

# City of Columbus



## 2016 ANNUAL REPORT

Andrea Blevins, City Clerk

Columbus, Ohio

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REPORT**

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# **Mayor's Office**

## **2016 Annual Report**

## **Mayor's Office 2016 Annual Report**

The Office of Mayor Andrew J. Ginther wrapped up its first year of service and continued working to make Columbus America's Opportunity City.

### **Fiscal Responsibility**

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

Mayor Ginther presented his first balanced General Fund budget. The proposal reflected the City's commitment to the safety of the residents and the delivery of basic neighborhood services. The proposed 2017 budget was \$872.7 million, about 6.7% above the 2016 budget. The budget was passed by Columbus City Council on February 6, 2017.

The 2017 budget will add a total of about \$2.7 million to its rainy-day fund, which should grow to about \$73 million before the end of the year.

### **Ethics**

Tracy Retchin was named Chief Ethics Officer. Mayor Ginther signed his first executive order on ethics reform on May 10, 2016.

### **Diversity and Inclusion**

The Office of Diversity and Inclusion was created and Steve Francis was named Chief Diversity Officer.

### **SmartColumbus**

The City of Columbus "Smart Columbus" vision won the U.S. Department of Transportation \$40 million Smart City Challenge grant in June 2016, beating out 77 cities nationwide to become the country's first city to fully integrate innovative technologies – self-driving cars, connected vehicles and smart sensors – into its transportation network. Columbus was also awarded an additional \$10 million grant from Paul G. Allen's Vulcan Inc. to accelerate the transition to an electrified, low-emissions transportation system.

### **Columbus Women's Commission**

The Columbus Women's Commission was created and seated. The charge of the Commission is focused on four key areas that are facing women in our community: pay equity, housing and safety, health and nutrition, and workforce development and education.

### **Safety**

A committee explored and created a body-worn camera policy and reached an agreement with the Fraternal Order of Police. The first body-worn cameras were rolled out.

The Office of the Mayor worked with the Department of Public Safety to realign the emergency medical delivery system.

### **Education**

The Linden Neighborhood Pre-K Center, a one-of-a-kind center on the site of the former Linden Park Elementary School, opened in October 2016. Columbus also partnered with the Ohio State University for an Early Head Start Partnership Program.

### **Workforce Development**

The Central Ohio Workforce Investment Corporation (COWIC) was restructured to refocus city efforts on workforce development. The Workforce Development Board was separated from COWIC. Lisa Patt-McDaniel was named President and CEO.

Columbus also became a Kiva City. Through Kiva City Columbus, anyone with an Internet connection and \$25 or more can visit [kiva.org/Columbus](http://kiva.org/Columbus) and crowdfund the loan of a local small business owner or aspiring owner.

## **Neighborhoods**

Mayor Ginther created the new Department of Neighborhoods and named Carla Williams-Scott its Director. The Department of Neighborhoods is focused on providing a single access point for residents to communicate with City entities, navigate the government system and access resources.

## **Health**

CelebrateOne launched the CelebrateOne Connector Corps. This initiative will eventually add 72 new community health workers to conduct outreach to women of childbearing age to help reduce infant mortality in eight Columbus communities, funded by a \$1.7 million partnership grant from United Health Foundation.

## **National Recognition**

- Forbes names Columbus as one of America's Next Boom Towns
- ZipRecruiter ranked Columbus at #3 of the best cities for health-care jobs in 2016
- Site Selection Magazine named Columbus the #5 Metro Area
- MoneyGeek ranked Columbus as #2 of the Best Cities to Make a Living
- Columbus Ranked was named the 2nd Best City in US for Commuters by Trulia
- Forbes named Columbus the #7 Best City for Young Professionals
- Connect Magazine ranked Columbus in the top 6 LGBT-friendly cities
- Smart Asset ranked Columbus as the #3 city for new college grads
- The American Institute for Economic Research ranked Columbus as #4 for the Best Job Destinations for College Grads
- Forbes named Columbus the Best City for Mid-Career Professionals
- Time Magazine listed Columbus as one of the Six Best Big Cities
- The Human Rights Campaign awarded Columbus a perfect score on the Municipal Equality Index
- Columbus was named Top Ranked Destination in Midwest Region by JD Power

**City Treasurer**  
**2016 Annual Report**

**ANNUAL REPORT**  
**DEPARTMENT OF CITY TREASURER**  
**FOR THE YEAR ENDING DECEMBER 31, 2016**

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 daily balance of investments in 2016 was \$1,641,418,876.59 with cash-basis investment earnings of \$13,542,174.00 for a yield of 0.825 percent. The investment balance at year end was \$1,789,856,539.76. Schedules of all investment activity for the year, and the portfolio composition as of December 31, 2016 are presented later in this report.

Columbus City Treasurer's Office

Balance Sheet as of 12/31/16

<b>ASSETS:</b>	
Cash in Banks	\$ 37,767,547.60
Cash-in-Payroll Account	149,802.76
Cash-on-Hand	134,701.19
Receivable Items	7,796.01
Due to Others	22,711,066.78
Returned Checks	34,672.93
Treasury Investments	1,756,856,539.76
	-----
Total Assets	\$ 1,817,662,127.03

**LIABILITIES:**

Auditor's Warrants Payable	\$	24,316,224.27
Auditor's ACH & Wires Payable		23,121,709.52
Payroll Checks Issued		149,802.76
Advance Receipts		25,292,665.11
		-----
Total Liabilities		72,880,401.66
Interest Earned		1,712,445.18
City Fund Balance		1,743,069,280.19
		-----
Total Fund Balances		1,743,069,280.19
Total Liabilities and Fund Balance	\$	1,817,662,127.03

**Columbus City Treasurer Investment Earnings-Cash Basis 1987-2016**

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		
2000	\$36,981,982.63		
2001	\$40,300,193.79		
2002	\$26,027,402.32		
2003	\$16,136,402.90		
2004	\$10,336,025.03		

CITY OF COLUMBUS  
 DECEMBER 31, 2016  
 INVESTMENTS BY TYPE

	<b>Amount</b>	<b>Average Yield</b>	<b>% of Portfolio</b>
FFCB Coupon Notes	205,135,194.70	0.95%	11.46%
FFCB Coupon Notes – Callable	0.00	0.00%	0.00%
	-----		-----
Federal Farm Credit Bank	205,135,194.70		11.46%
FHLB Coupon Notes	491,567,532.52	0.93%	27.46%
FHLB Coupon Notes-Callable	40,000,000.00	0.99%	2.23%
FHLB Discount Notes	0.00	0.00%	0.00%
	-----		-----
Federal Home Loan Bank	531,567,532.52		38.86%
FHLMC Coupon Notes	180,917,159.84	0.88%	10.11%
FHLMC Coupon Notes-Callable	345,000,000.00	1.03%	19.28%
FHLMC Discount Notes	0.00	0.00%	0.00%
	-----		-----
Federal Home Loan Mortgage Corp.	525,917,159.84		29.39%
FNMA Coupon Notes	175,279,758.88	0.95%	9.79%
FNMA Coupon Notes-Callable	145,000,000.00	1.07%	8.10%
	-----		-----
Federal National Mortgage Association	320,279,758.88		17.89%
Star Ohio	127,979,457.03	0.80%	7.15%
JP Morgan Chase Bank	78,077,131.99	0.11%	4.36%
Huntington Premier Money Market	900,304.80	0.01%	0.05%
<b>Total Investments</b>	<b>1,789,856,539.76</b>	<b>0.92%</b>	<b>100.00%</b>

# **City Attorney 2016 Annual Report**

# 2016 Annual Report

**As** prescribed by the Columbus City Charter, the City Attorney is “the legal adviser of and attorney and counsel for the city, and for all officers and departments thereof in matters relating to their official duties.”

The City Attorney also serves as “the prosecuting attorney of municipal court...and shall prosecute or defend for and in behalf of the city, all complaints, suits and controversies in which the city is a party.”

## Overview

In 2016, City Attorney Richard C. Pfeiffer, Jr. continued to focus on quality-of-life issues that impact Columbus neighborhoods along with emphasizing the importance of the Domestic Violence and Stalking Unit and the increased workload of the cyber stalking investigation team. As a result of working with community leaders and members of the Columbus Division of Police, the office’s Zone Initiative attorneys aggressively pursued civil injunctive orders to shut down multiple drug operations in residential neighborhoods.

Several staff members received honors and accolades in 2016. Assistant City Attorney Bill Sperlazza—along with City Councilmember Jaiza Page and Columbus Division of Police Officers Scott Clinger and Larry Geis—were recognized by the Ohio Crime Prevention Association for their efforts to eliminate drug trafficking, prostitution, and rampant code violations in Columbus hotels.

Assistant City Prosecutor Jarrod Skinner, who has served in the office since 2007, was recognized as one of the National Black Lawyers Top 100 attorneys.

Chief Prosecutor Lara Baker-Morrish was officially appointed to the Ohio Criminal Sentencing Commission to represent municipal prosecutors as a voting member of the commission after having served previously on the commission's advisory committee.

Assistant City Attorney Katarina Karać received the Greater Linden Development Corporation's "Public Servant Award" for her work in the Linden community as a Zone Initiative attorney.

Mr. Pfeiffer announced in November that, after serving 15 years as Columbus City Attorney and 35 years total as an elected official, he would be retiring from public office at the end of his term on December 31, 2017.

## ADMINISTRATION

### **Administration Section • Bill R. Hedrick, Chief of Staff**

The Administration Section performs the human resources, fiscal, technology and facilities management functions for the office. Legislation previously enacted by City Council provides an authorized strength of 164 full-time employees and 49 part time employees (including 14 full-time and two part-time employees for the Division of Real Estate). However, due to internal fiscal policy decisions, the budgeted number of full-time employees in 2016 was 124 while the number of part-time employees was 38. Of the full-time employees, 62 were attorneys. Most employees' salaries were covered by the city's general fund, while others were paid through either internal service funds, fees, or grants secured by the office. The total budget from all funds was \$13,178,691 (\$12,236,270 from the General Fund and \$942,421 from the Land Acquisition Fund, as well as \$273,366 from grants and \$35,273 from fees).

## CIVIL DIVISION

### **General Counsel Section • Joshua T. Cox, Chief Counsel & Section Chief**

2016 Staff: 6 FTEs • 2016 Budget: \$850,648

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.

Last year, the General Counsel Section reviewed 1,778 contracts for city departments, involving expenditures of just under \$1.3 billion. In 2016, the section also reviewed 2,001 ordinances and resolutions. General Counsel provided legal assistance on dozens of noteworthy projects and issues during 2016 as well.

### **Labor and Employment Section • Pamela J. Gordon, Section Chief**

## 2016 Staff: 5 FTEs • 2016 Budget: \$683,251

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 the city's six collective bargaining agreements and its full-time and part-time employees.

The section started 2016 with 110 cases pending in various forums and currently has 115 pending cases.

Over the course of the year, 61 cases were resolved. Forty-four of those cases were successfully resolved in the city's favor (this includes 31 cases that were voluntarily dismissed or withdrawn) as follows:

- Two arbitrations
- Five cases before the Ohio Civil Rights Commission and the Equal Employment Opportunity Commission
- 37 court and administrative cases (Ohio Supreme Court, Franklin County Court of Common Pleas, Columbus Civil Service Commission and the Ohio Bureau of Workers' Compensation)

Of the remaining 17 cases, 12 were settled (including three arbitrations, seven filings in the Franklin County Court of Common Pleas—all of these cases were settlements of Bureau of Workers' Compensation appeals—one threatened litigation, and one U.S. District Court case). Three arbitrations resulted in a split decision and two arbitrations were resolved in favor of the unions.

Additionally, over the course of the year, the Labor and Employment attorneys fielded hundreds of 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.

## **Litigation Section • Tim Mangan, Section Chief**

### 2016 Staff: 7 FTEs + 9 PTE • 2016 Budget: \$1,079,311

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 claims against the city and its employees that seek monetary damages based on allegations of personal injury or property damage or violation of constitutional rights.

In 2016, the City Attorney’s Litigation Section was assigned to handle 37 new cases that were filed against the city, seeking a total of more than \$22 million in damages.

A total of 52 cases were closed this year, which resulted in the city paying \$2,419,695 out of a total of \$29,125,255 in damages being sought. A total of 80 cases are still active.

Additionally, the Litigation Section worked 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 or prevented.

The Litigation Section 2016 budget also included part-time law clerk positions.

### **Claims Division • Nancy L. Weidman, Division Chief**

2016 Staff: 10 FTEs • 2016 Budget: \$ 961,133

The Claims Section is responsible for the collection of debt owed to the city of Columbus and for investigating and paying—or denying—claims for personal injury and property damage made against the city. The combination of both in-house and outside agency delinquent tax collections bring in millions to the City each year. As of December 31, 2016, a total of \$6,528,458.00 was brought into the General Fund through these collection efforts. This represents a 22 percent increase over collections in 2015.

Both in-house and outside agency tax collections have more than doubled since City Attorney Pfeiffer took office in 2003.

<b>Year</b>	<b>Outside Agency Tax Collections</b>	<b>In-House Tax Collections</b>
2002	\$911,453	\$882,879
2003	\$730,575	\$1,067,245
2004	\$568,913	\$1,395,329
2005	\$452,331	\$1,516,250

2006	\$813,392	\$1,449,281
2007	\$1,035,252	\$1,418,154
2008	\$1,038,303	\$1,679,902
2009	\$1,222,862	\$1,946,600
2010	\$1,779,954	\$2,125,521
2011	\$2,489,957	\$2,406,480
2012	\$2,272,455	\$1,592,761
2013	\$2,367,137	\$1,984,575
2014	\$2,186,013	\$2,483,639
2015	\$2,956,499	\$2,962,243
2016	\$2,940,171	\$3,588,287

The Claims Section filed 2,925 tax cases and collected \$2,940,171.03 in delinquent city income taxes in- house. Outside collection agencies brought in another \$3,588,287.07. The section also collected \$194,713.70 on behalf of non-tax clients through both court actions and direct phone contact. Those clients include the Departments of Utilities, Transportation, Public Service, Licensing, and Recreation and Parks. A total of 105 cases were filed to collect non-tax debt.

There were 44 new claims over the \$2,500 threshold filed through December 31, 2016. Forty-four have been settled and Thirty-four were denied. One claim became a litigation matter this year. The remaining cases are in progress. In total, \$121,579.39 was paid (against \$313,805.97 in demands) on behalf of our clients to settle damage or personal injury claims filed against them through December 31, 2016.

