and community organizing.

Neighborhood Pride

Mobile City Hall supported nearly 100 events across the City and conducted six bike safety events. During the bike safety events, over 600 bike helmets were distributed to youth and other support service agencies that held community events throughout Columbus.

The Neighborhood Pride team in partnership with the Neighborhood Liaisons worked to increase the number of residents choosing to take the COVID-19 vaccine, assisted with community engagement efforts for the City’s zoning code revisions and initiated community engagement to prepare Commissions for a new citywide Area Commission election process in 2022.

The refreshed Neighborhood Pride Program held three We Love Columbus events in 2021. The new events brought communities together for an engaging conversation with the Mayor and City leaders while also following COVID-19 safety protocols.

New American Initiative

The fifth class of the New American Leadership Academy completed the program. The class service project focused on holding a COVID-19 vaccination clinic and resource fair in partnership with the Happy Druggist Pharmacy and the Ohio Hispanic Coalition. 243 residents attended the resource fair and nearly 10% received the COVID-19 vaccination. Assistance was also provided to boost vaccination rates by securing five clinic locations that were focused on New American residents.

Eight Departments submitted 32 requests for interpretation or translation services. 70 Documents were translated into languages including Arabic, Nepali, French, Somali, Spanish, Amharic and Kinyarwanda.

Diversity and Inclusion

Rev. Dr. Martin Luther King Jr. Celebration: The COVID-19 pandemic caused celebrations to take on a very different look than they had in previous years. Due to limitations in public gatherings, the City of Columbus celebrated the life and legacy of the Rev. Dr. Martin Luther King, Jr. virtually, and through the distribution of special commemorative yard signs placed throughout Columbus neighborhoods, places of worship, local businesses, and Columbus government buildings. Together, Mayor Gintner and Department of Neighborhoods Director, Carla Williams-Scott, hosted a live-stream event showcasing inspirational speakers who were featured at MLK Day celebrations in 2020, 2019, 2018, and 2017. A recording of the event is available on Facebook @cbusneighbor. To end the live-stream event, the virtual celebration concluded with the illumination of Columbus City Hall.

My Brother's Keeper (MBK): Columbus MBK Village focuses on the pillars of education, health, safety and economics in order to help address equity gaps facing boys and young men of color. MBK provides resources and support to disparately impacted communities in order for them to gain exposure, experience, and educational enrichment at the same level of non-disparately impacted peers. In doing so, we actively seek, identify, and leverage long term equity opportunities for central Ohio boys and young men of color. MBK investments helped youth build skills and gain opportunities through innovative programs that positively impacted the wider community, and changed perceptions of young people as positive change agents, rather than a problem to be solved.

BOOST Campaign: The BOOST Campaign served 657 students during virtual learning, offered safe spaces to receive tutoring and other academic support, provided hot meals and connection to internet to assist young people with remote learning.

Community Engagement: A virtual Job Fair held in partnership with Ohio Means Jobs and Franklin County Job and Family Services connected 212 job seekers to full and part-time employment opportunities. The annual My Brother's Keeper Conference was held at The Ohio State University's Ohio Union, and hosted in partnership with The Ohio State University Fisher College of Business during their inaugural Alumni of Color Weekend. This year's theme, Business of Sports & Entertainment, drew in more than 120 conference attendees. The event featured actor, producer, director and USC Professor, Robert Townsend, TV host Jawn Murray, and several other special guests representing the sports and entertainment industries.

Summer Youth Employment: Summer of Innovation was held to offer innovative learning and enrichment activities, to help students re-engage with in-person instruction following a school year of virtual learning. With support from the Department, 14 supporting agencies served 2,471 youth. The opportunity helped 149 high school students earn \$415,000 over the eight week summer break, at an average hourly rate of \$15/hour. All participants received career readiness, conflict resolution and financial literacy training to reinforce their summer experience.

2021 Program highlights include:

Columbus Urban League (CUL) content creation program that taught students how to create a video blog (VLOG) and develop original content. Legacy U summer enrichment program offered football and cheerleading athletic programs for middle school students and junior counselor opportunities for older youth.

The African American Male Wellness Agency employed youth to help them build a health awareness campaign for African American men. Students also received certification in robotics and adhesives.

