

Mayor Andrew J. Ginther's Goals and Initiatives for 2019

Mayor Ginther's 2019 strategic priorities drive city resources in public policy and service to ensure the safety and prosperity of Columbus residents, strengthen neighborhoods, and make sure every resident in every neighborhood has the opportunity to succeed. For each of Mayor Ginther's strategic priorities, his administration has identified key initiatives that will advance the achievement of these goals. Many of these initiatives cross departments, and collaborative work across city departments encourages greater efficiency and success.



Public Safety and Health – Public Safety is the biggest general fund investment we make in our city every year because every person in every neighborhood deserves to be safe. Over the past year, we have employed new approaches to policing that empower our neighborhoods, invest in our officers, and bring the full resources of our city to bear to make our neighborhoods safer and healthier.



Neighborhoods – The fabric of Columbus is created by vibrant, distinctive neighborhoods. We focus on our opportunity neighborhoods—Franklinton, Hilltop, Linden, Near East, Northland, Near South, Southeast, and Northeast—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. The CelebrateOne initiative is committed to reducing infant mortality. Early Start Columbus focuses efforts on preparing and supporting students and families.



Diversity and Inclusion – The administration is committed to fostering a culture of inclusion so that our workforce and suppliers reflect the rich diversity that makes up Columbus. Our work includes mobilizing resources to expand opportunities, promoting strong recruitment strategies, and delivering business development education.



Smart Columbus – We are moving toward the future of Columbus with enhancements in technology and mobility that will make living in our city better, and will serve as a model for the connected cities of the future.



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 remain committed to collaborating and building partnerships for responsive, transparent, and effective governance.

PUBLIC SAFETY AND HEALTH



The safety of Columbus residents is the highest priority and single largest financial investment the City of Columbus makes each year. In 2019, more than \$622.5 million of the general fund budget is dedicated to the Department of Public Safety, including the Divisions of Police and Fire. This investment allows the city to **fund new police and fire recruit classes** and to invest in the tools, technology, and training to keep residents and first responders safe.

Investments in the **Comprehensive Neighborhood Safety Strategy** are building stronger neighborhoods through a broad-based approach that engages local law enforcement, public health, recreation and parks, neighborhoods, businesses, community and faith leaders, and residents. The **Violent Crime Review Group** reviews and responds with appropriate services to homicides in Hilltop, Linden, and the South Side with a multi-department effort. The **Safe Streets Initiative**, implemented by the Columbus Division of Police, utilizes uniformed bike patrol officers to focus specifically on improving community-police relations while addressing community concerns and violent crime. The timeframe of the program will be extended in 2019.

Additionally, the Department of Public Safety is committed to recruiting and hiring the most qualified applicants for police and fire with a focus on safety forces reflecting the community they serve. As such, in 2019, the department will implement a **cadet program**, which will leverage community partnerships to build a pipeline of qualified, diverse candidates to enter the safety force academies of both Police and Fire.

The **Recreation and Parks Department** offers a safe space in more than 350 parks and 29 community centers for Columbus youth, adults, families, and seniors, and contributes to the environmental well-being of our city and region. The department is enhancing youth violence intervention programming through **Applications for Purpose Pride and Success (APPS)**. It will also continue to administer its **School's Out** programming for Columbus youth during spring, summer, and winter breaks through collaborative partnerships with local organizations.

Columbus Public Health delivers high-quality clinical services for children and families, including sexual health, immunization, dental, women's health, and tuberculosis control, while reducing barriers to care through translation services and evening hours.

Public Health also addresses gun violence through the **CARE (Community Action Resilience Empowerment) Coalition**, which provides grief support services to those impacted by trauma and builds resilience in children, families, and communities.

In addition, Public Health works to combat the opiate epidemic through **comprehensive harm reduction programs and services** at Safe Point, community education, safe medicine disposal, and naloxone access and training.

NEIGHBORHOODS



Each of our neighborhoods creates the fabric that is Columbus. The city engages residents and aligns resources from all sectors of the community to address neighborhood challenges. The recently completed **One Linden Community Plan** serves as a roadmap for the long-term transformation of Linden, including safety, transportation, housing, retail and small business, and education and workforce. Community engagement for the **Hilltop community plan** will continue in 2019 to advance the needs of its residents and identify strategies for transformation.