## POLICE LEGAL BUREAU

**Police Legal Advisor's Office • Jeffrey S. Furbee, Section Chief**

2016 Staff: 2 FTEs • 2016 Budget: \$278,899

The Police Legal Advisor Section provides comprehensive legal advice to the Columbus Division of Police for the wide range of legal issues that impact our 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: (300 hours in 2016) The demands made of the legal advisor section by police for legal training has continually increased over the past several years -- and more legal training was provided over the past two years than ever before. Our advisors literally spent hundreds of hours providing legal training to current Division of Police Officers, as well as police recruits.

On-going in-service legal training of all current officers was conducted twice a week, every week, throughout the spring. The training took place on all shifts and afforded face-to-face contact with every Columbus Police Officer.

The advisors also provided legal training to two police recruit classes this year. This also involved hundreds of hours of preparation and presentation. The legal advisors also provided bureau-specific training wherein they went to individual police sections and conducted training on their specific issues.

Real-Time Legal Advice: The police legal advisors receive approximately 30-40 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 Roll Calls: (10+ written updates/and dozens of roll-calls attended in 2016). The police legal advisors distribute legal updates to all Division of Police Officers for up-to-date legal information on a monthly basis. They also attended nearly every Division of Police Patrol Roll Call to take questions specific to those officers and the parts of town where they patrol.

Videos: (Several videos produced 2016). This year our office continued providing short video presentations. These videos were required viewing for all officers. The videos are typically 2-4 minutes in length, covering important legal topics which the officers are able to watch from their substations.

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 in 2016.

Review of Division Directives/SOPS: Division Policies are regularly reviewed for legality. This too is difficult to quantify, but the advisors spent at least 80 hours reviewing/rewriting such policies.

## PROSECUTION DIVISION

Located at 375 South High Street 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, the Prosecutor Division 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 the City of Columbus and the unincorporated areas of Franklin County, this division also represents, by contractual agreement, a number of Franklin County municipalities.

**Prosecutor Unit • Lara N. Baker, Chief Prosecutor & Bill Hedrick, Chief of Staff**

**2016 Staff: 38 FTEs and 1 PTE • 2016 Budget: \$3,676,676**

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.”

The Prosecutor’s Division prosecutes criminal misdemeanor offenses in the Franklin County Municipal Court for the City of Columbus, the State of Ohio, the unincorporated areas of Franklin County and, under contract, for the municipalities of Canal Winchester and Worthington and the villages of Riverlea, Urbancrest, and Valleyview.

The Prosecutor Unit—consisting of 17 courtroom prosecutors, four domestic violence prosecutors, two arraignment team prosecutors, two environmental prosecutors, an administrative assistant, and four legal support staff—prosecuted 116,453 misdemeanor cases initiated in the Franklin County Municipal Court in 2016. Courtroom prosecutors worked dockets with an average caseload of 459 criminal/traffic cases per month.

Prosecutions initiate in the four arraignment courtrooms of the Franklin County Municipal Court. In 2016, approximately 30 percent of all OVI cases were resolved in the arraignment courtrooms, primarily by Assistant City Prosecutor Michael Allbritain, with an 83 percent conviction rate; meaning that over 1,400 OVI cases did not have to be assigned to a courtroom docket. First offender Petty Theft cases are likewise resolved at an early stage through the Theft Diversion program. In 2016, 670 individuals qualified for the Theft Diversion program.

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 2016, 127 requests for public records were responded to in a timely fashion. The division also generated \$37,250 in revenue by providing legal services to area municipalities.

### **Legal Assistant Unit • Jackie Keller, Coordinator**

This nine full-time and one part-time person staff processes and maintains prosecutor case files for the 15 judges of the Municipal Court. In 2016, 30,022 cases were processed to closure and stored. Overall, the unit initiated approximately 127,978 cases (5,866 of which were OVIs).

### **Prosecution Resources Unit • Robert Tobias, Director**

2016 Staff: 5 FTEs + 17 PTEs • 2016 Budget: \$722,676

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

- Intake Section – *Jessica Cain, Lead Legal Intake Counselor*  
Offering citizens the opportunity to have allegations of misdemeanor criminal violations reviewed by a prosecutor, the Intake Section processed 2,715 citizen complaints, resulting in the filing of 354 criminal charges. With a staff of approximately 18 intake officers, the Intake Section averaged 226 criminal complaints a month.
- PRU Mediation Program – *Fallon Geer/Mercedes Wiley, Coordinator*  
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 program scheduled 264 mediation hearings, resulting in 116 hearings conducted. Of these 116 mediation hearings, 58 percent resolved with an agreement.
- Check Resolution Program – *Barbara Williams, Coordinator*  
Seeking to resolve disputes where checks are dishonored without resorting to the filing of criminal charges, this program scheduled a total of 3,416 first and second hearings resulting in the recovery of

\$125,948 on dishonored checks. This process diverted 1,174 check writers from the criminal justice system.

## **Domestic Violence and Stalking Unit • Anne Murray, Director**

2016 Staff: 21 General Fund FTEs + 6 Contract (Grants) • 2016 Budget: \$1,614,293

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

- Domestic Violence Advocacy A chief advocate, two advocates, and 12 full-time victim advocates, including a Spanish speaking advocate, attempt to make contact with every victim before each court date and escort them to court hearings in every courtroom. They provide advocacy, safety planning, referral information, and assistance with obtaining protection orders. The unit employs three support personnel.
- 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.
- Specialized Prosecutors The unit includes four specialized domestic violence prosecutors who prosecute the majority (66%) 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).
- Other Resources The unit houses two legal advocates from CHOICES; a Franklin County Children Services worker; and a branch of the Capital University Law School's Family Advocacy Clinic to help with protection orders.

According to data compiled internally, in 2016 the Domestic Violence & Stalking Unit resolved 3,401 cases.

## **Appellate Unit • Melanie Tobias, Director**

2016 Staff: 3 FTEs + 7 PTEs • 2016 Budget: \$278,591

The Appellate Unit consists of a director, an assistant city prosecutor, a paralegal, and a staff of approximately seven law clerks. In 2016, the Appellate Unit completed 20 briefs: 15 filed in the 10<sup>th</sup> District Court of Appeals; one contra and three in support of *certiorari* to the Ohio Supreme Court; and one answer to a petition for writ of *habeas corpus* in Federal Court. Seventeen oral arguments were completed. Overall, the unit was successful in 85 percent of its cases.

The Appellate Unit also was responsible for the filing of nearly 600 objections to applications for record sealing as well as responding to over 1,300 defense motions.

### Traffic Diversion Program

The Traffic Diversion Program is a coordinated effort of the PRU and the Appellate Unit designed to allow for a diversion alternative for traffic offenders. Of the 1,532 participants in 2016, 1,296 (85 percent) successfully completed the requirements of the program allowing for case resolution at the arraignment stage. Of the 1,442 minor misdemeanor-only participants, 1,234 or (86 percent) successfully completed.

## REAL ESTATE DIVISION

### **Real Estate Division • Dave Peterson, Chief Real Estate Attorney**

2016 Staff: 1 FTE (General Fund) and 8 FTEs + 1 PTE (Land Acquisition) • 2016 Budget: \$132,427 (General Fund) and \$ 1,046,620 (Land Acquisition)

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 the acquisition of 3.793 acres on Sancus Boulevard for a future police precinct; the leasing of real property for the city's future underground parking garage and park on the Scioto Peninsula; and the transfer of real property located at 987 N. High Street and 711 N. High Street for economic development.

In 2016, the Real Estate Division provided legal advice, instrument preparation, ordinances, resolutions, and negotiating services involving projects resulting in 369 permanent land acquisitions, not including temporary easements, all of which will contribute to the city's development. Major public improvement projects include acquisitions on Portage Grove and Woodward Avenue Sanitary Sewers, Hague Avenue and Sullivant/Broad Signals; Hayden Run Phase 2; Hamilton Road Phase B; Lazelle Road Phases A, B & C; Moler Sidewalks; Mound Street Sidewalks; Alumcreek Avenue; Glenchester at Rome Hilliard; Smith Road; Waggoner Road; Cleveland and Schrock; COTA BRT; and, Poindexter Phase 2.

The Real Estate Division also handled deed and instrument preparation and other assistance related to the city's land bank activities and the preparation and submittal of approximately 20 real estate tax exemption applications for new construction and newly acquired properties.

The Real Estate Division also participates in and provides guidance to the City's Land Review Commission, including the preparation and valuation of City property being considered for sale and the preparation of promissory notes, mortgages, subordination agreements, and releases all in connection with the Department of Public Utilities' Septic Elimination Program (STEP).

# ZONE INITIATIVE

## **Zone Initiative Unit • Assistant City Attorney Steve Dunbar**

2016 Staff: 7 FTEs + 1PTE • 2016 Budget: \$605,048

Working closely with the Division of Police, Code Enforcement, Columbus Public Health, Sanitation and community organizations, this unit focuses on the elimination of public nuisances that blight the city's 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 five 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's neighborhoods.

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

City Attorney Pfeiffer and members of the Zone Initiative continued to make a concerted effort to bring neighborhood blight and the vacant and abandoned property epidemic to the forefront of public discourse in 2016.

### Meetings attended

- Approximately 200 community meetings
- Approximately 175 police meetings
- Approximately 150 Code Enforcement meetings

### Ohio Revised Code Chapter 3767 – Criminal Nuisance Abatement

- Ten new cases filed last year
- Nine Temporary Restraining Orders granted
- Seven permanent injunctions issued
- Three cases still pending

Columbus City Code Title 47 – Housing / Building Code Nuisance Abatement

- 258 new cases filed
- 127 property owners voluntarily came into compliance with code
- 50 Default Judgments granted last
- 40 Contempt Orders granted last year
- 78 Demolition Orders submitted to the VAP program for nuisance property demolition

Liquor Permit Violations

- Investigated approximately 100 establishments
- Objected to 12 permits in December 2016
- Nine objections filed at the end of last year
- Six objections upheld
- Three rulings still pending final decision

-END-

**Columbus City Attorney**  
**RICHARD C. PFEIFFER, JR.**

614.645.6904

[rcpfeiffer@columbus.gov](mailto:rcpfeiffer@columbus.gov)

[www.columbuscityattorney.org](http://www.columbuscityattorney.org)

# **City Auditor 2016 Annual Report**

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 2016.

The Auditor is the City's chief accounting officer. He 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 2016 is now in progress. An annual financial report of the total City for the year ended December 31, 2016 containing the independent auditor's report will be issued in the near future.

The following report simply details certain data applicable to the Department of City Auditor, Accounting and Reporting Division 22-01. A separate report will be filed with the Council by the Department of City Auditor, Division of Income Tax 22-02.

Very truly yours,

Hugh J. Dorrian  
City Auditor

HJD/rlm  
Enclosure

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

Total Expenditures

	<u>2016</u>
Personal service	\$ 3,158,261
Materials and supplies	22,800
Services	1,647,662
Other disbursements	-
Capital outlay	-
	<u>\$ 4,828,723</u>

**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.

(in thousands)			
2016	\$21,332	2011	15,027
2015	20,497	2010	13,781
2014	18,507	2009	12,727
2013	17,511	2008	14,679
2012	16,455	2007	14,883

**Miscellaneous Data**

	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>
Vouchers paid	129,123	102,158	100,495	96,488	94,597
Receiving warrants written	10,349	10,880	9,387	9,730	9,472
Disbursing warrants written	71,582	77,975	75,812	73,742	71,051
Funds and sub-funds accounted for:					
General	8	8	8	8	8
Special Revenue	55	55	53	53	52
Trust & Agency	27	24	24	23	22
Debt Service	25	25	24	24	23
Internal Service	13	7	7	7	7
Capital Projects	78	61	61	60	58
Enterprise	43	43	43	42	42
	<u>249</u>	<u>223</u>	<u>220</u>	<u>217</u>	<u>212</u>
Total	<u>249</u>	<u>223</u>	<u>220</u>	<u>217</u>	<u>212</u>

# **Income Tax**

## **2016 Annual Report**

**2016 ANNUAL REPORT  
COLUMBUS INCOME TAX DIVISION**

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 2016:

	(in thousands)
Gross collections in 2016 via Income Tax Division	\$876,016
Transfers to other cities	1,557
Collections in transit 12/31/2015	8,145
Collections in transit 12/31/2016	(15,246)
Refunds paid in 2016	<u>(30,559)</u>
Income tax revenues (budgetary basis)	<b><u>\$ 839,913</u></b>

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	<b>82.0%</b> of the total tax revenue for Columbus in 2016.
Business accounts contributed to	<b>12.3%</b> of the total tax revenue for Columbus in 2016.
Individual accounts contributed to	<b>5.7%</b> of the total tax revenue for Columbus in 2016.

By contract, this Division administered the collection of the municipal income tax for the following municipalities in 2016: Brice, Canal Winchester, Groveport, Harrisburg, Marble Cliff, and Obetz as well as the Northern Pickaway County Joint Economic Development District (JEDD), the Prairie Obetz Joint Economic Development Zone (JEDZ), the Prairie Township Joint Economic Development District (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 2016 for administering the income tax collections of the administered political subdivisions of the State of Ohio amounted to \$553,213.32. This is to be compared to \$537,092.00 in fees collected in 2015. The collection fees charged to the suburbs are based on a four-part formula that is specifically designed to recover only the cost of administering the tax. The Northern Pickaway County JEDD, the Prairie Obetz JEDZ, the Prairie 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 2016 was \$9,633,538.99. 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 and six satellite communities as well as three JEDD/JEDZ entities. The authorized strength of the Income Tax Division in 2016 was 82 full-time and 1 part-time employees.

City Income Tax receipts processed in 2016 through the Delinquent Section amounted to \$6,388,692.04. 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 2016, the Income Tax Division referred 2,988 cases to the City Attorney's office for filing civil suits on delinquent assessments totaling \$9,407,293.00.

On December 31, 2016 the Division had 1,331,514 accounts on its tax files. This total is comprised of 1,209,837 "Direct" and 121,677 "Withholding" accounts.

	ACTIVE	INACTIVE		
CORPORATE	16,447	69,028		
FIDUCIARY	241	2,349		
INDIVIDUAL	46,266	1,011,575		
PARTNERSHIP	0	4,825	Required to file as entities.	
ENTITY/PRTSHIP	9,183	25,086		
COURTESY	-0-	24,837		
TOTAL – DIRECT	72,137	1,137,700	TOTAL	1,209,837
- WITHHOLDING	23,847	97,830	TOTAL	121,677
GRAND TOTAL	95,984	1,235,530	TOTAL	1,331,514

The total number of accounts on the tax database increased by 60,135 in 2016.