Fashion Is Now: Students received an in-depth education on the fashion industry through the lens of African American and minority industry experts. Participants applied their knowledge to develop a capsule collection, Industry Plant, where they produced and distributed 1,100 items of clothing, at no cost, to students in the community.

The Read Early Network: The program offered high school to college transitional assistance, academic enrichment, and basic independent living skills, including budgeting, goal setting and time management.

My Brother's Keeper Round 2 Grantees: Round 2 grants supported the work of the African American Male Wellness Agency - Men of Standard, Columbus Urban League - I Am MBK and Community Refugee Immigration Service to test new approaches, and/or create new partnerships in the areas of education and safety. The collaboration allowed for the creation of a cohort of similarly focused organizations to promote cross agency learning related to the MBK national milestones, and increased the impact of the investments made by the City of Columbus. The 2021 class boasted a 100% graduation rate amongst participants.

MBK We Rise Scholarship Fund: In partnership with HOMAGE, MBK raised over \$8,000, and offered four \$1,500 scholarships to assist young men of color with continuing their post-secondary education or workforce training programs.

Neighborhood Services

Area Commission Support: The Neighborhood Liaison team ensured that Columbus' 21 Area Commissions continued to safely serve the community during the COVID-19 pandemic. The Liaisons provided support to Commissions returning to in-person meetings, assisted with

identifying suitable locations, safety protocols and provided PPE and COVID test kits. Neighborhood Liaisons attended and provided technical support and guidance to more than 200 Area Commission and more than 100 civic association meetings in 2021.

Area Commission Appointments / Data Audit: The Neighborhood Liaison team conducted a comprehensive audit of Area Commission appointments and the information contained in the neighborhood services database. All current Area Commissioner appointments were verified in Legistar and all contact information in the database was checked for accuracy in June and December. 17 Area Commissions adopted best practices, which changed term start and end dates, addressing the need for adjustment to the number of seats that would expire at the end of each year. The process for appointing new, or reappointed, commissioners was also revised, simplified and improved to increase efficiency and accuracy of the data collected.

Area Commission Training: The annual Area Commission Training series continued with 13 sessions in 2021. All were held using virtual platforms. Overall, the sessions engaged 590 participants. Topics included: zoning, code enforcement, new commissioner training, fiscal management, civil conversations, building your brand, engaging new Americans, parliamentary procedures, psychology of difficult conversations and building collaborative connections.

City-Wide Area Commission Election Day Pilot Project: Planning began for a pilot program where Area Commissions may opt to participate in a single city-wide Area Commission election day. The project seeks to create a unique opportunity to launch a city-wide awareness building campaign about the existence and functions of Area Commissions to increase voluntary resident participation and accessibility of Area Commission elections by maintaining fair and consistent elections. This will ease the burden on Area Commissioners to develop and implement election policies by providing a template which Area Commissions may elect to adopt or adapt to meet their needs. It will also increase the cost-effectiveness of marketing strategies by focusing campaign efforts to a specific annual timeframe, improve operational efficiency and expand new commissioner training opportunities by creating a recurrent annual schedule for elections and appointments. Elections will be held annually on the last Saturday in August. There are 13 Area Commissions that have agreed to participate in the pilot project.

City of Columbus Priority Initiatives: The Neighborhood Liaison team provided support, outreach and education to residents, businesses, faith organizations, community resource providers and leaders regarding several key city initiatives including: Columbus Public Health COVID-19 information, guidance and testing; Building and Zoning Services zoning code update and survey; Public Service / Public Utilities street sweeping program revision; Public Service Vision Zero; Public Service Link-US; Ohio State / Neighborhoods research project and survey on equitable engagement; Public Service Livingston Avenue corridor improvement project; Neighborhoods 311 system update.

Neighborhood Events: The Neighborhood Liaison team coordinated two holiday events in the Hilltop and Linden neighborhoods designed to uplift residents with song and neighborhood pride. Songs on Sullivant, and Carols on Cleveland were held in December, 2021 with significant community support and participation. This summer, the Southside Neighborhood Pride Center partnered with Franklin University to facilitate and pilot a planned community immersion training for the Columbus Division of Police. The goal was to provide recruits and officers with cultural understanding of the community, and to facilitate positive relationships between police officers and the residents of Columbus in order to increase public safety.

