

MAYOR ANDREW J. GINTHER'S GOALS AND INITIATIVES FOR 2018

The Mayor's 2018 strategic priorities focus city resources in the following public policy areas to ensure the safety and prosperity of Columbus residents, to strengthen Columbus neighborhoods, and to ensure every resident in every neighborhood has the opportunity to succeed. For each of these strategic priorities, the administration has identified key initiatives that will advance the achievement of these goals. These initiatives are outlined in the pages and individual department sections that follow. Some of them cross department lines, requiring departments to work collaboratively to ensure their success.



Public Safety and Health – The safety of our residents continues to be a top priority and is the single largest investment made by the city every year. Safe streets and violence reduction initiatives, police and community relations, intervention efforts, and investments in body-worn cameras are critical components of the city's safety priorities.



Neighborhoods – The future of Columbus depends on ensuring we have vibrant, thriving neighborhoods. We are making our opportunity neighborhoods—Franklinton, Hilltop, Linden, Near East, Northland, Near South, Southeast, and Northeast—stronger by building on their greatest assets, the people who reside in our neighborhoods.



Economic Development – The administration works to advance economic opportunity and shared prosperity through public investment and public policies that help to create jobs, increase median wages, improve access to affordable housing, and strengthen neighborhood infrastructure.



Early Childhood and Education – Every child in every Columbus neighborhood deserves the opportunity to thrive. CelebrateOne and our community partners are committed to eliminating preventable sleep related infant deaths, reducing preterm births and improving service delivery to families most impacted by health disparities. Early Start Columbus ensures that every student is prepared and supported, providers are able to meet their students' and families' needs, and that our community is stronger.



Diversity and Inclusion – The administration is committed to fostering a culture of inclusion, unity, and upward mobility, all of which helps to build a stronger Columbus. Our work includes community engagement, dialogue, and outreach to improve race relations, and increased workforce and supplier opportunities for minorities and women.



Smart Columbus – We are moving toward the future of Columbus, focused on enhancements in technology and mobility that will make living in our city better and serve as a model for the connected cities of the future. Our neighborhoods will forge even stronger connections, driving our economy forward and creating ladders of opportunity for all.



Operational Efficiencies – The administration is committed to a comprehensive review of city operations to identify inefficiencies and reinvest savings in critical city services and programs. We will collaborate and build partnerships for responsive, transparent, and effective governance.

Public Safety is the highest priority and single largest financial investment the City of Columbus makes each year. In 2018, more than \$601 million of the general fund budget is dedicated to the Department of Public Safety, including the Divisions of Police and Fire. This will allow Columbus to fund **new police and fire recruit classes**, and to invest in the tools and technology to keep officers and residents safe. Investments will continue to be made in priority safety and health initiatives to **prevent violent, gang- and drug-related crimes and opiate addiction**; and improve **de-escalation tactics and training** to better equip officers to manage difficult scenarios.

The city will continue to outfit Columbus police officers with **body-worn cameras** and is on track to have 1,300 officers outfitted by the end of 2018. The successful **Linden Community/Police Safe Streets Initiative** will be expanded to other Columbus opportunity neighborhoods in 2018, utilizing bike patrols and officers familiar with the neighborhoods to reduce violent crime and improve community-police relations.

The future of Columbus depends on ensuring we have vibrant, thriving neighborhoods. We are making our opportunity neighborhoods—**Franklinton, Hilltop, Linden, Near East, Northland, Near South, Southeast and Northeast**—stronger by building on their greatest assets, the people who reside in our neighborhoods. We have successfully brought together 311, Neighborhood Pride, neighborhood liaisons, and the Community Relations Commission under one department, providing a gateway for our residents seeking neighborhood services. In 2018, the **Department of Neighborhoods** will continue to bring together its staff in the Linden community; and funding will continue

Funding continues and is expanded for the **City's Job Readiness Program** which provides teens and young adults employment, job training, and mentorship opportunities to promote current and future workplace success, and to prepare young people for future careers. The expanded program will include youth with minor interactions in the criminal justice system, providing them with a second chance and a pathway to meaningful employment.

