



MAYOR'S GOALS AND INITIATIVES FOR 2015

The 2015 budget focuses on achievement of the goals of the Columbus Covenant in order to reach our vision to be the best city in the nation in which to live, work, and raise a family. Those seven goal areas are:

- **Customer Service** – provide quality and efficient service delivery to customers using “best practices”
- **Economic Development and Technology** – provide an atmosphere that promotes job creation and economic growth in existing and emerging industries
- **Neighborhoods** – engage and promote strong, distinct, and vibrant neighborhoods
- **Safety** – enhance the delivery of safety services
- **Education** – encourage and promote participation in learning opportunities

- **Downtown Development** – develop a vibrant and thriving downtown that is recognized as an asset for the region
- **Peak Performance** – invest in all city employees and develop systems that support a high-performing city government

For each of these seven goals, the administration has identified key initiatives – referred to as strategic priorities – that will advance the achievement of these goals. These strategic priorities are outlined in the individual department sections that follow. Many of these initiatives cross over department lines, requiring departments to work collaboratively to ensure the success of these initiatives.

In addition to initiatives in support of the seven goal areas of the Columbus Covenant, each department has created individual sets of goals and objectives that provide city residents and elected officials information regarding the quality, quantity, and efficiency of the services they deliver.

Crossing several of the seven goal areas, the city will continue to implement the Get Green Initiative. Get Green Columbus is a multi-faceted initiative for the city to craft environmentally sound policies, build healthier neighborhoods, and protect the community's air and water, all while encouraging the development of green buildings and jobs in Columbus.

Some of the city's major innovations and undertakings in 2015 are presented below, organized by goal area:

Citizen access to city services and information through the operation, support, and promotion of the **311 Customer Call Center** will be continued in 2015.

The **five Neighborhood Pride Centers** will continue to serve as links between city services and Columbus neighborhoods in 2015. Each pride center is a **one-stop-shop for various city services**, and is dedicated to protecting the health, safety, and welfare of families living in its designated area.

Concepts of **community involvement in crime awareness and reduction programs** and efforts will be promoted in 2015. The focus will be centered on participation in neighborhood crime reduction and

organizational efforts, such as block watch groups to support community policing partnerships.

The **community education program for Columbus residents, SIGNS**, will be continued. This program provides information to the public on the safety of restaurants, pools, schools, and other venues inspected by Columbus Public Health.

Transition to enhanced mobile web technology will improve efficiency.

Streamlining the zoning and permitting process will continue in 2015 with anticipated investments that will allow for electronic record storage and online plans review.



CUSTOMER SERVICE

Job growth opportunities and job training efforts will be proactively pursued by continued investment in Columbus 2020 and other entities to promote the economic development of the city.

Growth among existing and emerging industries will be fostered through the continuation of the targeted **business retention program**.

In 2015, established relationships with TechColumbus, Columbus 2020, The Ohio State University, and other similar entities will continue to be leveraged to **encourage entrepreneurship, innovation, and commercialization**.

The city will continue to support **regional economic development strategies** designed to retain and expand companies within

advanced logistics, small business, and technology-based industries.

The city will continue implementation and promotion of a **Green Economic Development** policy to encourage investment in environmentally sustainable business growth.

In 2015, the city will implement the next phases of its **citywide connectivity plan**, which include connection to city facilities for voice, video, and data communications. When complete, the city will have a **fiber optic broadband network** that enables the city to provide high-speed broadband service to city facilities, promote shared services with regional partners, enhance citizen access to broadband services, and facilitate economic development.

ECONOMIC DEVELOPMENT & TECHNOLOGY

The “Proactive Code Enforcement” (PACE) effort will provide **intensive code enforcement action** in targeted neighborhoods and systematically deal with the properties of landowners with a history of repeated code violations.

In 2015, the city will continue to coordinate funding from the federal Housing and Economic Recovery Act of 2008, American Recovery and Reinvestment Act, and the Financial Reform Act (NSP 1, 2, 3) with public and private sector partners to **revitalize defined areas, focusing on neighborhoods hit hardest by the foreclosure crisis**. The city will utilize the Columbus Land Bank and housing programs to target acquisition of foreclosed properties, demolish blighted structures, and renovate vacant homes into community assets.

The **Neighborhood Safety Camera program** will continue and crime statistics on neighborhoods will be analyzed.

The **Community Summer Initiative (CSI)** will be continued in 2015. This effort is a targeted approach to mitigating criminal activity during statistically high crime months. In past years, increasing uniformed police resources during the summer has proven successful in addressing gun violence, gangs, and drug activity.

Development and construction of **multi-use trails** through bike/pedestrian studies and mobility plans will continue.