Community Planning

One Linden Plan: The Department continued its support for the Healthy Homes Program, dedicated to providing and preserving affordable housing through the provision of homeownership, rental and home repair services in Columbus communities located on the South Side and in Linden. The program provided exterior renovations to over 25 homes and rental properties in Linden, averaging \$25,000 per project.

OneLinden.org: The Department launched OneLinden.org, a website that serves as a central hub for information specific to the Linden community. Its primary goal is to support a more connected community and help increase awareness of the many organizations, resources and programs available.

Linden Fresh Market & Charitable Pharmacy: In partnership with Nationwide Children's Hospital and Community Development for All People (CD4AP), the Linden Fresh Market opened its doors in September to provide free, fresh and nutritious food to Linden residents. Additionally, the Charitable Pharmacy (co-located with the Linden Fresh Market) to provide free pharmaceutical services and other valuable resources to the Linden community. Both, the Linden Fresh Market and Community Pharmacy are located at 1464 Cleveland Avenue (former Eagle Market site).

Envision Hilltop Plan: The Department launched a Community Advisory Committee made up of Hilltop based organizations, businesses and residents, charged with prioritizing, reassessing and driving forward the plan's goals. Utilizing design and construction work from the Neighborhood Design Center, the plan offered exterior renovation services to three Hilltop businesses along two of the community's major corridors. In support of the Mid-Ohio Farm Collective, a \$1.5 million investment was made towards the launch Wheatland Farm, an innovative urban agriculture project located in the heart of the Hilltop. The farm will provide Hilltop residents with access to fresh, local produce. In addition to providing fresh foods to the community, the farm also works to sustain itself by selling a portion of crops to local Columbus restaurants.

One Linden Schools Initiative (OLSI): OLSI is a partnership among multiple organizations, including the City of Columbus, United Way of Central Ohio, The Ohio State University (OSU), and other partners working together transform the Linden community into a vibrant, thriving,

safe, community. To support Linden elementary students, the Department funded the One Linden Schools Initiative to implement a project focused on providing supplemental resources and community connections for students and families at Windsor STEM and Hamilton STEM.

Neighborhood Safety and Public Health

Comprehensive Neighborhood Safety Strategy (CNSS): CNSS continued efforts in 2021 to engage residents, make investments to improve safety and collaborate with community partners to address violent crime in our neighborhoods. Other aspects of CNSS included:

Neighborhood Safety Committee quarterly meetings in the following neighborhoods: Hilltop, North and South Linden, Southside, Driving Park, and Milo Grogan.

Alley clean-ups in 4 Columbus neighborhoods.

Landlord Fairs - The third Landlord Fair was held over a 4-week time frame. The new format included panel discussions and resources for landlords and tenants. Sessions were held in-person, as well as live-streamed in an effort to reach a broader audience.

Neighborhood Crisis Response: This inter-departmental group meets bi-monthly to address safety issues/concerns. The Violent Crime Review Group (VCRG) continued monthly meetings reviewing homicides in the Linden, Hilltop and Southside communities. Emphasis was placed on addressing the physical environment and providing support to those residents impacted directly.

Department of Human Resources 2021 Annual Report

The success of an organization relies on its workforce. The City provides a professional environment that promotes workforce development, recognizes excellence, and ensures fair and equitable treatment of employees, applicants and customers. The Human Resources Department's mission is to promote and support organizational excellence. We achieve our mission through effective human resources programming administered in an environment that embraces diversity, quality customer service, employee engagement and professional development.

In 2021, 50 employees (47 FT, 3 PT) were budgeted in Human Resources (HR) supporting the following programs: Administration, Citywide Training & Development, Employee Resources, the Equal Employment Resources Office, Compensation Management, Veteran's & ADA Affairs, Labor Relations Section, Employee Benefits & Wellness, and Occupational Safety & Health/Risk Management.

ADMINISTRATION

Human Resources Administration provides consultation and support to the Department of Human Resources, Office of Diversity and Inclusion, and the Department of the Inspector General. HR Administration engages in activities that support the Mayor's Equity Agenda, including participation on diversity and best practice committees, citywide policy updates and development, and workforce and succession planning through regular engagement with human resource professionals throughout the City.

This section is also responsible for the administration of the Tuition Reimbursement Program. In 2021, HR Administration processed \$853,578.53 in tuition reimbursement for city employees. This represents a \$67,130.77 increase over the 2020 totals.