The **Community, Action, Resilience and Empowerment coalition**, led by Columbus Public Health in partnership with Public Safety, Development, and other community

stakeholders, is **focused on breaking the pattern of neighborhood violence** by addressing mental and behavioral impacts of traumatic events on residents, especially young people, that left unaddressed could perpetuate more violence and further trauma. In addition, Mayor Ginther's commitment to diversity and inclusion will include continued funds for the **engagement of community members** in the selection of police and fire recruits to increase diversity in our safety forces.

for **My Brother's Keeper** and the important work of **19 Columbus Area Commissions**.

As the premier health and wellness destination in our neighborhoods, the **Department of Recreation and Parks** serves Columbus residents with 353 parks, 29 community centers, six golf courses, 120 miles of trails, eight outdoor pools and the largest ball diamond complex in the country.

Safe, affordable programming open to all helps to keep Columbus residents

active and healthy and **connects neighborhoods across the city**. The 2018 budget provides staffing and operational support to continue the department's workforce development initiatives for



PUBLIC SAFETY AND HEALTH



NEIGHBORHOODS

Columbus' youth, as well as supports **Centers for Opportunity partnerships in 11 Community Centers** in Columbus' eight designated opportunity neighborhoods. Additionally, funding includes support for School's Out, which provides programming during spring break, winter break, and summer break for Columbus youth. Lastly, funding continues for 700 youth employed by the Recreation and Parks Department and expanding the enrollment in the **Applications for Purpose Pride and Success intervention program.**

Columbus Public Health will continue to help protect the Columbus community from

disease and other health threats, and ensure that everyone is empowered to live healthier. The city's **Public Health Department** plays a wide-ranging role in our community's efforts to **combat the opiate crisis** providing critical information to residents on treatment options, supportive services, and recovery housing. In addition, Columbus Public Health provides preventive community clinical and home-based services, as well as public information on the safety of restaurants, pools, schools, and various venues inspected by the Health Department.

The administration works to advance economic opportunity and shared prosperity through public investment and policies that help to create jobs, increase wages, improve access to affordable housing, and strengthen neighborhood infrastructure. The Columbus **Department of Development** works to improve the economy and neighborhoods through housing development, code enforcement, economic development, land redevelopment, and planning. The Department's **housing and business incentive portfolio** is designed to encourage investment in Columbus neighborhoods, create more jobs and job opportunities, and **drive long-term financial stability** for the City of Columbus.

In 2018, the Department of Development will continue to pursue innovative strategies for encouraging mixed income development within our neighborhoods,



increase the number and quality of jobs in our city by improving our stock of office, warehouse, and industrial space, and ensure that the quality of our neighborhoods is protected by **proactive code enforcement.**

Partnerships will continue to be a key hallmark of our approach to development. On economic development, we will continue to partner with Columbus 2020 to **market the Columbus region** and with Rev1Ventures and others to **build our entrepreneurial sector.** Our housing and community development strategy will build on our successes with community organizations, not-for-profit groups like the Community Shelter Board, and for-profit developers that are willing to work with the city to help meet our community's objectives.

Every child in every Columbus neighborhood deserves the opportunity to thrive. **CelebrateOne**, our city departments, and our community partners are committed to eliminating preventable sleep related infant deaths, reducing preterm births, and improving service delivery to families most



impacted by health disparities. The 2018 budget supports CelebrateOne initiatives to train Safe Sleep Ambassadors, the training and employment of community health workers in our eight opportunity neighborhoods, **Moms2B, StepOne for a Healthy Pregnancy**, as well as birth spacing and

smoking cessation programs. CelebrateOne will continue its work with community partners to increase the number of **CenteringPregnancy sites**, including expansion in our eight opportunity neighborhoods.

The 2018 budget continues to support the work of **Early Start Columbus** to ensure that every four year-old in our community has access to high-quality pre-Kindergarten education, with free or low-cost tuition for qualifying families. Support for the **Hilltop Early Childhood Partnership** will help to meet the goal of doubling the number of children in the Hilltop registered in pre-Kindergarten by 2020. **Linden pre-**

Kindergarten enrollment continues to grow and we are pleased to partner with Columbus State Community College to accelerate the **Child Development Associate** degree program to ensure pre-Kindergarten providers are able to meet children's needs.