My Brother's Keeper engages key community stakeholders in the development of a shared agenda and goals to identify and seek to reduce disparities in the community. In 2019, My Brother's Keeper is supported by the annual conference, pilot projects, and the creation of a network of shareholders committed to providing pathways of opportunity for boys and young men of color.

In addition to its other work with neighborhood transformation plans and My Brother's Keeper, the Department of Neighborhoods is building on the success of **Neighborhood Pride**. In 2019, a new series of neighborhoods will be selected for the program. Two additional cohorts of the **New Americans Leadership Academy** will be participating, and new work will focus on ensuring that more New Americans are connected to, and active in, Columbus community organizations.

In its ongoing focus to ensure that all residents have one-stop access to city services, the Department of Neighborhoods is adopting strategies to make certain non-English speaking residents can successfully submit requests to 311, the city's customer service center.

Columbus Recreation and Parks' successful **Go Lunch! summer food program** will increase food access for Franklin County

children year-round in partnership with Columbus Public Health and local private, public, and nonprofit organizations. In addition, a new 50,000 square foot Linden Community Center, expected to break ground in 2019, represents the first **Center for Opportunity**. Private, nonprofit, and public partners are collaborating to facilitate a service-delivery model that focuses on the specific needs of the neighborhood, and emphasizes lifelong learning that extends beyond the classroom. The Department is also expanding therapeutic recreation summer camp opportunities to accommodate all children with special needs, and is growing its **City Leaders youth leadership program** to engage, educate, and develop youth ages 10 to 15 years old as future leaders of Columbus.

Columbus Public Health continues to partner with **PrimaryOne Health**, the **Healthcare Collaborative of Greater Columbus**, and others to support quality, affordable health care for Columbus residents. Public Health also drives the city's efforts to address obesity through strategies that make Columbus an active and vibrant community, including **Healthy Children Healthy Weights**, **Growing Healthy Kids Coalition**, **Columbus and Franklin County Local Food Action Plan**, farmers markets and community gardens, bike and walking paths, walking maps and art walks, Creating Healthy Communities Network, Women, Infants, and Children (WIC), and Columbus and Franklin County Chronic Disease Prevention Coalition.

Public Health serves vulnerable neighborhood residents and connects them to health and social services through private home visiting, the CARE Coalition, and Neighborhood Social Services staff in Neighborhood Pride centers and other community venues.

Sustainability initiatives not only protect Columbus for our children and

Mayor's Goals

grandchildren, but also impact residents living in opportunity neighborhoods who are disproportionately affected by climate change.

The Department of Utilities continues to implement **Blueprint Columbus** to eliminate the source of sanitary sewer overflows and basement backups. Blueprint Columbus addresses the problem at its source through the lining of sewer laterals, a voluntary sump pump program, and the redirection of roof water runoff. Green infrastructure, such as rain gardens and pervious pavement, is installed on city right-of-way property to treat rainwater that has been redirected before it enters the storm sewer system. Private property improvements will continue in Clintonville, and Blueprint begins implementation in the Linden neighborhood in 2019.

GreenSpot, the city's signature environmental education tool, educates and

engages residents, businesses, and community groups on topics of sustainability.

Keep Columbus Beautiful focuses on public education and volunteer service related to quality of life environmental issues including litter, recycling, and beautification by driving litter cleanups and beautification projects across the city.

The Department of Public Service continues to implement the **Clean Neighborhood Initiative** to address the persistent problem of illegal dumping in our neighborhoods. It provides first-rate services in the areas of refuse collection, bulk pickup, recycling, and yard waste collection to city residents. The department also administers high-quality street maintenance, including the resurfacing of city streets, pothole repair, snow and ice removal, and street sweeping.

ECONOMIC DEVELOPMENT



The Ginther Administration works to advance economic opportunity and shared prosperity through public investment and policies that help to create jobs, increase wages, grow access to affordable housing, and strengthen neighborhood infrastructure.

The Department of Development works to improve the Columbus economy and neighborhoods through affordable housing development, code enforcement, land redevelopment, and planning, including the reduction of vacant and abandoned properties in Columbus neighborhoods.

The **Residential Tax Incentive Policy** is helping to create more affordable housing units throughout Columbus with the goal of forming mixed income neighborhoods for both homeownership and rental projects. New policies prioritize neighborhoods based on the greatest opportunities for development. We are leveraging the largest

and strongest of our incentives for neighborhoods that need our greatest focus.