Finally, HR Administration is responsible for the management and administration of the Drug Free Safety Program (DFSP). The Drug and Alcohol Coordinator (DAC) oversees drug and alcohol testing of City employees in seven categories: pre-employment, reasonable suspicion, random, return-to-duty, follow-up, post-accident, and post-incident. In total, 2,644 tests were conducted in 2021, consisting of 2,111 drug and 533 alcohol.

CITYWIDE TRAINING AND DEVELOPMENT

In 2021, CTD continued to offer relevant, interactive and engaging training opportunities to employees in a hybrid work environment. Course methods included virtual-instructor led, in-person, self-guided, eLearning and videos. In summary, CTD offered 177 separate course titles by means of 307 virtual instructor-led training sessions and 3 in-person training sessions. A total of 5,809 training contacts were made in 2021. Of which, 2,437 employees completed Ethics training; 563 employees attended a Diversity, Equity and Inclusion training; 354 employees attended Orientation; and 105 employees completed self-guided courses. In 2021, a total of 182 enterprise customers attended 44 separate course titles. A total of 56 small business customers attended 25 separate course titles. The total revenue collected in 2021 was \$53,071.08.

Citywide Training & Development (CTD), in partnership with Healthy Columbus ran a very successful Financial Wellness Program in 2021. The City of Columbus was included in the National Association of State Treasurer's Financial Wellness Research <https://nast.org/financialwellness/research/>. Between January 2021 and September 2021, a total of 98 workshops were offered with 730 registrants completing a Financial Wellness Program workshop and video of choice.

CTD's social media presence also continued to grow in 2021. CTD offered a total of 37 Facebook Live sessions which received 853 views. By the end of the year, CTD had 790 followers on Facebook, 53 followers on LinkedIn and 365 followers on Twitter.

EMPLOYEE RESOURCES

Employee Resources coordinates citywide philanthropic efforts that benefit vulnerable residents through Operation Feed, the Gift of Music, the Combined Charitable Campaign, and American Red Cross Blood Drives.

In 2021, to address the food, health and human service disparities, employees donated \$143,000 through the Combined Charitable Campaign and 458,280 meals to the Mid-Ohio Food Collective. 2021 was the second year for a partnership with the Columbus Music Commission's Gift of Music. This program places musical instruments in the hands of Columbus City School children as well as the Guitars Not Guns, Music Loves Ohio, and Transit Arts programs. City of Columbus employees helped the Gift of Music by donating over 2,000 instruments valued at \$250,000 to date.

Our partnership with American Red Cross remained strong in 2021 with the downtown complex hosting five blood drives that yielded 245 units, potentially saving over 730 lives, and eleven percent over American Red Cross set goal.

EQUAL EMPLOYMENT RESOURCES OFFICE

The Equal Employment Resources office is responsible for investigating complaints of discrimination and/or harassment. The section is also responsible for the adherence to City policies as well as local and federal laws that relate to equal employment.

The COVID-19 pandemic pushed many City departments to remote work. In 2021, the EERO investigated 13 complaints of discrimination or harassment. The section manager provided support to the Department of Public Safety from July 22, 2021 through December 15, 2021, due to a vacant EEO Compliance position. During that time 14 total cases were investigated with the support of the Division of Police, Internal Affairs Bureau (IAB) and included partnering with the Division of Fire, Administration Investigations Unit (AIU). The department handled a total of 27 discrimination cases for the year.

The department was also fortunate to have facilitated a successful Transformative Mediation session for a manager in Information Technology and their direct report as well as participated on the interview panel for Public Safety's Equal Employment Compliance Assistant Director position.

COMPENSATION MANAGEMENT

In 2021, the Compensation Management section performed more than 20 pay reviews on current classifications, and pay recommendations for new classifications. Communications with more than 60 municipalities locally, statewide, and nationwide ensure Columbus is able to adjust to the many pay challenges experienced during the pandemic by the public and private sectors alike.

Compensation Management also finalized a data-reporting feature for a salary survey and compensation analysis tool which helps guarantee the most accurate research possible. In addition to participating in or producing more than 90 salary surveys, the section continued to analyze and report on current compensation issues while also providing expertise during the collective bargaining process.

Compensation Management also completed a major update of a performance management guide produced by the section in addition to creating helpful documents for current and new employees utilizing the web-based software. Research was also performed on transitioning the employee data portion of the software to synchronize with the new payroll and personnel system, creating additional operational efficiencies in the future.