Submitted by: Melinda J Frank  
Income Tax Division Administrator  
MJF/MDJ

# **Franklin County Municipal Court Clerk 2016 Annual Report**

**FRANKLIN COUNTY MUNICIPAL COURT  
COLUMBUS, OHIO  
ONE HUNDRED [and] First  
ANNUAL REPORT  
2016**

**Letter from Clerk Lori M. Tyack**

**Welcome to the One Hundred [and] First Annual Report of the Franklin County Municipal Court and Clerk's Office. As your Clerk, my commitment is to strategically improve daily operations, effectively collect debt owed the court and vigilantly monitor applicable legislative changes. My Office works diligently to cultivate cooperation with other agencies of the criminal justice system and the community. This report reflects the hard work and commitment demonstrated by the staff of the Clerk's Office and the Court.**

**New case filings for 2016 totaled 177,744 compared to 179,559 in 2015 for a decrease of 1%. Costs, fines and fees collected equaled \$40,788,846.07 compared to \$39,537,747.72 in 2015 for an increase of 3.16%. In 2016, the Clerk's Office added a fourth collection agency. The total dollar amount sent to four (4) collection agencies in 2016 was \$4.63 Million or 17% more than in 2015. Overall collection of court-ordered fines and costs increased 6%. The collection of court-ordered bond forfeiture judgments increased approximately 25% from 2015 to 2016.**

**Changes in state laws, local court rules and Federal banking regulations continued to affect processes and procedures through the end of 2016. These changes include:**

- **New Requirements for EMV Technology -- credit cards (chips)**
- **Began accepting Partial payments – with follow up to collections**
- **Contracted with an additional collection agency – for a total of four (4) agencies**
- **Applied for Special Income Tax Funds from the City of Columbus for Equipment needs for Electronic Filing Initiative**
- **Published Arraignment list on our website for defendants in custody.**
- **Acquired new Fingerprint equipment – reducing wait time**
- **Implemented Address Confidentiality Program per House Bill 359**

**A New responsive design website was released in early December. The new design was created for readability and user-friendly information access for those on the move. The website self-adjusts to all mobile and desktop devices. Mobile visitors will enjoy directions that link to their phone's navigation and quick linked phone numbers for an easy tap to call experience. The Clerk's public access records search also received a makeover making it more user-friendly.**

**The annual audit performed by Plante & Moran, PLLC was completed in May. Auditors performed inspections of accounting and financial transactions, file integrity, checks and balances of duties performed by accounting staff and all personnel records including time sheets. Zero infractions were incurred.**

**Ensuring the growth and development of staff is an essential part of my vision for the Clerk's Office. Managers and staff received exceptional training opportunities in 2016 through resources from the City of Columbus, Franklin County, State Clerk's Associations, and The Ohio Supreme Court. As Clerk, I am also provided training opportunities. In 2016, I completed and received my Fellows Certification from the National Center of State Courts, Institute of Court Management.**

**Thank you for taking the time to read our 2016 Annual Report.**

**Administration Division**

The Administrative 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, Administrator Procurement, and Administrative Assistant. This Division oversees the day to day 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 2016 are as follows:

- Integrated Training Program Coordinator's responsibilities into the Human Resources Department.
- Expanded online payment options to include electronic checks for customers to have greater payment flexibility.
- Launched automated staff alignment review portal, which facilitates more rapid assessment of staff allocation.
- Worked with National Center for State Courts & BCI to acquire and deploy new "LiveScan" fingerprint equipment making fingerprint capture six (6) times faster.
- Designated development protocols to facilitate E-Filing implementation.

#### Office of Information Services Division

The Office of Information Services 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 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 2016 are as follows:

- Launched new responsive design website.
- Upgraded printing equipment.
- Continued work on E-Filing.
- Collaborated with Columbus Division of Police to upgrade equipment for Fingerprint Station.
- Started work on New Jury web data collection program that will interface with their jury plus program.
- Installed new desktop scanners office wide.
- Enhanced CourtView production/training environment.
- Completed 5264 Help Desk tickets.
- Created and setup new contested probation revocation hearing event types for all the judges.
- Designed and applied new Courtesy Probation and Clerks Courtesy Probation case types and forms.
- Worked with Probation Department on other CourtView setup and information requests.
- Generated scheduling blocks, hearing types, and forms for the (4) new Judges.
- Performed identity consolidation and cleanup project in preparation for E-Filing.
- Conducted code table cleanup in preparation for E-Filing.
- Provided information services to local police agencies and Prosecutor's Office by customizing Crystal Reports to meet special needs and projects. (OVI's, Offenses by Location, No Buy List information, ticket counts, case counts by agency, warrant lists by agency and statically agency information)

#### Audit and Internal Controls 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 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. Accomplishments for Audit and Internal Controls for 2016 are as follows:

- First full year of PCI Compliancy (credit/debit card assurance of security and excellence).
- Monitored 4 bank accounts for fraudulent bank activity and suspicious debits/credits.
- Directed, collaborated and led the effort toward another successful external audit conducted by Plante & Moran.  
Zero infractions, for 6 years.

- Financial Analyst conducted numerous audits within the Accounting/Finance Division. Cash Office, cashier audits, verification log and statistical reporting audits completed fulfilling the separation of duties requirement.
- Assisted Accounting/Finance with upgrades of cash office equipment including a new bill discriminator (bill counter), processing software, and a new check scanner from Huntington Banks.
- Completed and maintained all Supreme Court reporting and monthly updating for Administrative Judges only. This is completed by the Civil and Criminal/Traffic Internal Auditors.
- E-Filing Project- Project Manager and Project Coordinator were given responsibilities of leading the project with assistance from Civil, Office of Information Services, and Accounting/Finance staff.
- Met with and assisted Criminal/Traffic and Traffic Violations Bureau with the Case Sequencing Project to resume auto case assignment in CourtView for initiation of cases.
- Audited more than 20,000 cases in Civil, Rent Escrow, Trusteeship, Civil Accounting/Finance.

#### 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, certificate of judgment, cognovits, declaratory judgments, and housing/safety code issues. The Civil Division also processes applications for driving privileges. Accomplishments for the Civil Division in 2016 are as follows:

- Partnered with Columbus State Paralegal Program to provide internships and volunteer opportunities.
- Streamlined internal process for BMV license reinstatement.
- Prepared for and implemented small claims jurisdictional increase from \$3,000 to \$6,000.
- Partnered with the Legal Aid Society to provide pro bono attorneys information needed to assist in eviction cases.
- Assisted the Criminal/Traffic Division in the removal of active civil capias warrants issued prior to 2011.
- Updated software to improve internal issuing of Certified Mail.
- Collaborated with the City Attorney's Office to begin testing the E-Filing Portal.
- Established process for the revival of dormant judgments for Environmental Court.
- Provided information to the Columbus Division of Police's Legal Division to ensure correct information is disseminated to the public regarding the evictions process.
- Cooperated with the Environmental Court to create a process for filing documents under seal.

#### 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 four (4) outside agencies in 2016. 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 2016 are as follows:

- Collected \$1,013,485.26
- Continued generating past due notices in-house for payable tickets.
- Generate notices when a partial payment is received on a payable ticket and refer to collection.
- Bond money forfeited by the Court for 2016 - \$77,418.50
- Bond Forfeiture Judgments paid for 2016 - \$25,501.21
- Managed billings and compliance for twenty one (21) active bond companies and over one hundred (100) surety agents.

#### Criminal/Traffic Division

The Criminal Traffic Division processes and maintains Criminal, Traffic, and Environmental cases. The Criminal/Traffic Division provides a multitude of services to the general 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. The Criminal/Traffic Division is also responsible for collection and disbursement of bail/bond monies for defendants who are in custody. This process includes providing documentation to the Franklin County Sheriff's Office so that defendants may be released from custody. The Criminal/Traffic Division is responsible for electronically reporting several types of Traffic violations to the Ohio Bureau of Motor Vehicles (BMV). 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 2016 are as follows:

- Implemented a new process of issuing notices to the Prosecutor's Office for expungement hearings.
- Worked with Court to apply new procedural requirements for human trafficking victims.
- Participated in discussions with the Franklin County Sheriff's Office regarding clerking services in the new jail.
- Provided continuous service during multiple planned building wide power outages.
- Acquired and installed new Live Scan fingerprint equipment, creating a more efficient process for capturing fingerprints of defendants charged with a reportable misdemeanor. 4371 defendants fingerprinted in 2016.
- Sent leadership and front line staff to conferences organized by the Ohio Association of County/Municipal Court Clerks, Ohio Association of Court Administrators, and National Association of Court Managers.
- Collaborated with the Columbus Division of Police on multiple vice arrests.
- Referred old cases to City Prosecutor's Office for consideration and dismissal.
- Complied with Administrative Order #01-2016 to cancel civil capias warrants and close cases from 1992-2010.
- Replaced remote clerking fax machines at both jails.
- Finished block scheduling for all arraignment courtrooms through 2020.
- Adapted expungement/sealing process to reflect guidelines contained on the new bench card issued by the Ohio Supreme Court for indigent defendants.
- Created and implemented a new scanning process for all sentencing entries.

#### 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). On a daily basis, 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, and update bond information along with all other entries in CourtView. Additionally, CSG Deputy Clerks are responsible for routing files to the Assignment Office, Probation Department, Accounting/Finance Department, Expungement Department, Prosecutor's Office, Collection Department and to the Vehicle Immobilization Coordinator. They also time stamp, docket, and route Statement of Violations filed by the Probation Department. In addition, 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. In 2016, the Courtroom Service Group accomplished the following:

- Implemented a new process for imaging all Statement of Violations filed by the Probation Department.
- Continued assisting in the breakdown of files for the imaging process.
- Incorporated several new docket codes to coincide with new forms and/or processes.
- Collaborated with FCSO during home OSU football games to provide Clerk's Office representation.
- Provided assistance to Criminal/Traffic and the Traffic Violations Bureau when needed.
- Provided training and observation opportunities in the arraignment courtrooms for new hires.
- Adjusted to changes in the courtrooms regarding newly elected judges and their bailiffs.
- Cross-trained other employees in the Specialty Docket Programs.
- Represented the Clerk's Office at the Franklin County Fair, Columbus Zoo and Aquarium.
- Continued to scan all sentencing entries out of court.
- Continued to update old dismissals from the Prosecutor's Office.
- Attended various training classes.

#### Accounting/Finance Division

The Accounting/Finance Division oversees the collection of and accounting for all fines, court costs, fees, bail, garnishments, and judgments issued by the Court. The Division oversees the disbursement of collected funds to the appropriate parties, and releases funds in satisfactions, judgments, attachments, garnishments, and executions. The Accounting Division also has three internal payment programs in compliance with the Ohio Revised Code and Local Court Rules. The programs are as follows:

##### Time Payment Program

This program under authorization by the sentencing Judge allows a defendant to make monthly payments on court fines and costs up to twelve months or until balance is paid in full. Total number of sign-ups in 2016: 2,625

Total cases on program that were paid in full in 2016: 1,053

### Rent Escrow Program

This program allows tenants with complaints regarding their residential housing conditions to deposit rent due into an escrow account until the matter has been resolved. Cases filed in 2016: 303

### Trusteeship Program

This program allows a debtor to deposit a portion of the personal earnings with the Clerk of Courts to avoid legal proceedings by creditors. The funds collected are disbursed to creditors equally until all debt is paid in full.

Cases filed in 2016: 24

### EPAY Online Payment Service

This is an online payment convenience that is offered by the Clerk's Office for payments of payable citations, and also payment of fines and costs incurred once adjudicated. Total cases paid in 2016: 58,997

Amount collected in 2016: \$7,133,639.52

### Restitution Program

This program was implemented February 1, 2015. It is under the authorization of the sentencing Judge and allows the defendant to make monthly payments for the set restitution amount. The Clerk's Office ensures the payments are then forwarded to the victim. No extra fees are charged for this process. New payment sign-ups in 2016: 375  
Payments forwarded to victims in 2016: 1622 Totaling: \$209,174.65 / Cases with restitution paid in full in 2016: 267

The Accounting/Finance Division is responsible for preparing a monthly general accounting for all funds received and disbursed by the Clerk's Office. These records are audited annually by a licensed certified public accounting firm and approved by the State Auditor's Office. Accomplishments for Accounting/Finance in 2016 are as follows:

- Implemented new credit card processing system.
- Added E-Check payment option to the online payment process.
- Collaborated with the Court to begin collection of the Probation Courtesy Fee.
- Created a process to implement the Address Confidentiality Program, per HB 359.
- Began accepting partial payments for Probation Fees.
- Expanded the Restitution training initiatives to include Controllers.

### Traffic Violations Bureau

The Traffic Violations Bureau manages all tickets and complaints issued by twenty-one (21) Municipal Law Enforcement agencies and eight (8) Townships within Franklin County which includes: Columbus Division of Police, Ohio State Highway Patrol, Franklin County Sheriff, Ohio State University Police and Port Columbus Police. Our office has jurisdiction in three (3) counties: Franklin, Delaware and Fairfield. Within the Traffic Violations Bureau, is the Communications Department. The function of the Communications Department is to further promote ongoing communications and the delivery of excellent public service to the general public, law enforcement agencies, attorneys, court personnel, other courts and governmental agencies. The responsibilities of The Traffic Violations Bureau and Communications Department include the following:

- Continued effective communication with Police Agencies, Prosecutors, Common Pleas Court, Juvenile Court, Mayor Court Clerks and Courtroom Clerks to ensure quality work.
- Attended Internal/External Office Training Classes to gain additional knowledge of professionalism and customer service to successfully attain our mission statement.
- Assisted with the Breakdown of Civil and Criminal/Traffic files for imaging.
- Continued with the new hire training schedule for deputy clerks to ensure they have knowledge of their respective department and also other departments within the office.
- Cross-trained staff to ensure all daily responsibilities were met.
- Initiated 134,175 cases which includes traffic, criminal, and environmental.
- Mailed out 9,512 certified summonses; which include traffic, criminal and environment.
- Logged 105,370 pieces of Civil mail and Criminal/Traffic payments combined.

# **Franklin County Municipal Court Judges 2016 Annual Report**

In accordance with section 1901.14 of the Ohio Revised Code, it is my pleasure to provide you with the 2016 Annual Report of the Franklin County Municipal Court.

From all indications, the Franklin County Municipal Court remains the largest and busiest municipal court in Ohio. We continually strive to improve our services to every citizen who appears in this Court and to be wise and efficient stewards of taxpayer resources. We appreciate the financial support that we receive in these difficult economic times and hope that this continued support is a reflection of your trust in the way we conduct our operations and expend taxpayer dollars.

The increasing complexity of the laws, and the desire to meet the needs of every citizen who appears in this Court all present substantial challenges to our judges and staff. As you will see from the details in the report that follows, our judges and staff remain fully committed to meeting the needs of our citizens and our community. As the largest and busiest municipal court in Ohio, we continually strive to improve our services and fulfill our obligation to fairly interpret the laws of Ohio.