Through a variety of new regulations, we require companies that want to build in “market-ready” or booming neighborhoods to also build a certain amount of affordable housing units. Our new policies also put into place requirements for businesses based on average hourly wage, number of new and retained jobs, payroll, and length of lease or ownership of the property.

In 2019, Development will complete its first update to the **Columbus Citywide Planning Policy**. Updated Urban Infrastructure Recovery Fund plans will impact several Columbus neighborhoods. The **Hilltop Land Use Plan** will be adopted, growing the number of Columbus Citywide Planning Policy neighborhoods from three to four and Columbus neighborhoods with Design Guidelines from 13 to 20.

Mayor's Goals

The department's new **Small Business Technical Support Pilot Program** delivers training, advisement, and technical assistance to existing and aspiring small business owners by establishing and deploying a network of **Entrepreneurial Support Organizations (ESOs)**. Partnerships with organizations such as Rev1Ventures, Columbus 2020, and others are integral to the **city's entrepreneurship-based economic development strategy**. By growing community-based jobs and building the entrepreneurial sector in Columbus, this approach impacts all aspects of the city including neighborhood revitalization.

The Department of Public Utilities is addressing the needs of the region's growing population through a series of ongoing improvements at all three water treatment plants, two wastewater treatment plants, and the associated water distribution and wastewater collection systems.

The Department of Public Service collaborates with regional economic development partners to proactively address transportation challenges, such as traffic congestion, highway construction, airports, and mass transit.

EARLY CHILDHOOD AND EDUCATION



Early Start Columbus helps to ensure that four-year olds in Columbus have access to high-quality pre-kindergarten education. More than \$4.7 million will support this community-wide effort in 2019 by expanding access to high-quality pre-k opportunities and by working with local providers to improve the quality of early childhood education opportunities. These investments are braided with state and federal funding to maximize city resources and increase the number of children served.

The **Hilltop Early Childhood Partnership's** work, launched in 2017 to double the number of children enrolled in early learning programs by 2020, will be supported by a new collaboration to **build a facility in the Hilltop** in partnership with Borror Family Foundation, Wave Innovation Group, and Columbus City Schools. While the primary focus of the new facility will be pre-kindergarten, other community services and programs will be offered.

The Columbus Education Department helps to advance the city-state preschool expansion program, which supplements State of Ohio half-day pre-kindergarten funds with city funds to create full-day openings for Columbus children. The

Education Department's **mini grants to after-school providers in priority neighborhoods** help to provide a safe environment for children to learn after the school day ends.

CelebrateOne leverages extensive community resources to reduce infant mortality. Partnerships include hospitals, health care providers, Columbus Public Health, Ohio's Medicaid managed care system, The Ohio State University, faith-based organizations, community and social organizations and nonprofits. CelebrateOne has recruited, trained, and empowered residents, including more than 600 **Safe Sleep Ambassadors**, to serve families with compassion and knowledge in Columbus priority neighborhoods.

StepOne, an early CelebrateOne initiative, offers a central call in system for pregnant women to schedule prenatal appointments in the first trimester, a key factor in reducing infant mortality. Once a woman's first prenatal appointment is scheduled, StepOne goes to work on addressing other barriers to a healthy pregnancy, including referral to home visiting and assistance with substance abuse treatment.

Mayor's Goals

The **Smart Columbus prenatal trip assistance program** will help women get to physician appointments, and the

Community Connector Corps provides a hyper-local support system that educates pregnant women and new moms.

DIVERSITY AND INCLUSION



The Office of Diversity and Inclusion embodies Mayor Ginther's commitment to supplier diversity and stronger diversity inclusion recruitment strategies for the City of Columbus.

Supplier diversity is advanced through outreach and engagement to increase the diverse pool of suppliers who compete for City of Columbus contracting opportunities and to ensure fairness, equity, and inclusion in the city's procurement process. In 2019, the office will complete the Disparity Study for the City of Columbus. In addition, the office will promote a conference for small, minority, and women-owned business opportunities in October.

To push for **stronger diversity recruitment strategies**, Mayor Ginther tasked each department to **implement inclusion plans** to ensure that the city's workforce is reflective of the community we serve.