VETERANS AFFAIRS & AMERICANS W/DISABILITIES

The City Veterans Services Coordinator is responsible for ensuring compliance with the Uniformed Services Employment and Reemployment Rights Act (USERRA) and serving as a resource for managers within the City of Columbus and its residents. In 2021, the office continued its focus on COVID's impact on the Veteran community and ensuring partners and area Veteran Service Organizations (VSOs) had up to date information regarding the pandemic. The Veteran Affairs office maintains and attends a variety of public meetings with area (VSOs) at all levels of government. Additionally, 2021 marked the 20th Anniversary of the tragic events of September 11th, 2001 and offered the community a moment of reflection at our annual remembrance ceremony.

The Americans with Disabilities Coordinator is responsible for ensuring compliance with Title II of the Americans with Disabilities Act (ADA) and serving as an internal and external resource for individuals seeking information and guidance on the landmark anti-discrimination law. The ADA is a broad law that demands input and experience from across the City of Columbus. In 2021 we garnered public feedback through the Mayor's Columbus Advisory Committee on Disability Issues (CACDI) delivering updates on City policy and connecting specific concerns of the public with key contacts within City departments. The ADA Coordinator responded to inquiries on matters pertaining to the ADA or issues faced by persons with disabilities and connects them with community resources and information.

Labor Relations

The Labor Relations program area is responsible for the negotiation, and year round interpretation of six (6) collective bargaining agreements and one compensation plan. Due to the COVID-19 pandemic, collective bargaining negotiations with the FOP, Lodge #9 and FOP-OLC Inc. were suspended for periods of time in 2020. These suspensions delayed the start of the FOP, Lodge #9 negotiations and prompted a fourteen (14) months extension with FOP-OLC into late summer of 2021. However, even with the challenges of the pandemic, in 2021 the Section accomplished the following:

- Completed negotiations
 - AFSCME Local 1632 (new agreement expires March 31, 2024),
 - FOP, Lodge #9 (new agreement expires December 8, 2023),
 - FOP-OLC, Inc. (new agreement expires September 1, 2024).
 - Negotiated Hero Pay and Vaccination Incentive MOUs for AFSCME 2191 and FOP-OLC.
 - Negotiated the addition of the Juneteenth (June 19) Holiday for all unions.
- Avoided fact-finding with AFSCME Local 1632 by executing a one-year agreement and a three-year agreement in March of 2021.
- Ongoing negotiations with FOP, Lodge #9, IAFF Local #67, CWA Local 4502 and AFSCME 1632 on Hero Pay and Vaccination Incentive.
- Following the negotiations with the FOP, Lodge #9 and the agreement for a Retirement Incentive Program, Program Terms were established and distributed November 1, 2021. RIP administration is ongoing.

The Section is also responsible for conducting grievance, disciplinary and fitness for duty hearings for AFSCME Local 1632, AFSCME Local 2191, CWA Local 4502, FOP-OLC bargaining unit members, as well as Management Compensation Plan employees within the City. Like 2020, various COVID-19 waves caused infrequent suspensions of in-person meetings and hearings. Disciplinary, grievance, and arbitration hearings resumed virtually and in-person in 2021. Last year the Section oversaw the following:

Grievances (disciplinary and contractual cases)

- One hundred and eleven (111) new Step 2 grievances were filed;
- Ninety-two (92) grievances were heard at Step 2;
- Thirteen (13) cases went to arbitration (including FOP & IAFF);
- Thirty five (35) active cases were withdrawn;
- Seven (7) active cases were settled.

Discipline (suspension/termination cases)

- One hundred and twelve (112) cases filed against eighty three (83) employees;

- Forty five (45) settlements;
- Ten (10) employees resigned;
- Three (3) withdrawals;
- Twelve (12) last chance agreements.

Fitness for Duty Hearings

- Seventeen (17) hearings held;
- Six (6) employees were separated.