Please feel free to contact me or Court Administrator Emily Shaw at (614) 645-8214 if you have any questions or would like any additional information.

Yours truly,

*/s/ Michael T. Brandt*

Michael T. Brandt

Administrative and Presiding Judge

Enclosure

# **THE FRANKLIN COUNTY MUNICIPAL COURT**

**375 South High Street  
Columbus, Ohio 43215-4520  
614-645-8214**



## **2016 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 2016 were Judge Michael T. Brandt who served as Administrative and Presiding Judge, and Judges James Green, H. William Pollitt, Jr., Ted Barrows, Paul M. Herbert, Amy Salerno, Andrea C. Peoples, David B. Tyack, Mark A. Hummer, James P. O’Grady, Cindi Morehart, Cynthia L. Ebner, Eileen Paley, Jodi Thomas and Environmental Court Judge Daniel Hawkins.

Judges preside over civil, criminal, and traffic cases and conduct both jury and non-jury or 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**

R.C. 1901.33(A), provides the Judges of this Court to appoint an Assignment Commissioner, Deputy Assignment Commissioners and other Court aides. This Court's Assignment Office consists of an Assignment Commissioner, an Assignment Supervisor, and six Case Coordinators, one Unassigned Case Coordinator and four full time and one part time Assignment Clerks. The Assignment Office (Assignment) is responsible for the case management for all cases assigned to the 15 Judges of the General and Environmental Divisions of the Court from the time of case assignment until the time of case termination.

Per R.C. 1901.33(A), the Assignment Commissioner is responsible for assigning cases for trial. Assignment also schedules and monitors probation hearing requests as well as the sealing of record requests. The Assignment Commissioner manages all cases heard visiting judges from the time of their appointment through the termination of the cases, and any subsequent probation hearings. The Assignment Commissioner is responsible for the judicial assignment of criminal, traffic, and civil cases.

The Rules of Superintendence for Municipal Courts, promulgated by the Supreme Court of Ohio, require 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 (see Local Rule 1). The Court also employs a single assignment system (see 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 charge(s) will be assigned to the Judge who presided over the previous case.

Once a case is assigned to a Judge, Assignment is responsible for management of the case as it proceeds through the Court system which includes the pleadings and other information for criminal and traffic cases. Assignment reviews and will record the pleadings, motions, and entries for each assigned civil case and assists in the monitoring of the Judges' motion lists.

In 2016, Assignment processed the following new and reactivated cases:

2,093	Civil cases,
761	Environmental civil cases,
20,171	Criminal cases,
26,944	Traffic cases,
1,747	Environmental criminal and traffic cases,
2,837	Sealing of record and/or expungement cases.

Assignment also scheduled approximately 113,500 hearings and mailed approximately 1,021,000 notices of hearings.

Assignment is responsible for completing the monthly judges' report for the Ohio Supreme Court. Currently the General Division has a yearly clearance rate of 102% which is an improvement from the 2015 clearance rate of 99%. The Environmental Division yearly clearance rate for 2016 was 104%, which is an 11% increase over 2015 rate of 93%.

The Court currently has 4 of its 14 General Division Judges who preside over specialized dockets in addition to the Environmental Division Judge. The specialized dockets are made up of the Changing Actions to Change Habits Docket (CATCH), Military and Veterans Services Docket (MAVS), Alcohol and Drug Addiction Programs (ADAP 101 and 201), Opiate Extension Program (OEP), and the Mental Health Program Docket (MHPD). All judicial proceedings for these dockets are processed and monitored through Assignment.

## **BAILIFFS**

Bailiffs coordinate activities in the courtrooms, schedule cases, provide docket management, provide information to the public about the status of cases, and act as liaisons between their assigned judge or magistrate and attorneys, court personnel, and the general public. Each judge has an assigned courtroom bailiff, there is an unassigned or “floater” bailiff who rotates among the judges when a judge’s bailiff is absent, and there is a Duty Room Bailiff. Each magistrate also has a bailiff.

**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 nearly 200 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 support 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 2016 was \$17,412,702 with an additional \$1,365,169 Secure Facilities Fund budget and \$570,396 Computer Fund budget.

Breakdown of General Fund Operating Budget 2016

Personal services	\$15,976,898
Materials and supplies	35,375
Services	1,060,429
Other expenditures	340,000
Total General Fund Expenditures	\$17,412,702

**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 2016 there were 12 full-time Court Reporters and 2 part-time Court Reporters and they produced 153 requested transcripts.

**COURT SECURITY PROGRAM**

The Court Security Program 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, Security Supervisor, Administrative Assistant, Control Room Operator, and 20 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 that provides evening, weekend, and holiday coverage. During 2016 approximately 951,635 visitors to the Court were screened at the Court’s entry points by Security Officers.

**COURT SUPPORT SERVICES**

The Court Support Services unit that 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 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 are responsible for the communications to and from the courts, law enforcement and defendants to ensure compliance with the court's orders involving the defendant's vehicle.

## **ENVIRONMENTAL COURT**

In the Environmental Division, Judge Daniel R. Hawkins has successfully integrated a series of unique sentencing strategies and programs into the judicial approach to code enforcement activities that combat vacant and abandoned properties in Franklin County. Absentee landlords and slumlords are ordered to bring their properties into compliance under the supervision of the Court's Chief Environmental Specialist or face penalties ranging from daily fines, jail, or even being sentenced to live in one of their dilapidated units.

Judge Hawkins is also developing new approaches to deal with the ever-growing problem of chronic hoarding. In 2014, the Court launched a pilot program designed to not only address the health and safety code violations present in the homes of hoarders, but also the mental health issues surrounding the individual's obsessive hoarding tendencies. The program – a first of its kind in the United States – has drawn national interest and continues to be updated and restructured as necessary with the hopes of ultimately creating a blueprint that can be adopted in other jurisdictions. In 2017, the Court anticipates the release of an independent, year-long study of the program to assess its effectiveness and suggestions for improvement.

In June, 2015, the Environmental Division introduced the Community Cleanup Crew – a community service initiative that serves as a sentencing alternative that not only holds individuals accountable for their actions but provides them an opportunity to make our communities a better place to work and live. Whether it's cleaning up along our roadways, working side-by-side with neighborhood volunteers at a community garden, or clearing a senior citizen's driveway of snow, those who complete their court-ordered community service will contribute something that is both beneficial and constructive – and they will have paid their debt to society using their own time and talent.

In 2016, the Community Cleanup Crew had 133 individuals complete a combined 5,163 hours of work in the communities of Franklin County. Moving forward, the Environmental Division looks to expand the program to offer its services to more community partners: area commissions, block watch groups and neighborhood pride organizations would have the opportunity to have regularly-scheduled clean-ups in their respective areas. Additionally, services such as mowing the lawns of city-owned vacant properties and graffiti clean-up will help assist the City in its efforts to provide clean, safe neighborhoods for our residents.

Finally, the Environmental Division will continue its education and outreach programs throughout Franklin County. Over the past two years, Judge Hawkins and the Environmental Court staff appeared and presented information at over 60 different community events, reaching thousands of citizens. The Environmental Court also launched its new website – [www.EnvironmentalCourt.us](http://www.EnvironmentalCourt.us) – to provide helpful information to the public and serve as a resource to area agencies.

## **INTERPRETER SERVICES**

During 2016, the Court employed two full-time Spanish language interpreters and one full-time Somali language interpreter and contracted for one part-time Spanish and one part-time Somali language interpreters. Together they completed an estimated 6,095 requests for service (4,420 in Spanish and 1,675 in Somali). The Court has multiple

contracts with outside vendors to provide foreign language and ASL interpreters. There were 1,309 requests for interpreters in 52 other languages, 1,152 requests were filled by onsite interpreters and 157 requests in languages of lesser diffusion like Zomi, Hakha Chin, Mandingo, Oromo, Kinyarwanda, Tamazight, and K'iche were covered through telephonic interpretation. The foreign languages for which interpreters were most requested were Spanish, Somali, Arabic, Nepali, French, Tigrinya, MayMay, Amharic, Mandarin and Hakha Chin. Additionally, the Court filled 135 requests for American Sign Language and Certified Deaf interpretation. The Interpreter Services department continues to offer a mentoring program and training opportunities for judiciary interpreters to better serve the court and all parties.

### **JURY COMMISSIONER'S OFFICE**

It is the duty of the Jury Commissioner's Office to summon, orient and assign prospective trial jurors to courtrooms when needed. The Jury Commission tracks *voir dire* (a preliminary examination of prospective jurors to determine their qualifications and suitability to serve on a jury, in order to ensure the selection of fair and impartial jury) results and trial verdicts, and collects demographic data to ensure the jury venire (those summoned for jury service) is a true sampling of all cognizable groups in Franklin County's qualified population.

Jury service is limited to two weeks, except in those cases for which additional days are required to reach a verdict. In certain instances, jurors will serve for one week only. Several different reporting times are offered to accommodate parking issues and work schedules. The Franklin County Municipal Court provides vouchers for parking in two local garages and passes for Cota. The number of jurors summoned in 2016 was 3,739. The reporting percentage for 2016 was 94.67% (adjusted yield from expected) while the failure to appear rate was 2.62%, which is below national averages. Jurors are paid \$15.00 per day for each day they are in attendance.

### **LEGAL RESEARCH**

The Court employs a Legal Research Director who provides legal research, supervises the work of part-time law clerks, and serves as a part-time magistrate. The Director and Law Clerks research and prepare memoranda on issues pending before the Court, maintain research and reference materials, review new case law to ensure the Court's compliance with the decisions, review pending legislation that may affect the Court, and advise the Judges and Employees regarding new legal developments and applications of current law to court procedures. The Legal Research Director also serves as a part-time Magistrate.

### **MAGISTRATES**

The Court employs an Administrative Magistrate, five full-time on magistrates and one part-time magistrate who preside over traffic arraignments, landlord-tenant actions, wage garnishments, small claims cases, and other civil matters. 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 in misdemeanor cases to accept guilty and no contest pleas and to impose penalties. If the parties agree, magistrates may also hear contested criminal cases and preside over civil cases heard by a jury. Consent is not required from either party for a magistrate to hear a minor misdemeanor criminal case or any civil case tried without a jury.

### **DEPARTMENT OF PROBATION SERVICES**

The Department of Probation Services (DOPS) serves the Franklin County Municipal Court Judges under the immediate direction of the Court Administrator. The largest division of the Court, the staff of the DOPS's vision is *excellence in rehabilitation through evidence based practices* and its mission is to *promote community safety by reducing recidivism*,

*changing offender behavior, and fostering accountability through effective use of evidence based practices.* The DOPS follows an evidence-based supervision construct and works with those under its supervision to gain compliance with court-ordered conditions and to collaboratively develop supervision goals that are aimed at addressing assessed risk factors. These assessment-driven, supervision conditions can include any combination of cognitive-behavioral based programming, behavioral health assessments, and educational programs, counseling for mental health or substance abuse issues, and random urinalysis.

The DOPS is proud to have highly trained and professional staff. In 2016, 16% of the probation officers held a Master's Degree, 10% of the probation officers held a license in Counseling, Social Work or Chemical Dependency, 14% of the probation officers are State Certified Trainers for the Supreme Court Judicial College and 45% of the probation officers are certified in one either Thinking for a Change, Equip or the Duluth Model of Batterer Intervention. The average number of training hours attended per probation officer was 75, with an average of 34 hours in Changing Offender Behavior. The total number of training hours attended by probation officers in 2016 was 4,955, of which, 2, 080 were designated as Changing Offender Behavior hours.

During 2016, the Department supervised 11,485 total cases, including 7,040 new supervision placements. At year's end 16,583 cases remained assigned or on warrant status to the Probation Department.

During 2016, the Department, in collaboration the Court, sought consultation from the Carey Group to become an evidence-based organization. One of the goals of the consultation was to develop and implement a risk and need based supervision construct that embraces assessment-driven, case planning and interventions.

By year's end, the DOPS supervision construct was staffed by 40 supervision probation officers who reported to four probation officer supervisors. These evidence-based supervision responses included: Low, Low-Moderate, Moderate and Intensive Supervision; Domestic Violence Supervision; Sex Offender Supervision; Specialized Mental Health Supervision, Specialized Soliciting/Human Trafficking Supervision, Electronic Monitoring/Home Confinement, Work Release and supervision of the Court's specialized docket programs. The Court's specialized dockets include: Mental Health Program; Military and Veteran Service (MAVS); Changing Actions to Change Habits (CATCH); Alcohol and Drug Addiction Program (ADAP), and the Opiate Extension Program (OEP). Officers assigned to each of these supervision functions receive specialized training specifically related to the risk level and needs of population they oversee.

The DOPS also provides investigation services for the Court. The Investigation Unit is staffed by four probation officers and is overseen by one probation officer supervisor. In 2016, the Investigation Unit was assigned 69 presentence investigations and 3, 416 sealing of record investigations. The goal in 2017 for the Investigation Unit is to incorporate the DOPS assessment tools into its presentence investigation reports in order to provide the Court with the appropriate supervision placement, should the Court place the defendant on community control supervision.

In 2015, the DOPS received grant funding through the Ohio Department of Rehabilitation and Corrections, Bureau of Community Sanctions, to develop and implement a pretrial services program. The pretrial program is staffed by five bail investigation and pretrial supervision officers and supervised by one pretrial and probation supervisor. The goals of the Pretrial Services Program are to: prepare and provide the Court with Bail Investigation reports that include validated pretrial risk assessment information and release recommendations on eligible defendants who are in custody awaiting initial appearance, in order to provide Judges with the information they need to make informed bail decisions; reduce the overall length of stay for pretrial detainees; and to provide appropriate supervision and monitoring of defendants who are released by the Court on pretrial supervision to help ensure that they are engaging in their community-based release plan, making their Court appearances, and not engaging in new criminal activity.

During 2016, the Department sought and was awarded technical assistance through the National Institute of Corrections to review and provide recommendations to the DOPS and Court on its pretrial services program. The technical

assistance is scheduled to occur during April 2017.

In January 2016, the Court was awarded a grant through the Ohio Department of Rehabilitation and Corrections, Bureau of Community Sanctions to hire a Training and Development Project Manager. The primary focus of this position is to support the Department's evidence-based transition. One of the training priorities during 2016, was the officers' use of skill building and cognitive-behavioral interventions. This position was responsible for developing booster sessions on interventions to improve fidelity in the implementation and application of evidence based practices and interventions. The goal for this position in 2017, is to provide training for, and support, the Department's probation officer supervisors in their continuous quality improvement efforts. Training for 2017 will entail additional changing offender behavior intervention training, Motivational Interviewing training and the development of the department's first Behavior Management System.