NEIGHBORHOODS

Columbus Public Health will continue to lead the city's ongoing efforts to combat the current epidemic of obesity by implementing strategies to make Columbus an **active and vibrant community**. Programming and initiatives dedicated to these efforts include Get Active Columbus, Healthy Children Healthy Weights, the Institute For Active Living, farmers markets and community gardens, bike and walking paths, walking maps and art

walks, the Creating Healthy Communities Network, Women Infant and Children (WIC), and the Healthier Choices Committee.

The city will continue to **invest in its neighborhoods** through improvements to various recreation centers, including HVAC and electrical systems, roofs, playground equipment, floors, and landscaping as well as upgrades to various outdoor swimming pools.

Funding is included in 2015 to maintain full-time operating hours at **29 community recreation centers**.

The city will continue to **support social services** for citizens facing the greatest challenges from the current economic environment by funding local social service agencies, the Community Shelter Board, and the Columbus Neighborhood Health Centers.

In an effort to stabilize and maintain neighborhoods with high rates of foreclosed homes and abandoned properties, over \$1

million is being provided to the **weed abatement program** in 2015.

Funding is incorporated in 2015 for an effective **rodent control program** for neighborhoods in Columbus experiencing a problem.

The city will increase its efforts to **reduce infant mortality** in Columbus. Funds have been budgeted to provide for additional staff and anticipated contractual obligations, stemming from recommendations made by the Greater Columbus Infant Mortality Task Force. Staff will focus efforts on developing and implementing an infant safe sleep educational campaign as well as mobilizing and targeting interventions in high risk neighborhoods. The city will continue to contract with community partners to coordinate community learning and create a workable plan to achieve Healthy People 2020 goals.

Uniformed personnel levels will remain steady by year-end 2015 through the offering of both police and fire recruit classes in 2015. These classes, when combined with those funded in 2014, ensure a sufficient number of recruits will be trained to offset retirements and other separations.

SAFETY

Departmental and community **planning to prepare for and respond to a range of disasters or emergencies**, including bioterrorism, will continue to be a priority in 2015. Community leadership, public education, staff training, and an emphasis on

public health awareness and protection for all Columbus residents will be key themes in 2015.

The partnership with the **Community Crime Patrol** will continue in 2015, providing support in patrol areas identified by the city.

Police and fire staffing levels will continue to be examined to determine the **most effective and efficient deployment of uniformed personnel**. Staffing adjustments may be made to address inefficiencies when and where they occur.

Funding will be allocated for **public education efforts** in alignment with the recommendations of the Columbus Education Commission.

and firefighters in the schools, including 17 school resource officers in Columbus high schools and 20 community liaison officers, who present public safety programs in the elementary and middle schools.

Early Start Columbus, a program focused on working towards ensuring **universal pre-kindergarten services** for all eligible children in Columbus, will continue in 2015.

EDUCATION

City departments will collaborate to **enhance safety and infrastructure near and around schools** through the installation of sidewalks.

The **Fast Path Program**, designed to identify and connect at-risk, underemployed, and unemployed adults to technical skills and workplace training, is funded for 2015.

The Application through Pride, Purpose, and Success (APPS) Program will continue its effort to **engage and mentor at-risk youth and young adults**.

After-school and summer initiatives that expand educational opportunities available to children in the city will be continued in 2015.

Safe bicycling will be promoted through the "Share-the-Road" public awareness campaign, which provides tips to motorists and cyclists on how to safely and legally share the roadways.

In partnership with Columbus City Schools, the city will maintain a **presence of police officers**

Implementation of the **comprehensive business plan for downtown development**, including strategies for housing, retail, parking, transportation, recreation, and economic/office development will be continued.

programs to encourage downtown development will be continued.

DOWNTOWN DEVELOPMENT

Collaboration with **Capitol South** and **the Columbus Downtown Development Corporation** on targeted

The city will continue to **make downtown more environmentally welcoming** by incorporating features such as bicycle amenities, rain gardens, recycling options, and improved pedestrian mobility.

The city will continue to address components of its **ten year reform and efficiency action plan** related to employee compensation and benefits. Since a number of these reforms must be achieved through collective bargaining negotiations, the collaborative efforts of the labor relations, employee benefits, and compensation management program areas will be required.

systems, a unified communications system which offers features that **enhance employee productivity** through better management of voicemail and email, the flexibility to work from any location, and voice and video conferencing abilities.

PEAK PERFORMANCE

The city will continue implementation of voice over internet protocol (VoIP) telephone

The development and refinement of strategies to maximize grant dollars for **"greening" the city's vehicle fleet** will continue in 2015.

Department

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