The Section executed and administered leave policies in response to the American Rescue Plan’s expansion of the Families First Coronavirus Relief Act (FFRCA), which was promulgated to encourage employers to provide paid leave for COVID-19 related reasons and receiving the COVID-19 vaccination. The Section continued to support the City’s COVID-19 response by revising and interpreting COVID-19 leave policies and procedures, which include:

- Travel Policy (sunset in March 2021)
- First Responder COVID-19 Leave Policy (updated April and October 2021)
- The American Rescue Plan’s extension and expansion of the FFCRA (updated January, March, and April)
- Supplemental COVID-19 Leave Policy (updated January, March, and April)
- COVID-19 Leave Policy (FFCRA/ARP merged with Supplemental Leave Policy for civilians) (effective May 2021 and updated in October 2021)
- COVID-19 Medical & Religious Exemption Forms (October 2021)

EMPLOYEE BENEFITS AND WELLNESS

The Benefits and Wellness area administers the medical, pharmacy benefit management, dental, vision, short-term disability, basic life, voluntary benefits and COBRA plans for City employees and eligible dependents, in accordance with applicable laws and/or negotiated union contracts. In addition, the HealthyColumbus program provides employees and family members with opportunities to improve their health, well-being and quality of life through programs such as, physical fitness activities, disease management, nutrition and healthy eating support, health challenges and tobacco cessation.

In 2021 the Benefits and Wellness team reopened the Front Street Fitness Center on a reduced schedule. In accordance with CDC Guidance, and Columbus Public Health’s assistance, a reduced number of employees were eligible to enter the center a one time. Plexiglass was installed at the front desk, and air scrubbers were utilized throughout. Due to the pandemic, fitness videos can be accessed via Healthy Columbus’ YouTube page.

The “*Wellness Wednesday*” newsletter was delivered weekly, and “*Beyond the Table*” with our Nutritionist- Ashley, short presentations about nutrition, are produced every Monday on our Facebook platform. We also continue to present “*Five on Fridays*”, offering 5-9 minutes with our employees and families on issues pertaining to maintaining a healthy lifestyle.

The Benefits Healthcare Fund remains stable. Many transaction under the healthcare plan have been suppressed due to the cautions of COVID-19. The Plan maintains high in-network provider utilization at 98%.

The team now manages all eligibility and enrollment transactions through the Dayforce system. Administered open enrollment for the IAFF’s High Deductible Health Plan and implemented the Fitness Incentive to accompany the Sick Leave Reciprocity deposit perks of the Health Savings Account.

Revamped our role in New Employee Orientation by delivering valuable benefits and wellness information electronically to new employee’s inboxes and conducting WebEx presentations to explain the materials to new employees. Due to continued safety precautions, we were unable to conduct annual flu shots, health fairs or Biometric screenings as customary. We did complete a series of mini flu shots clinics at Public Health, distribution of the annual Walgreens Flu Shot vouchers and communications on the importance of vaccinations.

Risk Management

The Risk Management program manages the workers’ compensation, and injury leave programs in accordance with City and Ohio BWC policies, procedures, and union contracts. The Risk Management team facilitates the claims process by initiating and maintaining communications with all involved parties, developing action plans for injury claims, and managing to resolution. Responsible for the review and processing of handicap reimbursement applications, and represents the City’s interest before the Ohio Industrial Commission. Highlights of the Risk Management section include:

- Continued and ongoing emphasis and attention on activities such as the pursuit of handicap reimbursement, claim settlement and subrogation, and proactive claims management have resulted in cost savings of \$4.3M
- Successful management, tracking, and on-time reporting of performance in BWC rebate programs, including the Industry Specific Safety Program (ISSP), the Transitional Work Performance Bonus, The Safety Council Participation and Performance rebates, and the Lapse-Free rebate has resulted in premium rebates of more than \$1.4M during the 2021 policy year.
- In collaboration with the City Auditor’s Office and the BWC, obtained a 2% discount on the City’s 2022 BWC premium by planning and executing early payment of the entire 2022 premium, resulting in savings of approximately \$346K.
- To take advantage of a lower cost “telecommuter” employee code for calculating BWC premiums, partnered with Department HR personnel and the City Auditor’s Office to identify employees who worked remotely during 2021, resulting in BWC savings of approximately \$900K
- Represented the City’s interests before the Ohio Industrial Commission at nearly 2,200 hearings

Citywide Occupational Safety and Health Program

The mission of the Citywide Occupational Safety and Health Program (COSHP) is to create a workplace with zero on the job injuries, and to empower and educate City of Columbus employees to be safety conscious, reducing occupational hazards. We strive to achieve this by designing a comprehensive, integrated Occupational Safety and Health Program that promotes a safe and healthy working environment for all City employees and visitors.