The DOPS support unit, which includes twelve support staff and one supervisor, provides essential support for the department's many operations. This staff provides both out-of-custody and in-custody intake services, reception services and department support services such as, scanning and imaging, running computerized criminal history reports, and file management. In 2016, to support the Department's evidence-based transition, the support unit was tasked with completing an initial risk screening on defendants at intake in order to appropriately triage and assign cases based on risk and need.

In 2016, the DOPS was awarded a victim services grant through the Attorney General's Office to enhance and support its victim assistance, or Probation Assisted Victim Empowerment Division (PAVED), Program. With the support of this grant, the Department was able to increase the staffing of the PAVED Program from two Victim Assistants to three Victim Assistants and one Victim Assistant Supervisor. The PAVED Program staff have pursued and maintain credentials as registered advocates, providing critical support and guidance to victims of probation cases. The PAVED Program's close collaboration with the Domestic Violence Unit and City Prosecutor's Office Victim Advocate Program assists in the continuity of support for victims and assists staff in addressing the critical needs and issues involved with these cases.

The Department's Community Sanctions Unit (CSU), is comprised of three full time and one part time staff and one supervisor. In 2016, the CSU was assigned 2,127 new Provided No Convictions (PNC) cases and continued to monitor 3,686 PNC cases that were carried over from the previous year. The CSU monitors PNC cases for new criminal convictions. The CSU also schedules and monitors court-ordered community service and restitution collection. In 2016, 22,712 hours of community service were ordered, and 16,985 hours were successfully completed. Of the 576 new cases assigned to complete community service, 421 completed the assigned hours successfully. In 2016, a total of \$277,525 in restitution was ordered in 500 cases, and \$198,787 was collected and disbursed, with 250 victims fully paid. The remaining cases are still paying, revoked, or on order-in status.

In 2016, the CSU was tasked with assisting with the management and supervision of the Department's low risk (Team Supervision) response.

The DOPS has one Community Resource Specialist on staff. Prior to 2016, this position was titled Evaluation Specialist as the primary function was to assess potential referrals for community residential treatment to ensure they were clinically appropriate for subsidized services and to identify treatment needs and offer treatment recommendations. However, in 2016, the position title and job description were revised to better reflect the evolution of the position. Some of the additional responsibilities of this position include: managing the Court's Suzanne Hopper Act or Form 95 Process that identifies offenders with specific mental health diagnoses and convictions and provides notification to law enforcement (65 forms submitted in 2016); assisting with the Environmental Court's Hoarding Project; assisting with the Department's Vivitrol Program; overseeing the Department's Resource Committee; assisting in the development of the Department's Community Resources Evaluation and Development process; coordinating placements into the department's residential treatment programs (53 placements made to residential treatment); and

continuing to conduct behavioral health and ORAS assessments (approximately 400 completed in 2016).

Because of the increased scope of responsibility for this position, in 2016, the Court allocated resources to allow for the creation of a part-time Special Programs Coordinator position that reports directly to the Community Resource Specialist and assists in the execution of these duties and the Department's data collection efforts.

The Department also boasts an electronic monitoring/home confinement (EMHC) program. The EMHC Program is a cost effective sentencing option that permits a defendant to reside in the community while simultaneously allowing for continuous electronic monitoring of a defendant's whereabouts. Judges may impose EMHC as a condition of pretrial or post-disposition supervision upon release or sentencing or as a response to non-compliance/probation violation. The EMHC Program allows defendants the ability to seek or maintain employment, participate in approved programming/treatment and attend to any critical medical needs or conditions. Officers assigned to the EMHC Unit are on call and respond to non-compliance and program violations 24 hours per day.

During Fiscal Year 2016 (FY 16) the EMHC Program Officers kept track of the location of 165 defendants as they served 10,157 days on community supervision. Of the 165 defendants, 122 of them successfully completed their EMHC condition (75.7%). Thirty-nine of the 165 were terminated unsuccessfully (23.6%) (4 of the 165 were still being monitored into FY 17). The 165 defendants placed on EMHC consisted of 129 men and 36 women. Ninety-three of the 129 men successfully completed (74.4%); (four of the 165 were still being monitored into FY 17). Twenty-nine of the 36 women successfully completed (80.5%). The defendants sentenced to an EMHC condition served an average of 62.6 days of monitoring. Of the 15 seated Judges here at the Franklin County Municipal Court (FCMC), 14 of them utilized the services of the EMHC Program at some point during FY 16. Defendants placed on EMHC were placed on as both a condition of pre-trial release as well as post disposition sentencing. They were placed on for a variety of charges that included but was not limited to: OVI, Domestic Violence, Resisting Arrest, Theft, Menacing by Stalking, Violation of Protection Order, Possession of Drugs and Soliciting.

During FY 16, over \$15,500 in program fees, restitution, fines, costs, and child support was collected from defendants during their EMHC term.

The Department's work release program is a jail alternative program that provides residential services to court ordered individuals. Judges may impose this community response as an alternative to a mandatory jail sentence, as a condition of Pretrial release or Probation supervision or as a response to non-compliance/Probation violations. The program is designed to help facilitate an individual's successful reentry into the community, by providing monitoring, programming and management of an individual's community access. Individuals will be confined to the Work Release Program except for verified employment and/or court-approved programming. Program participants are randomly tested for drug and/or alcohol use. The Work Release Program allows the individual to maintain his/her employment and provides an opportunity for the individual to pay toward their court-ordered restitution, fines, costs and child support. Officers assigned to the EMHC Unit are on call and respond to non-compliance and program violations 24 hours per day.

During Fiscal Year 2016 (FY 16) the State funded Work Release Program took in 145 defendants. These 145 defendants served a total of 3978 days in work release in lieu of jail time. Of the 145 defendants, 132 of them successfully completed their Work Release condition (91.0%). Thirteen of the 145 were terminated unsuccessfully (.09%). The 145 defendants placed on Work Release consisted of 124 men and 21 women. One hundred-twelve of the 124 men successfully completed (90.3%). Twenty of the 21 women successfully completed (95.2%). The defendants sentenced to a Work Release term served an average of 27 days in the facility. Of the 15 seated Judges here at the Franklin County Municipal Court (FCMC), all 15 of them utilized the services of the Work Release Program at some point during FY 16. Defendants were placed on for a variety of charges that included but was not limited to: OVI, Domestic Violence, Theft, Drug Abuse, Aggravated Menacing, Disorderly Conduct, Assault, Telephone Harassment and Driving Under Suspension.

During FY 16, over \$52,000 toward program fees, restitution, fines, costs, and child support was collected from defendants during their Work Release term.

During FY 16, the Work Release Program was enhanced to provide in-house programming and/or skill building interventions to defendants ordered into the program in accordance with their assessed risk-level and their length of stay in the facility.

The DOPS Vivitrol Program utilizes intensive supervision and medication assisted treatment to assist opiate dependent individuals in their transition from the county jail to the community. In 2016, 89 individuals were screened, assessed, and received an initial Vivitrol injection, prior to their release from custody.

The Chief Probation Officer is responsible for the overall operation of the Department of Probation Services, and is supported by the Deputy Chief Probation Officer and the Department's Management Team in facilitating all of the department's programs. Defendants paid \$477,832.87 in probation user fees in 2016, holding down probation-related costs to taxpayers. Careful management and utilization of this budget is essential to provide the much needed services and programs to those under the Department's supervision. Probation User Fee supported programs and services include: staff training, contracted programming for Defendants, urinalysis services, defendant bus passes, grant matches, and equipment.

The year 2016 saw many program enhancements, new program and staff development and community partnerships for the DOPS. A few of the new programs include:

**The Partnership for Advocacy, Care and Treatment (PACT Program).** This program was developed as a supervision and program response to the unique and comprehensive needs of defendants who are placed under the Court's supervision for charges of Soliciting (and are not participating in CATCH Court). The PACT Program provides a community response that incorporates specialized and intensive supervision, along with holistic, comprehensive and coordinated community programming, to assist with the success of this population. The PACT Program was possible due to the commitment and investment of our provider partners who provide: an individualized and comprehensive bio-psycho-social assessment; specialized case management; alcohol and drug treatment; the option of medication assisted treatment; trauma services; mental health services linkage; and wrap-around services such as, housing, transportation, and GED.

**The Halfway House Response Program (HHRP).** Through a contact with Alvis Inc., the Department is able to provide residential halfway house services to moderate and high risk, male and female defendants under the Court's supervision. The goals of the HHRP Program are to address participant's assessed Criminogenic Needs/Dynamic Risk factors, e.g. Criminal Thinking, Criminal Personality, Criminal Peers, Substance Abuse, Education and Employment, as assessed using the Ohio Risk Assessment System, Community Supervision Tool, in an effort to lower an individual's risk of recidivism and assist in rehabilitation.

**Thinking for a Change Facilitator Training.** During 2016, 12 DOPS staff were trained and certified to facilitate this valuable cognitive behavioral intervention for moderate and high risk defendants under the Court's supervision.

The DOPS 2017 Goals include: the development and implementation of the Ohio Community Supervision Electronic Case Management System, in an effort to streamline workflow, increase data collection capabilities and streamline processes within the department; the final development and implementation of the Court's Behavioral Management Program; and implementation of the Thinking for a Change Program.

### **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. Additionally, Service Bailiffs supervise the set-out of tenants' property during evictions.

The Service Bailiffs' Department processed or served in excess of 42,084 legal documents in 2016 and supervised nearly 1,400 set-outs. The Department currently employs 15 full-time individuals: a Chief Service Bailiff, 2 Deputy Chief Service Bailiffs, 11 Service Bailiffs, and a Secretary/Receptionist.

### **SMALL CLAIMS DIVISION AND DISPUTE RESOLUTION DEPARTMENT**

The Small Claims Division (Division) assists individuals and businesses file claims for money damages up to \$6,000. Small Claims Court is less formal than the General Division of the Municipal Court and individuals do not necessarily need an attorney. 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 ([smallclaims.fmcclerk.com](http://smallclaims.fmcclerk.com)). In 2016, the Division added an online negotiation platform to its website to facilitate the resolution of active cases. More than 32,000 users accessed the Division's website and videos.

The Division has six full-time employees who support the Court and its magistrates. Division staff initiate, assign, and schedule small claims cases for trial. Staff also process notices and summonses for hearings. In addition to managing and processing cases for the small claims docket, Division staff answer questions about Small Claims Court and other municipal court services. Division staff managed 5,898 small claims cases in 2016.

The Court's Dispute Resolution Department (Department) coordinates and facilitates mediations for the General and Small Claims Divisions. The Department maintains seven mediation programs. In 2016, the Department managed a total of 2,600 mediations.

- 871 Judge/Magistrate Referrals
- 284 Rent Escrow Cases
- 1,445 Pre-Filing/Online/Check and Account Resolution Self-Referrals

Mediation referrals continue to be an effective and convenient option for parties and the court. In 2016, 56% of all department-facilitated mediations resulted in an agreement.

The Small Claims Division and Dispute Resolution Department continue to work with the legal community to enhance access to court information and services. The Division collaborated with the City of Columbus Division of Income Tax to develop and implement an online dispute resolution platform. To date, more than 130 individuals have submitted requests to resolve their active court case online.

### **SPECIALIZED DOCKETS**

### **Mission and Vision Statement:**

The mission of the Specialized Docket Department is to enhance public safety, rebuild lives, and reduce recidivism through restorative justice, while providing community education and support.

The vision of the Specialized Docket Department is to maintain accountability for criminal actions while linking participants to behavioral health treatment providers, encouraging independent recovery, providing trauma competent services, and directing participants to engage with appropriate service providers.

Our goal is to provide high quality programming based on evidence based practices. We commit to educating the community and our stakeholders. We strive to become a model for the state and to advance the mission of restorative and procedural justice.

### **2016 Accomplishments**

The Specialized Docket Department is made up of five specialized dockets, which are certified by the Supreme Court of Ohio and provide intensive, two year programs to high risk, high need defendants. The programs are: Mental Health, CATCH (Changing Actions to Change Habits), MAVS (Military and Veterans Services), OEP (Opiate Extension Program) and ADAP (Alcohol and Drug Addiction Program). There are also two educational programs, CATCH 101 and ADAP 101/201, which are short term sentencing options for misdemeanor and felony charges. Additionally, the department manages forensic restorations for the entire court.

In 2016, the department has expanded both the number of defendants served and the number of judges needed to serve these participants. The total number of participants served in 2016 in the specialized docket was 573. In 2015, we served 267 participants. This reflects a 115% increase in the number of active participants. Across all the departmental operations we served 1,204 citizens. This is largely due to the addition of new judges, stability of department management, and a focus on having licensed behavioral health professionals as coordinators, which generates participant engagement, retention, and commitment.

In 2016 Judge David Tyack was elected to preside over the OEP and ADAP Programs and Judge Cindi Morehart was elected to preside over the Mental Health Program. As new Judges to these dockets, they needed to be and did become certified by the Supreme Court of Ohio to preside over these dockets. All four specialized docket judges are located on the 12<sup>th</sup> floor. The specialized docket judges are deeply committed to the populations they serve.

The Department maintained ten full-time employees. The department manager focused staff on evidence-based practices through training, implementation, and adherence to the standards of certification. The entire department and all specialized docket judges attended the 2-day Specialized Docket Conference in October.

The Department has revised some position descriptions to include hiring behavioral health professionals, licensed by the state of Ohio, in accordance with the changes in licensure law. Full diagnostic assessments are completed on each participant to establish eligibility, treatment recommendations and levels of risk and need. HIPPA confidentiality standards are maintained in the department. The qualifications of the staff have increased to reflect the growing evidence-based practice approach to restorative justice.

The student internship program grew to seven students during the 2016 academic year. Maintaining a student internship program contributes to the community by enhancing the profession and providing highly skilled professionals.

The judges and staff have provided approximately forty five local, state and national trainings on the topics of trauma, human trafficking, the opiate epidemic, veterans, and restorative justice. Of note, Judge Paul Herbert and Michele Worobiec, Legislative Counsel for the Supreme Court of Ohio, presented on trauma and human trafficking at the national NADCP 2016 conference.

### **Programs**

***Opiate Extension Program (OEP)***

## **Mission Statement**

The mission of OEP is to address the needs of the target population to establish effective treatment as an alternative to incarceration, to improve the quality of life, and to increase the safety of the community by providing Court oversight and linking defendants to appropriate treatment and service providers.

OEP evolved out of ADAP long-term with the increase in opiate addiction. All the referrals to OEP are felony offenders. OEP utilizes Vivitrol, Suboxone, and Methadone via the OHMAS funded Addiction Treatment Program (ATP) to medically assist those dependent on opiates.