For example, the Recreation and Parks Department's Inclusion Plan addresses policies and practices in staffing, planning, and service delivery to ensure that parks and recreation centers are open and inclusive for all residents. Department staff communicates in multiple languages,

designs facilities and parks for accessibility and programs for inclusion, and hires to represent the people the department serves.

The **Columbus Women's Commission** is advancing the economic well-being of women in the community through its focused work on pay equity, housing, health and education, and workforce development. One year after launching **The Columbus Commitment: Achieving Pay Equity**, over 160 Columbus area companies have signed the pledge to participate in this voluntary, employer-led initiative to close the gender wage gap in Columbus.

Recognizing the high rate of evictions in Columbus and the impact evictions have on women and families in particular, the Commission is convening conversations to impact the court system and change policies to promote family stability. The Commission **advocates around policy recommendations that impact women's well-being**, and works on issues related to health, childcare access and affordability, and workforce opportunities to pursue a pathway out of poverty.

SMART COLUMBUS



Columbus has a mandate and opportunity to pave the way through its \$40 million federal grant and accompanying \$10 million grant from Paul G. Allen Philanthropies, and an acceleration fund of aligned investments for the future of mobility. Mayor Ginther sees transportation as not just about vehicles and roads, but rather about how

people access opportunity and how they live.

Columbus is working to decarbonize our power supply, increase electric vehicle adoption, and facilitate alternate transit modes through the **Smart Columbus Electrification Plan**. In a joint effort between AEP and the city, we are modernizing the electric grid through utility

scale renewables, improving efficiencies, and deploying smart meters. Smart Columbus is installing new charging stations on corporate campuses, public streets, and in residential developments to help make electric vehicles the easy choice for individuals and businesses in Columbus.

With our partner organizations, we are investing in building efficiency and renewable energy so that businesses can operate effectively, and homes are not just affordable to buy—but are affordable to live in.

Through the Columbus Food Action Plan, we are encouraging the production of local food and, through collaboration with SWACO, we are helping to develop a **comprehensive food waste initiative**.

The **Smart Columbus Operating System**, an integrated and open data exchange platform, will spur new business opportunities and new insights for better day-to-day planning and decisions. Shared data will power applications and solutions for multimodal trip planning, common payment system, parking location and more—all working to make life easier.

OPERATIONAL EFFICIENCIES



A **comprehensive operations review** of numerous city services and departments is well underway to provide a recommended framework for the future structure of city departments.

The Department of Technology is collaborating with the Department of Finance on researching, documenting, and **streamlining performance measures** and corresponding datasets for all city departments and building a platform from which performance measures will become readily available to internal and external users. All datasets will be seamlessly updated.

This work helps to facilitate better decision-making and more efficient data collaboration. Technology is enhancing the city's enterprise visualization platform for all departments and overseeing the implementation, data pipeline creation, and training of users citywide.

The Departments of Neighborhoods and Technology have teamed up to make technical updates and **improvements to the 311 webpage and mobile app** to enhance the experience for residents, manage internal work flow assignments, and ensure better use of data for planning and decision making purposes.

The Department of Human Resources will continue to focus on addressing the components of the 10-year reforms and efficiencies action plan for employee compensation and benefits. The department's Employee Benefits/Risk Management (EBRM) section will work collaboratively with the city's managed care organization, the actuarial consultant, the Ohio Bureau of Workers' Compensation (BWC), and city departments to aggressively manage workers' compensation and injury leave claims. EBRM will also participate in any available premium reduction programs offered by the BWC.

To better provide residents with information on the safety of inspected restaurants, pools, schools and other venues, Columbus Public Health is using enhanced mobile web technologies that improve efficiency, online inspection reports, and posted signage.

The Department of Public Utilities' audit of its billing practices is designed to better promote billing accuracy, ensure maximum revenue recovery, and establish procedures to maintain account accuracy. A revenue recovery project is starting with commercial customers before moving to residential

accounts. Payment plans are available for those impacted by the changes.

The Department of Public Service is using software in the Divisions of Refuse Collection and Infrastructure Management to maximize the efficient use of vehicles and

personnel. The department is collecting and updating its right of way asset management data to prioritize streets for resurfacing and maintenance projects, and to schedule the replacement and repair of signs, wheelchair ramps, and curbs.