COSHP works under the authority of the Mayors Executive Order 01-02 and provides OSHA/PERRP compliance assistance, industrial hygiene monitoring, safety training, written program development, and complete OSHA/PERRP audit services. 2021 highlights of the Citywide Occupational Safety and Health Program include:

- Continued to support numerous aspects of the City’s COVID-19 pandemic response and safety plans, including:
 - a. Regular updates to the City of Columbus COVID-19 Safe Work Practice Guidance
 - b. Regular updates to the COVID-19 Frequently Asked Questions (FAQs) for City of Columbus Employees (To accompany the City of Columbus COVID-19 Employee Safe Work Practices Guidance)
 - c. Focused training and support for department and division human resources and safety officers regarding COVID-19 guidance.
- Assisted in the development of critical infrastructure employee guidelines that would allow critical City processes to continue during the pandemic.
- Completed or assisted in the completion of citywide Hazard Mitigation Assessments for multiple Departments/Divisions as they transitioned employees back into the office. Onsite visits when necessary.
- Developed/assisted in the development of safe work practices for employees who continued to work during the pandemic. This included onsite visits when necessary.
- Evaluated several different emerging technologies that were being presented to departments and divisions to remove COVID-19 from the air.
- Answered and assisted departments with questions regarding COVID-19 processes (i.e. close contacts, sick employees, CIE, union safety issues).
- Conducted individual COVID-19 PPE assessments to assist City Departments with the correct selection of PPE for the task and, if requested, assisted with ordering.
- Continued to support City departments by distributing personal protective equipment (PPE) and other COVID-19 related products including 10,000 KN95 masks and 18,000 COVID-19 tests.
- COSHP works with the Construction Management Team to provide “end user” safety guidance during the design and construction stages of new or remodeled City buildings. In 2021, COSHP provided safety support for a new fire station (Fire Station 16), the Fire Station 23 renovation, and a renovation of the new Joint Safety Building.
- Provided high level staff support to various departments needing assistance with their safety programs including program development, training, accident investigations, and day to day operational needs.

Office of Diversity and Inclusion 2021 Annual Report

Mayor's Office of Diversity and Inclusion Annual Report

In 2021, the Office of Diversity and Inclusion continued its work of elevating the importance and value of diversity and inclusion in the city of Columbus. On our journey to making Columbus “America’s Equal Opportunity City,” the Office of Diversity and Inclusion prioritizes key strategies in supplier and workforce diversity, to ensure that the diversity of our supply chain and workforce is reflective of the residents we serve.

2021 Major Accomplishments:

- Repeal and replacement of Title 39 – Diversity and Inclusion Code authorizing the creation of formalized MBE, WBE, and SLBE programs designed to increase the City’s access, engagement and utilization of small and diverse business enterprises.
- Recognition in Ohio Business First Magazine for the public-private partnership with Columbus Crew to achieve over \$73 million in diverse spend with MBE/WBE firms on the new Columbus Crew stadium and training facility.
- Major update to the Office of Diversity and Inclusion internet and intranet sites to foster greater visibility and accountability for the City’s Diversity and Inclusion efforts.
- Introduced the first Comprehensive Diversity Equity and Inclusion Plan tool to showcase the work of diversity and inclusion across all of the City Departments and the strategic efforts being put forth to advance equity in the City’s supplier and workforce pipelines.
- Successful implementation of Phase 1 of B2GNOW Diversity Management Software system that provides an online certification application platform and enhanced vendor directory.
- Awarded Ohio MBE's Advocate of the Year Award for excellence in certification and minority business support services.
- Expanded the Grow With Google Partnership to provide access to valuable training and support to Minority and Women Owned Businesses faced with re-engineering their businesses and processes.
- Expansion of Office of Diversity and Inclusion Portfolio: ODI's Workforce and Supplier Diversity Team and Team Resources.
- Developed the new Office of Diversity and Inclusion Hub Site – an online visual dashboard of the City’s key diversity metrics across our supplier diversity spend and workforce data.
- Extended outreach to historically underrepresented communities of color through engagement and connections with various diverse business and advocacy organizations.
- Partnership with Civil Service on Recruitment-Workforce division worked with Civil Service in creating a new recruitment brochure that would attract more diverse candidates and share the wonderful benefits the city has to offer.