## **2016 Accomplishments**

- OEP served 101 participants in 2016, which represents a 53% increase in census from 2015.
- 68 participants completed the program (successfully, neutrally or unsuccessfully).
  - Of all the participants who completed (even if the completion was unsuccessful), only 12 people received new charges while in the program.
    - 82% did not recidivate while in the program.
    - There were no DRC commitments due to new charges.
  - These participants provided 5,222 drug tests in 2016.
    - 94% of the drug screens were negative for any drugs.
  - They completed 4975 alcohol tests.
    - 99.5% of the alcohol screens were negative.
- OHMAS Medication-Assisted Treatment Drug Court Program (ATP) continues to provide funding for medically assisted treatment and Vivitrol shots provided while in jail to decrease risk of overdose upon release. The web-based data collection system, TRI-CEP, is being utilized to collect information for the ongoing research portion of the grant.

## ***Alcohol and Drug Addiction Program (ADAP)***

### **Mission**

ADAP addresses the needs of defendants, whose primary dependency on alcohol or drugs, other than opiates, results in criminal charges, including low-level felonies. The mission of ADAP is to address the needs of the high risk/high need target population to establish effective treatment as an alternative to incarceration, to improve the quality of life by addressing underlying addictive illness and requiring compliance with treatment and monitoring.

## **2016 Accomplishments**

- The ADAP program now accepts misdemeanor opiate related referrals.
- They have established two status review hearings. One for the traditional ADAP population and one specific to opiate users.
- ADAP served 111 participants in 2016, which represents a 106% increase in census from 2015.
- 38 participants completed the program (successfully, neutrally or unsuccessfully).
  - Of all the participants who completed (even if the completion was unsuccessful), only 4 people received new charges while in the program.
    - 90% did not recidivate while in the program.
    - There were no DRC commitments due to new charges.
  - These participants provided 1163 random/observed drug tests in 2016.
    - 88% of the drug screens were negative for any drugs.
  - They completed 10235 alcohol tests.
    - 99.8% of the alcohol screens were negative.

## ***Mental Health Program***

### **Mission**

The Mental Health Program is a court program. To be considered for acceptance into the Mental Health Program, the

defendant must first enter a guilty plea to their charge(s), be sentenced, and follow all the rules of the Mental Health Program as a term of their community control. In some circumstances, successful completion of the program may result in the charges being dismissed.

To provide treatment to the participants of the Mental Health Program, the Court maintains Memorandum of Agreements (MOU) with many successful community service agencies including Southeast Mental Health, North Central Mental Health, North Community, Access Ohio, and Concord Counseling.

### **2016 Accomplishments**

- The Mental Health Program served 111 participants in 2016, which represents a 106% increase in census from 2015.
- 40 participants completed the program (successfully, neutrally or unsuccessfully).
  - Of all the participants who completed (even if the completion was unsuccessful), only 9 people received new charges while in the program.
    - 78% did not recidivate while in the program.
    - There were no DRC commitments due to new charges.
  - These participants provided 423 random/observed drug tests in 2016.
    - 82% of the drug screens were negative for any drugs.
  - They completed 1282 alcohol tests.
  - 99.4% of the alcohol screens were negative.
- The program was re-certified by the Supreme Court of Ohio.

### ***Military and Veteran Services (MAVS)***

#### **Mission**

The mission of MAVS is to promote effective treatment as an alternative to incarceration, to improve the quality of life, and to increase the safety of the community by providing court oversight and linking participants with appropriate treatment and service providers. Qualified defendants have been charged with misdemeanor offenses and exhibit symptoms of mental health and substance abuse disorders following active duty in any branch of the United States Armed Services. MAVS emphasize motivation, desire to change, and desire to engage in treatment with VA or Vet Center. Participants are assigned a mentor to use as a resource.

The Court employs a team that understands the issues that a veteran may be struggling with, such as substance addiction, Post-Traumatic Stress Disorder, Traumatic Brain Injury, and Military Sexual Trauma supports the MAVS participants. MAVS is familiar with the Veterans Health Administration, Veterans Benefit Administration, State Department of Veterans Affairs, Veterans Service Organizations, and volunteer Veteran Mentors.

### **2016 Accomplishments:**

- MAVS served 109 participants in 2016, which represents a 166% increase in census from 2015.
- 27 participants completed the program (successfully, neutrally or unsuccessfully).
  - Of all the participants who completed (even if the completion was unsuccessful), only 2 people received new charges while in the program.
    - 99.8% did not recidivate while in the program.
    - There were no DRC commitments due to new charges.
  - These participants provided 870 random/observed drug tests in 2016.
    - 89% of the drug screens were negative for any drugs.
  - They completed 2375 alcohol tests.
    - 99% of the alcohol screens were negative.
- The Military Mentorship program has three mentors.

## **CATCH (Changing Actions to Change Habits)**

### **Mission**

CATCH will address the needs of defendants who have been charged in the Franklin County Municipal Court with prostitution, solicitation, loitering to solicit, or other offenses if the defendant has a history of being a victim of human trafficking. The mission of the CATCH program is to establish an integrated approach to meet the treatment, health, and behavioral medication needs of those defendants. CATCH emphasizes community. Participants often refer to each other as “sisters” and the “CATCH family”.

Freedom a la Cart is a local anti-trafficking non-profit. It provides auxiliary services to CATCH Participants. These services include volunteer mentors that provide emergency items like toiletries and clothing, a weekly lunch before Court, social outing the last Thursday of the month, and seasonal celebrations such as Thanksgiving, Christmas, and an annual graduate retreat.

### **2016 Progress**

- CATCH served 108 participants in 2016, which represents a 200% increase in census from 2015.
- 29 participants completed the program (successfully, neutrally or unsuccessfully).
  - Of all the participants who completed (even if the completion was unsuccessful), only 2 people received new charges while in the program.
    - 99.8% did not recidivate while in the program.
    - There were no DRC commitments due to new charges.
  - These participants provided 390 random/observed drug tests in 2016.
    - 86% of the drug screens were negative for any drugs.
  - They completed 86 alcohol tests.
    - 98% of the alcohol screens were negative.

Court CATCH staff have provided many trainings of Human Trafficking this year. The CATCH Coordinator is board certified to provide continuing education credits for trauma trainings.

CATCH 101 was established in 2015 to serve the broader courthouse and to provide education on human sex trafficking, community resources, and specialized dockets to defendants who may have been exposed to sex trafficking.

CHAT House, an ADAMH funded sober house, moved to a new facility. The home is a recently renovated duplex that truly reflects the healing environment needed to serve this population. The maximum census in the new facility is 10.

### **CATCH 101**

CATCH 101 is a 3-day introduction to Human Trafficking. It is held 1-2 times per month depending on demand. The program includes education, community resources, and an observation of CATCH’s status review hearing.

The education component focuses on human trafficking, addictive illness, trauma bonding, and recovery opportunities. Representatives from community partners such as Salvation Army, Amethyst, and law enforcement will present on current community resources available to defendants including case management and hotline numbers.

Judges and attorneys refer defendants who are not interested in the 2-yr CATCH commitment to CATCH 101. CATCH staff track attendance and report back to the referral source.

- CATCH 101 served 107 participants in 2016. This is the first full year of the program. The census has increased 73% since its inception in 2015.

### **ADAP 101/201**

ADAP 101/201 served Three hundred and seventeen participants in 2015. ADAP-101/201 is an educational program that provides expedited Court arraignments and prosecution, as well as a reduction in jail time. Participants who have 4th

and 5th degree felony drug possession charges are identified by the County Prosecutor's Office and referred to the program. The felony charges are reduced to a first degree misdemeanor in exchange for the defendant's guilty plea. The majority of referrals are from the County Prosecutor; admission is also open to defendants charged with misdemeanors. ADAP-101 or ADAP-201 is ordered at the time of sentencing.

- ADAP 101/201 served 343 participants in 2016. The census increased 8% from 2015. This is a well-established program that maintains a steady level of participation.

**Forensic Services**

The Department manages the logistics for all competency evaluations, probate commitments, and restorations for the entire municipal court.

- The Court ordered forensic evaluations on 181 defendants in 2016.
- The Court filed 39 probate cases.
- The Court referred 30 defendants to Probate Court for involuntary commitment in 2015.

**2016 Statistics**

In 2016, the five certified specialized dockets and two educational programs served a total of 1023 participants. The specialized docket participants who were discharged between January 1, 2016, and December 31, 2016, had very low recidivism rates depending on the program.

<b>Program (Five Specialized Dockets &amp; Two Education Programs)</b>	<b>2016 Total Participants Served</b>	<b>2015 Total Participants Served</b>	<b>*2016 No New Charges</b>	<b>*2015 No New Charges</b>	<b>*2016 Clean Drug Screens</b>
Mental Health	144	70	78%	75%	82%
CATCH- Human Trafficking	101	36	99.8%	77%	86%
Military and Veterans	109	41	99.8%	100%	89%
ADAP- Alcohol and Drugs	111	54	90%	84%	88%
Opiate Extended	101	66	82%	90%	94%
ADAP 101/201 <i>EDUCATION</i>	343	317	N/A (Educational)	N/A (Educational)	-----
CATCH 101 <i>EDUCATION</i>	107	62 (NEW in 2015)	N/A (Educational)	N/A (Educational)	-----
<b>Total</b>	<b>1023</b>	<b>646</b>	-----	-----	-----

\*Percentage of participants, who were discharged (successful, neutral or unsuccessful) between 1/1/16-12/31/16, who did NOT recidivate (received no new charges) during the entire time they were enrolled in the specialized docket (up to two years).

## **2017 GOALS**

- Re-Certify CATCH and MAVS programs.
- Implement strategic department organizational plan.
  - Review job descriptions to include licensure.
  - Review organizational chart.
  - Reallocate staff to align with program needs.
  - Expand staff to accommodate significant increase in participant census.
  - Identify appropriate departmental office space in the courthouse.
- Implement OCSS web-based data collection system, operational definitions for statistics, and generate meaningful statistical reports for staff, judges, funders, and education and research purposes.
- Accept felonies in all specialized dockets on a case by case basis.
- Review specialized docket programs and adhere to the judicial structure of a specialized docket as outlined by the Supreme Court of Ohio.
- Implement feasible evidence-based practices from the NADCP Best Practices II document.
- Pilot promising practices as appropriate.
- Continue the Student Internship Program at current level.
- Mobilize the Advisory Board to broaden community support of the specialized dockets.
- Explore funding opportunities to expand the department and the programming.
- Explore the scope to advocate for restorative justice on a state and national level using the work of the FCMC Specialized Docket Department as a model of support for other communities.
- Develop a specialized docket website.
- Explore consultant support for department branding and strategic planning.
- Continue to build strong community relationships with Franklin County Commissioners, Columbus City Council, County Prosecutor, OMHAS, ADAMH, Stepping Up project, the Attorney General's Office, and Supreme Court. Continue to collaborate with community treatment and housing providers.

# **Columbus Public Health 2016 Annual Report**

## **2016 Annual Report**

Columbus Public Health (CPH) protects the health and improves the lives of nearly 1 million Columbus and Worthington residents through more than 40 programs.

### **MULTI-DISCIPLINES**

**Zika** - Worked with all local hospital systems, media and partners to protect the public through educational materials, testing, and mosquito control and prevention.

**Opiate Epidemic** - Helped lead a multi-faceted community response by: collecting and reporting data to understand the epidemic; educating residents on the dangers of opiates and available resources; providing comprehensive harm reduction programs that include access to syringes, treatment and infectious disease testing; and, advocating for expanded and coordinated treatment services.

### **FAMILY HEALTH**

#### **AOD Prevention Program**

- Provided services to 5,129 adults and 9,469 children and adolescents adults.
- Launched Safe Point with Equitas Health – the first harm reduction program in the city.

#### **AOD Treatment Program**

- Provided addiction counseling to 865 clients, including 89 men and 68 women who were also served for opiate addiction.
- Provided counseling services to 24 pregnant and 30 postpartum women; 8 women stayed with the program until birth and 5 babies were born drug-free.

#### **Dental Sealant Program**

- Screened 5,646 children - an increase of 109 children.
- Placed 13,764 sealants on 4,055 children - an increase of 203 children and 937 teeth - and achieved a one-year retention rate of 87%.

#### **Maternal Child Health Home Visiting Programs**

- Served 1,360 families through 4,244 home visits - an increase of 744 families and 847 home visits.
- Completed 1,094 home visits to 92 families through the Family Ties program with Franklin County Children's Services.
- Provided 3,477 home visits to 1,881 families with a newborn.

#### **Injury Prevention Program**

- Held 128 car seat classes for parents and caregivers with children 0-8 years of age.
- Distributed 853 child safety car seats to income-eligible parents and caregivers - an increase of 189 seats.
- Inspected 503 child safety car seats for proper installation at 44 different community checkup events.
- Distributed 175 home safety kits, 500 cabinet locks and latches, 50 baby safety gates and 60 TV Tip-Over Straps.

#### **Infant Safe Sleep Program**

- Distributed 1,120 pack 'n plays to caregivers of infants without a safe sleep surface - an increase of 257 pack 'n plays.
- Provided 90 presentations and/or displays on infant safe sleep.
- Trained 374 residents to be Safe Sleep Ambassadors through 16 trainings.

#### **Child Fatality Review Program**

- Reviewed 192 (93%) of all 2015 pediatric deaths with 14 cases (7%) pending litigation and unable to be reviewed.
- Reviewed 140 (61%) of 2016 pediatric deaths with 23 cases (10%) pending litigation and 68 cases (29%) with only partial records and unable to be reviewed.

#### **Fetal Infant Mortality Review Program**

- Offered a bereavement home visit, referral to grief support services, and/or information on WIC to 294 families with fetal or infant loss.
- Reviewed 48 cases of fetal and infant deaths with 25 community partners monthly, and completed an interview with the bereaved family in 26 cases (54%) - an increase from 27 cases reviewed and 8 cases (30%) with a family interview.

#### **WIC Program**

- Provided nutritious foods, education and referrals to other agencies for an average of 12,063 client visits per month at 15 clinic sites.
- Conducted 144,764 clinic visits.
- Remained the largest WIC program in Ohio with a caseload of 33,954 clients and had the lowest cost per participant.
- Distributed 4,200 Farmers' Market vouchers for a total of \$84,000 to WIC clients for purchases at 3 CPH Farmers' Markets.
- Increased WIC's breastfeeding initiation rate to 66%.
- Held clinic breastfeeding classes for 673 pregnant women.
- Made 6,327 calls to WIC mothers for breastfeeding support, reaching 4,851 of them with 68% who were breastfeeding or intending to breastfeed.
- Assisted 3,385 pregnant women and 2,265 breastfeeding women with breastfeeding support, provided phone consultation on breastfeeding questions for 1,788 pregnant women and 2,462 breastfeeding women, and fielded an additional 239 Helpline calls.
- Provided 239 manual breast pumps, 34 work/school breast pumps and 84 electric breast pumps for mothers with breastfeeding problems and/or hospitalized babies.