In partnership with Columbus City Schools, the city will continue its presence of police officers and firefighters in schools, including 19 school resource officers in Columbus high schools and community liaison officers who **deliver public safety programs in Columbus elementary and middle schools.**

The administration is committed to fostering a culture of inclusion, unity and upward mobility, all of which helps to build a stronger Columbus. The city's work includes **community engagement, dialogue and outreach** to improve race relations, and **increased workforce and supplier opportunities for minorities and women.**



In 2018, the **Office of Diversity and Inclusion** will continue its **workforce diversity initiative** supporting city departments with strategies and resources for the recruitment, retention, and development of a diverse workforce. Additionally, its work continues to increase **supplier diversity outreach and engagement** to increase the pool of diverse suppliers who can compete for City of Columbus contracting opportunities. The office also works to expand relationships with advocacy groups and community organizations that support small, minority- and women-owned business, and those that

can help establish and grow diverse workforce pipelines.

The **Columbus Women's Commission**, established in 2017, is tasked with bringing awareness to the unique needs and challenges facing women in Columbus, and to convene, impart knowledge, catalyze, build partnerships, recommend solutions, and advocate for

change in the community so that all women have the opportunity to succeed. In 2018, the Commission will continue the implementation of the **Columbus Commitment**, a pay equity pledge for area employers launched in 2017. The voluntary pledge helps employers expand their use of best practice solutions, shine the light on businesses tackling the wage gap effectively, and learn from one another. Additional areas of focus for the Commission in 2018 include the benefits cliff, housing and safety, workforce development, and education.

We are moving toward the future of Columbus, focused on **enhancements in technology and mobility** that will make living in our city better and serve as a **model for the connected**



cities of the future. Our neighborhoods will forge even stronger connections, driving our economy forward and **creating ladders of opportunity for all.** The 2018 budget will support

these building blocks of the future through the implementation of grants from the U.S. Department of Transportation and the Paul G. Allen Family Foundation and collaborative public and private partnerships through Smart Columbus Acceleration investments. Grant-funded projects and partnerships are developing an open and

integrated data platform, implementing a **modernized electric grid** powered by renewable energy sources, establishing a **regional network of electric vehicle chargers**, and demonstrating a connected vehicle environment, which is the foundation of an **intelligent transportation system**.

In 2018, a **comprehensive operations review** of city services and departments will be completed, providing a recommended framework for the future structure of city departments, **opportunities for shared services** with other governmental entities or **public-private partnerships**, and alternative, more **efficient methods of service provision**.

A **Strategic Performance Initiative** has been established in the Department of Finance and Management. **Data collection, analytics**, and reporting for **performance measurement** will be utilized to inform public policy and budgetary decisions—focusing on Mayoral priority goals and **optimal results**.

The Department of Human Resources will continue to focus on addressing the **components of the ten-year reforms and efficiencies action plan** for employee compensation and benefits. In addition, targeted efforts to reduce workers' compensation costs continue to be a priority. Employee Benefits/Risk Management (EBRM) will work collaboratively with the city's managed care organization, the actuarial consultant, the Ohio Bureau of Workers' Compensation, and city departments to best manage workers' compensation and injury leave claims.

The Department of Public Safety will continue to **review the Division of Fire's**

service coverage areas, conduct needs assessments, and evaluate emergency medical services runs in conjunction with the use of peak demand medics. Public Safety will also continue to work with Franklin County Emergency Management and Homeland Security to maintain the outdoor emergency siren and mass notification system and work with participating local agencies to expand a **shared service agreement** for use of the upgraded Automated Fingerprint Identification System. An **upgrade to the Computer Aided Dispatch system** will enhance the city's ability to carry out emergency response and calls for service.

The Department of Development will increase the use of project tracking databases to **identify opportunities to improve service and program performance**.

Technology will continue to expand the enterprise document management system (OnBase) by adding the Departments of Public Utilities and Development to begin implementation in 2018. The city is also **utilizing enterprise cloud based solutions for file sharing** and collaboration to create efficiencies between city departments and external partners, and the city will continue its efforts to improve municipal service delivery by **interconnecting city facilities with an expanding fiber optic infrastructure**.



Mayor's Goals

This page has been intentionally left blank.