Supplier Diversity Success in 2021

- Despite challenges of the global pandemic and economic downturn, Minority and Women-owned business utilization on city contract opportunities totaled \$51.1 million / 11.4% of the city’s total available spend
- Minority and Women-Owned Business (MBE/WBE) certifications and registrations totaled 305 in 2021.
- In 2021, a total of 1564 vendor Contract Compliant Registrations were processed, up from 2020 total of 1273. There were 931 new registrations and 633 renewals. The office is responsible for ensuring all vendors who do business with the city has a valid Contract Compliance number, verifying compliance as an Equal Opportunity Employer
- Achieved greater than 25% diverse spend on Columbus Crew stadium and training facility projects with more than \$48 million on the project going to 76 minority-owned businesses and \$25 million to 39 women-owned businesses.
- More than \$53 million went to local firms inside the Columbus metropolitan area and approx. 25 over \$500,000 contracts were awarded to MWBE firms for both projects (Columbus Crew stadium and training facility).
- Assisted city, state and federal agency partners facilitate Resiliency and Recovery funding information and resources to hardest hit business communities
- Expanded supplier diversity outreach to include New American and Native American communities
- Enhanced Minority Business (MBE/WBE) Certification program
- Participated in joint outreach efforts with agency partners to create networking and information sharing opportunities to support small, minority and women-owned businesses and make them aware of city bid opportunities

Workforce Diversity Success in 2021

- Planning for the 2022 GOVERN Diversity Equity and Inclusion Symposium got underway with a strong framework for continuing to elevate the City of Columbus’s prominence for elevating the dialogue and commitment to action in promoting equity throughout the community.
- Developed and implemented a monthly electronic newsletter highlighting diverse celebrations each month. This has proven to be a great way of keeping our employees engaged and informed on various dimensions of our unique diversity.

- Developed and implemented a monthly job opportunity email blast to diverse constituents and job seekers sharing available opportunities with our internal and external customers. The email blasts are sent every 2nd and 4th Tuesday of the month to all external partners to not only help in filling hard to fill positions, but to help attract more diverse candidates.
- ODI Website- our office launched a new ODI website. This site offers information about our office, upcoming events and trainings, along with other great resources visitors are able to take advantage of.
- The Office of Diversity and Inclusion created the ODI Diversity and Inclusion Portfolio. The portfolio highlights how Supplier Diversity and the Workforce team serve the City of Columbus' vast internal and external communities by consulting on, providing supportive resources for and advocating on the vital role and societal impact diversity, equity and inclusion plays in all of our lives.
- The Office of Diversity and Inclusion developed new Workforce Diversity Dashboards with industry workforce best practices criteria. The new workforce dashboards are user friendly, easy to read and will allow the City to see, understand, share, measure and act on the workforce data.

Diverse Outreach Success in 2021

The Office of Diversity and Inclusion continued to implement an aggressive outreach strategy which consists of partnering with key external stakeholders in the areas of business, industry, academia, government and social service sectors. The goal is to continue to drive our diversity and inclusion efforts across the region through strategic alliances and broad community engagement. The office sponsored, participated or partnered with organizations including the following:

- In 2021, supported and participated in city and other partner agency engagements with external partners seeking to enhance their diversity and inclusion efforts in supplier and workforce diversity. Includes federal agency partners, Small Business Ecosystem, The Columbus Urban League – MBAC Program, Franklin County, Ohio/National Minority Supplier Development Council, Ohio River Valley Women's Business Council, Ohio Diversity Council, ODOT, COMTO, Women for Economic and Leadership Development (WELD), Women's Small Business Accelerator, Columbus Hispanic Chamber of Commerce and Ohio Latino Affairs Commission, Columbus NAACP, Economic Community Development Institute, Grow With Google, Central Ohio Diversity Consortium, Ohio MBE advertising, procurement fairs and annual awards, Columbus/Central Ohio Building & Construction Trades Council, Diversity Compliance Coalition of Ohio (DCCO), State of Ohio Business Expo.
- Participated in Catch the Wave WBEC ORV Virtual Conference bringing female entrepreneurs together to network, provide training and access to both women business owners and corporate members from across region of Ohio, Kentucky and West Virginia.
- Led the City of Columbus's hosting and engagement of the HBCU College and Career Fair held at the Ohio State University.