### **CELEBRATEONE COMMUNITY STRATEGIES**

- Launched the Community Connector Corps and trained 24 residents from 8 neighborhoods as Community Health Workers.

- Partnered with 11 community based organizations to better serve women and families in communities with the highest infant mortality rates.
- Hired a constituency liaison and organized the Ladies in Ministry Coalition to deepen community coalition building and action to raise awareness of infant mortality in priority communities and among the city's African-American women and families.
- Named and prioritized the Phase II neighborhoods of Franklinton and Hilltop for deeper engagement, provided funding for an additional city planner and program manager, and held a series of community conversations in each Phase II neighborhood.
- Launched Celebrate Linden (a mobile application) to connect and reward residents for participating in socially responsible activities.
- Earned the national Smart Cities Award for transportation and technology solutions designed for the Linden neighborhood as a way to combat infant mortality through community change.
- Empowered women in the Near South neighborhood through the development of a culturally competent reproductive health curriculum, utilizing the community's members as designers and trainers of developed curriculum.
- Published an overview of City investments in CelebrateOne neighborhoods in the 2017 Annual City Budget.
- Secured \$520,000 in support for 4 additional Moms2B sites and programming in CelebrateOne neighborhoods.
- Secured \$100,000 in multi-year funding for the Franklin County Ohio Equity Institute's work in 43206 and 43207 to support increased LARC messaging and availability.
- Secured support for CelebrateOne Community Health Workers by establishing a real-time referral resource at Hands-On Central Ohio.
- Helped identify metrics that represent the social determinants of health to identify initiatives and programming for the C1-8 areas.
- Provided operational support to the Community Shelter Board for a study to evaluate the correlation between the high percentage of homeless African Americans and racism.

### **STRATEGIC NURSING TEAM**

- Administered 6,176 flu vaccinations at Columbus City Schools and catholic/charter schools - an increase of 1,175 vaccines (24.5%).
- Administered 719 meningococcal vaccines in schools, helping fulfill the first year requirement of the vaccine for 7<sup>th</sup> and 11<sup>th</sup> graders.
- Staffed 65 Community Education and Services Linkage events (18 more than last year), providing 958 screenings (a 16% increase).
- Provided 4,946 screenings at community sites through 574 visits where 906 clients with high blood pressure and 417 with elevated blood sugar were identified, transporting 3 people by EMS to the hospital and providing education/referrals to the remaining clients.
- Provided 4 full six-hour classes and 3 three-hour refresher classes on communicable diseases to child care providers.
- Helped develop a new Emergency Response Team which was activated 16 times, including 2 cardiac arrest incidents, 1 arrest that required Narcan, and 1 pediatric arrest who was transported to Nationwide Children's. Of the 16 activations; 3 were transported to mental health facilities and 9 were transported to hospital emergency departments.
- Instructed all CPH nurses and 10 Alcohol and Drug (AOD) staff on naloxone (Narcan) administration, ordered and placed Narcan in all emergency response bags, and wrote naloxone policy and procedures.
- Provided 12 Continuing Education (CE) events for CPH and external RNs, offering a total of 20.5 CE hours.
- Conducted a Shelter Activation drill with the American Red Cross with participation by 21 CPH nurses.
- Staffed 3 shelters for 24 hours each after American Red Cross activation for residents following large fires and water breaks.
- Assisted the Infectious Disease Investigation team with interviews for the Crypto outbreak.
- Assisted the Immunization team during CCS's Exclusion Week by giving vaccines over a two-week period to hundreds of CCS students.
- Provided student education at Camp Public Health on healthy eating, limiting sugar intake and target heart rates during exercise.
- Staffed the first aid stations at 3 farmers markets.
- Conducted 249 screenings at the North and Yard YMCA for diabetic classes.
- Staffed 5 Neighborhood Pride events and provided 189 health screenings for residents at the Mayor's Evening.
- Staffed 6 of the Mayor's Family Celebration events and provided 85 health screenings.

### **ENVIRONMENTAL HEALTH**

- Provided 138 home assessments and 484 consultations for indoor environmental health complaints.
- Protected residents from rabies through the quarantine or testing of 1,030 domesticated animals.
- Provided case management to 208 lead-poisoned children and conducted 45 lead poisoning risk assessment investigations.
- Conducted Ohio Smoke-Free Indoor Air Act enforcement, including 184 complaint reports, 171 complaint inspections, 14 warning letters and 1 fine for non-compliance.
- Issued 3 permits to install or repair systems and 5 permits to seal existing wells, and sampled 12 wells for bacteriological contamination.
- Licensed 81 body art establishments and conducted 191 inspections.
- Investigated 68 reports of dangerous animals.
- Inspected 17,927 standing water locations and treated 9,145 catch basins and 465 rain barrels, testing or identifying more than 23,000 mosquitos for mosquito-borne diseases, and sprayed 52,819 acres to protect residents from disease-carrying mosquitos.
- Conducted 630 operational and complaint inspections on household sewage treatment systems.
- Licensed 749 pools and spas, conducted 2,229 routine and complaint inspections, and trained 69 swimming pool operators.
- Assessed 5,660 properties for rodents and educated residents on rodent prevention.
- Trained 2,558 retail food workers on food safety principles, performed 16,829 inspections at food service and retail food establishments, and conducted 3,593 inspections related to fats, oils and grease.

- Conducted 570 school inspections to protect students from environmental hazards.
- Assisted in the development of vector control and climate change policy documents for the National Association of City/County Health Officials (NACCHO) and the National Environmental Health Association (NEHA).
- Provided educational materials on Zika to 12 environmental organizations for distribution to members.
- Facilitated city stakeholder work sessions to develop adaptation strategies for the Columbus Climate Change Action Plan.
- Partnered with the Healthier Hospitals Initiative to provide climate change education to 70 medical residents in 2 local hospital systems.
- Formed a partnership with the OSU College of Engineering and Worthington Schools to develop an air monitoring education project.
- Processed 774 inventory reports from companies that use hazardous chemicals and performed 31 on-site chemical facility audits.
- Created a new Climate Change and Faith Communities Program for African American and Latino faith communities.
- Coordinated 3 Farmers Markets for 5,725 participants, distributing 4,200 free produce vouchers to WIC.
- Held 2 lawn mower exchange events, offering discounted zero-polluting battery powered mowers in exchange for high-polluting gas ones.
- Created the GreenSpot Schools program and piloted it at 1 school to provide education on environmental stewardship and health impacts.
- Distributed 300 free tree saplings to residents at Columbus Earth Day events.
- Coordinated a Continuous Quality Improvement (CQI) process to improve record creation and filing processes.

#### **HUMAN RESOURCES OFFICE**

- Completed all functional competency-based job descriptions and developed required interview questions, including health equity.
- Conducted staff training on the hiring process, completing the PCQ, interviewing techniques and Corrective Action.
- Created and implemented universal time sheets with timekeeper signatures.
- Managed the hiring and onboarding of all new employees and developed onboarding checklists for new employees and hiring managers.
- Developed new employee and annual all staff training plans, and updated the Workforce Development and Training Curriculum plans.
- Received a NACCHO Model Practice Award for Camp Public Health.
- Coordinated improvements in emergency eye wash systems.
- Replaced Streamline Systems with OnBase, saving an estimated \$73,300 per year and making records processing more efficient.
- Registered 22,603 births and 12,433 deaths with an average turnaround time of 3 days (birth) and 4 days (death).
- Processed 46,408 copies of birth certificates and 46,756 copies of death certificates.
- Completed 238,723 transactions.
- Managed and processed Medicaid Administrative Claims in excess of \$1 million.

#### **POPULATION HEALTH**

- Created performance dashboards with 111 measures for 37 programs with 100% of programs submitting quarterly performance measures.
- Received Mayor's Award for Kaizan project on school-based immunizations.
- Drafted a quality improvement plan and held sessions to identify initiatives on safe sleep, syphilis, obesity, tobacco and access to care.
- Prepared an annual customer satisfaction report with "agree" or "strongly agree" responses across all questions in these categories: Access to Services-91%; Appearance-85%; Communication-87%; Respectful Treatment-85%; and, End Result-90%.
- Submitted the annual report to the Public Health Accreditation Board.
- Secured Emergency Memorandums of Agreement with 4 large Columbus-based organizations to assist in the mass dispensing of medication to 60,000+ people through their employers during a public health disaster.
- Responded to the opiate crisis, including the establishment of the Opiate Overdose Surge Notification Process.
- Created a Medical Countermeasure (MCM) specific COOP procedure which was shared by the CDC as a best practice.
- Created an electronic, self-screening mass prophylaxis NAPH form which debuted at the Republican National Convention (RNC) and is now being used state wide.
- Collaborated with ODH on a complete rewrite of the Ohio Points of Dispensing (OPOD) website now being used by all Ohio counties.
- Produced 4 Preparedness Partner Webinars, reaching nearly 1,400 registrants from the U.S. and 6 other countries.
- Investigated 9,645 reported infectious diseases and 185 food illness reports.
- Expanded the program to include a more robust investigation of Hepatitis C.
- Investigated and responded to 111 outbreaks, including the largest Crypto outbreak in Ohio history with 1,026 cases in 3 PH jurisdictions.
- Published: quarterly reports on syphilis, opiates and infant mortality; monthly reports on infant mortality; weekly reports on opiates, Zika and Cryptosporidiosis; daily reports on Zika and Cryptosporidiosis; and several annual or multi-year reports, including reportable diseases, STIs, key community health indicators, syphilis and CelebrateOne.
- Presented at 8 national and state conferences and to numerous classes of local undergraduate and graduate students.
- Participated in a state health assessment and health improvement planning process (SHA & SHIP).
- Discussed work with a Chinese delegation and a group of Mandela Fellows.
- Served students through Project Mentor with 2 epidemiologists volunteering weekly in Columbus City Schools.
- Contributed to new initiatives such as the Community Resilience Coalition, FIMR, harm reduction and Reduce Harmful Drinking.

#### **PUBLIC AFFAIRS AND COMMUNICATIONS**

- Developed comprehensive campaigns on opiates, Zika, smoking, HIV/STI testing, PrEP, infant safe sleep, long acting reversible contraceptives, safe birth spacing, lead safety and an inclusive workplace to improve the health of the community.
- Conducted nearly 250 media interviews.

- Partnered with WBNS-10TV on Commit to Be Fit, featuring 244 30-second TV spots, 260 TV billboards, 1.8 million website impressions, news stories and weekly social media posts to educate and support residents in healthier lifestyles.
- Managed messaging and media relations for Zika and Cryptosporidiosis, including materials development, working with local media outlets to educate and inform the public, and collaborating with internal and external partners to issue public alerts, notifications and press releases.
- Engaged and educated residents through social media, gaining 2,000 Facebook likes (total: 5,000) and nearly 500 followers on Twitter (total: 3,200), creating a new Instagram account with 600 followers, and utilizing social media advertising as a key strategy to promote public health services and timely issues such as syphilis testing, lead exposure, flu vaccination and infant safe sleep.
- Coordinated with City Council to bring forward legislation that: prohibits the sale of all tobacco products or tobacco paraphernalia without a retail license; prohibits sales to anyone under the age of 21; requires an ID to age 30; and requires posting signage letting patrons know about the law at the point of sale.
- Developed and reviewed more than 300 materials to support multiple divisions, programs and community initiatives.

### **CLINICAL HEALTH**

- Provided clinical services to 8,588 clients; 7,188 syphilis tests with a 6% positivity rate; and 6,664 HIV tests with a 0.56% positivity rate, connecting 80% of newly diagnosed patients not enrolled in a case management program to the Ryan White Linkage to Care program.
- Based on Sexual Health Clinic data, several manuscripts and abstracts were published and presented.
- Reduced the rate of early syphilis cases through prevention services and a quality improvement approach.
- Provided STI screenings at 8 Columbus City Schools through the Teen Outreach Program and pilot initiative.
- Conducted 1,386 HIV tests in the community, detecting 13 positives, and went from a 0% to a 1% positivity rate over a 3 year period by focusing testing sites in higher risk communities and providing culturally competent care.
- Expanded the Take Care Down There clinic to include oral and rectal swabs for chlamydia and gonorrhea, with a 12% positivity rate for gonorrhea and 16% for chlamydia.
- Served 2,340 clients through the Ryan White Part A Program.
- Managed 50 newly reported cases of TB (20% increase), provided medical case management and Direct Observation Therapy (DOT) for 108 active cases; and provided 5,919 DOT visits to ensure individuals with active TB maintained their medication regimen.
- Evaluated 221 TB contacts of which 49 (22%) were diagnosed with latent TB and 38 (76%) were started on treatment.
- Provided 220 HIV tests.
- Evaluated 167 Division of Quarantine referral patients for TB - an increase of 30%.
- Implemented a Community Outreach and Targeted Testing program and tested 46 homeless/high risk residents, identifying 2 cases of latent TB infection and linking both to care.
- Generated \$48,302 in revenue from third party, private pay or other sources – a 33.5% increase.

### **Women's Health**

- Completed 2,851 visits, saw 1,265 new clients (a 61% increase) and performed 873 pregnancy tests.
- Increased the number of long-acting reversible contraceptive (LARC) insertions by 60% from 189 to 302.
- Established a teen clinic with designated after-school walk-in hours.
- Completed 352 OB intake visits as part of a perinatal collaborative with PrimaryOne Health.
- Enrolled 97 people in a smoking cessation program - a 39% increase, developed 14 new referral resources, and extended enrollment.
- Led multiple community trainings on provider education.

### **Vaccine Preventable Disease Program**

- Provided 29,070 immunizations, including 3,267 immunizations at 106 different community-based clinics.
- Received a state-wide Immunization Coverage Excellence Award through ODH for achieving 80% or higher on adolescent coverage.
- Identified 100% of all reported Hepatitis B positive pregnant women (111 total), ensuring no newborn infant acquired the hepatitis B virus.
- Achieved a 100% increase in the number of children vaccinated during September, ensuring 2,235 students were not excluded from school.

### **Laboratory**

- Completed approximately 180,000 labs for in-house clients and community organizations.
- Updated all policies and procedures to reflect current Clinical Laboratory Improvement Amendments recommendations.
- Piloted a research project resulting from a Neisseria Meningitidis cluster discovered in 2015.

### **Clinical Operations**

- Upgraded the Electronic Health Records system to UD3 without an interruption of services.
- Implemented appointment reminders in Spanish & English for 2 clinics.
- Implemented Next Mobile into the workflow.
- Continued transitioning the TB Direct Observation Therapy work group from paper to electronic using the Electronic Health Record.
- Implemented Video Direct Observation Therapy for the TB Direct Observation Therapy program.

### **NEIGHBORHOOD HEALTH**

- Facilitated 2 trainings for CelebrateOne Connector Corps members who provided 25 referrals for health insurance and held 906 health coverage conversations with neighborhood residents.
- Provided health insurance information to more than 50 Columbus City Schools' nurses and 20 social workers.
- Participated in 3 parent nights at Fairmoor Elementary, resulting in 15 conversations on access to care.

- Provided *Are You Covered* information in Spanish, Somali and Mandarin to 77 Food Protection class attendees.
- Partnered with the Access to Care Coalition to provide outreach and enrollment events for 330 neighborhood residents.
- Provided 1,226 residents with enrollment assistance through the CPH Resource room.

### **Chronic Disease Prevention**

- Provided healthier vending and active living policies for 12,985 individuals in local businesses.
- Partnered with the Mid-Ohio Food Bank to provide 11,000 pounds of produce to child care centers and helped provide 3,309 children at child care centers with healthier menus and more physical activity.
- Introduced Safe Routes to School programming at 20 Columbus City Schools, reaching 5,583 students.
- Provided 3,843 more residents with Smoke-Free Housing options through 1,281 units.
- Engaged 1,948 walkers at 21 Columbus Art Walks and Landmark Talks (a 68% increase) and 1,899 walkers at 60 Walk With a Doc: Neighborhood Walking Clubs (a 26% increase).
- Engaged 1,300 community stakeholders and residents through the Franklin County Local Food Action Plan.
- Reviewed 223 rezoning and variance applications for active living features.
- Trained 142 child care center staff and assisted 24 child care centers in earning an Ohio Healthy Program designation.
- Helped 7 local businesses achieve Bike Friendly Business national recognition.
- Held 5 community bike rides that included safety education and bike light distribution.
- Created 4 new Neighborhood Walking Maps.
- Conducted a new Health Impact Assessment on the Connect Columbus Transportation Plan.
- Created a new Sidewalk Prioritization Model.

### **Health Equity**

- Fulfilled 4,357 telephone interpretation requests and 2,933 face-to-face service requests - an 18% increase.
- Collected 516 health-related surveys from Columbus residents.
- Coordinated 42 Health Advisory Committee (HAC) meetings for more than 300 participants.
- Coordinated 7 HAC conversations for 161 residents, contributing to 2 community engagement documents by the Kirwan Institute.
- Provided 31,700 resources to 11,427 community members.
- Worked 167 EMS referrals received from the CFD.
- Generated and worked 246 referrals and served 93 referrals for health insurance received by social work scripts.
- Created/convened a Community Resilience Coalition of 74 professionals/local organizations to serve communities struck by trauma/grief.
- Coordinated 13 social work continuing education offerings for CPH staff.
- Conducted the Embracing Health Equity training series for 220 participants (50% from partner agencies).
- Coordinated 199 Community Education, Screenings and Linkage events - a 17% increase.
- Served 81 clients through the Bridge program.
- Recruited 3 new organizations (2 youth and 1 mental health) to the LGBTQ Health Coalition.

### **Institute for Active Living**

- Raised \$13,000 at the first ever Farm to Fork event for 6-8 new community gardens.
- Engaged more than 100 residents in exercise, education and play at the Mayor's Family Walk at Linden McKinley High School.
- Engaged 100 cyclists and 12 community stakeholders in the Mayor's Family Bicycle event to open the Camp Chase Trail in the Hilltop.
- Supported 26 community gardens, including 6 new ones, with City grant funding of \$28,602.
- Facilitated 4 Produce Prescription trainings for Maternal and Child Health, CelebrateOne connectors and Nationwide Children's Hospital.
- Supported 13 gardens that harvested approximately 10,000 pounds of produce.
- Encouraged the development of 12 gardens, involving 708 volunteers.
- Provided 25 customers with fruits and vegetables vouchers at 12 farmers' markets in the Pilot Produce Prescription program.
- Increased the knowledge of nutritious foods of the 87% of customers who redeemed their Produce Prescription vouchers and achieved an 800% increase in redemption dollars.

### **EMPLOYEE ASSISTANCE PROGRAM**

- Conducted 1,466 counseling sessions for 446 clients.
- Provided mental health and team support for the CPD Peer Assistance, the CFD Critical Incident Stress Management, and Communications Critical Incident Stress Management teams.
- Provided Critical Incident Stress Response/Intervention directly to non-uniformed city employee groups following a crisis.
- Provided pre-incident education on CISM availability.
- Conducted informational sessions/workshops on topics including stress, anger management, general EAP info. and communications.
- Contributed to all new employee orientations, recruit classes and recruit family meetings.
- Obtained required CEUs by all staff for licensures on topics such as trauma training, ethics, veteran's certification specialty and more.
- Received training on and implemented a new EAP electronic medical records program (EAP Expert).

# **Department of Public Safety 2016 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 citizens 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 Director Ned Pettus Jr., PhD, who was appointed August 1, 2016, the Department of Public Safety improved safety services and contributed to making Columbus the best place to live, work and raise a family.

**SAFETY DIRECTOR’S OFFICE**

**Of Significant Interest**

With respect to the **Division of Police**, it must be noted that the City of Columbus was once again highlighted as one in only a handful of major departments that did not see an overall uptick in violent, or “Type 1” crimes during 2016. This was during a time that other large cities in the country experienced social discourse, civil unrest and increased violence. Columbus, experiencing many of the same issues, approached the issues utilizing a holistic approach, continuing dialogue with the community in many forums, additional training and coordination with several departments in the administration to address concerns from the community.

The **Division of Fire** laid the groundwork to restructure the way they provide emergency medical services in the community. This was in response to the growing area and population of the City and will allow for far greater sustainability, increased accountability, oversight and patient care. Ultimately, it will decrease paramedic overtime and fatigue and savings can be reinvested for needed expansion of Division of Fire services. The final structure is set to be implemented in the spring of 2017 and will put the “right resources, at the right place and at the right time”.

**Body Worn Cameras**

The Columbus Body Camera Committee and key staff spent untold hours of research, committee meetings, community meetings, public hearings, and televised debate promulgating the City of Columbus Body-Worn Camera Committee Report and Recommendations. Those recommendations included a “best practice” policy, suggested Ohio Revised Code changes to better ensure privacy, and projected a budget which was very accurate as evinced by the subsequent procurement bid. The Department worked with the Fraternal Order of Police to reach a Memorandum of Understanding, the Department of Finance to engage in a “RFP” procurement process and the Department of Technology on building communication infrastructure. We are proud to say that Mayor Ginther’s expectation to begin deployment in 2016 was accomplished. By the end of 2017, approximately 500 cameras will be deployed. At final implementation, approximately 1,400 officers will be equipped with body worn cameras at an approximate cost of \$9,000,000.

**Community Safety Initiative**

The 2016 version of the Community Safety Initiative, which ran between May and September, once again proved successful in reducing crime, rounding up wanted felons, and getting weapons and drugs off the streets. The initiative is being evaluated and a “re-tooled” version will be expanded in 2017 with increased community participation and feedback.

**Community Festivals**

Police and Fire supported major downtown community events such as Red, White, and Boom, Latino Festival, Arts Festival and the Jazz & Rib Festival, as well as assisting the Secret Service with dignitary protection during a Presidential Election year.

**Community Outreach**

Public Safety is lockstep with the Mayor’s priority of “Neighborhoods, Neighborhoods, Neighborhoods”. Throughout 2016, Public Safety attended countless neighborhood meetings to address concerns, discuss police and fire initiatives and to seek input on new or renovated facilities. In addition, Public Safety worked closely with various communities to keep schools and neighborhoods safe through additional programming.

Likewise, the Division of Police was directed to increase our community outreach efforts which have resulted in:

	<b>NORTH</b>	<b>SOUTH</b>	<b>TOTAL</b>
<b>Blockwatch Meetings</b>	78	364	<b>442</b>
<b>Attendance</b>	1,600	8,087	<b>9,687</b>
<b>Community Meetings</b>	443	1,197	<b>1,640</b>
<b>Attendance</b>	17,991	75,380	<b>93,371</b>

**Presentations:**

<b>Public</b>	210	322	<b>532</b>
<b>Attendance</b>	9,008	39,280	<b>48,288</b>
<b>Blockwatch</b>	19	212	<b>231</b>
<b>Attendance</b>	391	5,015	<b>5,406</b>
<b>Civic Group</b>	50	43	<b>93</b>
<b>Attendance</b>	1,070	859	<b>1,929</b>
<b>Other</b>	46	67	<b>113</b>
<b>Attendance</b>	4,654	5,533	<b>10,187</b>

**Coalition for a Nonviolent Columbus (CNC)**

The CNC had partnered in the past with the Friends of the Community Relations Commission to distribute nearly \$40,000 in neighborhood seed grants to local civic associations, block watches, faith-based organizations and non-profits, based upon an applications process. Those funds were used for National Night Out, community events and other worthwhile community projects. The initiative has been transferred to the newly created Department of Neighborhoods to oversee, with input from the Department of Public Safety.

**Franklin County Reception Center**

The Franklin County Reception Center is a 24/7 center that is open to juveniles alleged to have committed an offense and who score as low to moderate risk. The purpose of the center is to provide law enforcement with a means to process and hold arrested youth on a short-term basis and release them to their parent, guardian, or responsible adult as appropriate; help law enforcement officials quickly return to their duties; provide immediate linkage for juveniles and their families to address potential criminogenic factors; provide increased supervision and resources to juveniles during their involvement with the juvenile justice system to reduce failures to appear and to prevent recidivism; and connect juveniles with underlying mental health or other behavioral issues with needed programs and services. The center opened on September 16, 2013 and has shown success including processing over 1,000 youth during the past year.

**Neighborhood Cameras**

Two types of cameras are installed on public street posts around the city to video the surrounding area as a tool in crime-fighting. Locations are assessed based upon crime statistics, neighborhood request and with input from the district officers. In 2016, 10 additional locations were funded to add a total of 30 more cameras to this program.

**Nuisance Abatement**

In 2016, three (3) hotels were denied license applications to operate in the city due to violations found by the Columbus Division of Fire. Two (2) came into compliance and were allowed to reopen. One (1) remains closed. In addition, the city objected to operating permits at 2 hotels, both of which were granted “stays” through the License Appeal Board, with determinations to be heard in 2017. Two (2) apartment buildings were closed for chronic criminal activity and code violations and seven (7) houses were closed due to drug activity. Seven (7) of nine (9) liquor permit renewals from 2015 here upheld, and we are currently awaiting rulings on the remaining two. In December of 2016, the city objected to twelve (12) liquor permit renewals. These inspections, completed by a cooperative effort of several city departments are driven by community concerns, and have a direct impact on quality of life issues in our neighborhoods.

**Teens and Police Service Academy (TAPS)**

The TAPS concept is for police officers to mentor youth and reduce the social distance that exists between police and youth. The program is designed to encourage positive decision making and seek alternative ways to deal with negative situations. The Department of Public Safety partners with Columbus Public Schools, Juvenile Court and Juvenile Probation to determine target audience and location. In 2016, funding was acquired to implement the program starting in 2017 in four (4) middle schools in the Columbus City School system.

**Truancy Program**

Police have been working with the YMCA for several years addressing the issue of truancy being funded jointly by Public Safety and the Division of Police. 649 truants were apprehended during the second half of the 2015-2016 school year (January-June) and during the first part of the 2016-2017 school year (September-December), 469 truants have been apprehended, for a total of 1118 during calendar year 2016. This program continues to be successful in reducing property crime during the daytime hours.

## BRICK AND MORTAR

### Fire and Police Facilities

- **Fire Stations:** Construction began on the remodeling of 9 fire station kitchens
- **Fire Stations:** Engineering design began on the replacement or repair of bay floors at 4 fire stations
- **Fire Stations:** Installed new generators in 2 Fire Stations to provide back-up power
- **Police Substations:** Fiber connection for six substations for the Body Worn Camera program
- **Substation 8/16:** Parking lot completed.
- **Groves Road Facility:** Construction continues with a tentative move in date set for late spring 2017. This facility will serve as a Fire Warehouse and will house all of Support Services under one roof for more efficient service delivery.
- **Fire Station 35:** Architectural engineering is underway for this new station that will be located on Waggoner Rd.
- **Fire Station 2:** Construction is ongoing for station located on Fulton Street with a potential move-in date of May 2017.
- **Police Substation 18:** Architectural engineering is underway for this new station that will be located at Sancus and Lazelle Roads.
- **Fire Station 4- New Apparatus Bay:** Construction of extended apparatus bay that will give fire the ability to better serve the neighborhood.
- **Central Safety Building Security Cameras:** The city was awarded a grant of \$200,000 for the installation of 60 safety cameras in Police Headquarters.

### DIVISION OF POLICE

- Class of 35 recruits started June 20
- Class of 35 recruits started December 19
- Took delivery of thirteen (13) unmarked/covert vehicles
- Took delivery of seventy six (76) Ford SUV interceptor vehicles
- Took delivery of forty-four (44) Administrative/Detective vehicles
- Took delivery of five (5) PTVs

### DIVISION OF FIRE

- Class of 40 recruits started June 20, 2016
- Class of 25 recruits started December 19, 2016
- Took delivery of four (4) medics
- Took delivery of one (1) aerial ladder
- Took delivery of four (4) engines
- Took delivery of nine (9) light duty vehicles
- Took delivery of one (1) platform ladder
- Took delivery of two (2) 16 passenger vans for Training Academy
- Took delivery of one (1) Bomb Squad trailer
- Replaced an explosive detection canine after a retirement
- Incorporated the use of iPads for recruit class training.

The Knox Box program was expanded in 2016 with the availability of 108 active Knox boxes in businesses, with 52 more businesses anticipated in early 2017. Every engine and ladder has been installed with a key secure unit which houses the master key to these boxes and each individual firefighter has been given a unique security code for access and accountability. This allows the divisions to enter a secured business instead of having to force entry or having to wait for someone with a key to arrive. In addition, seven (7) medics have had the Knox Med vault installed on them. As new medics are purchased, these security measures will be installed. These provide accountability for controlled substances and prevent thefts by the public.

### DIVISION OF SUPPORT SERVICES

- The volume of calls for 2016 to the communication center was 1,477,816.
- The Public Safety radio system was upgraded to a new digital system. This new system replaced a 20 year old system and brought us up to the current industry standard. During this upgrade nearly 9,000 radios had to be reprogrammed.
- A 7<sup>th</sup> radio tower site was added on E. Broad St to improve radio communication for our first responders.
- Weights and Measures Section inspectors completed 16,352 device inspections, 10 package inspections, 302 price verification inspections, and resolved 88 consumer complaints.

- A dedicated Network Engineer was hired in 2016 to help monitor, maintain, design, and implement the current and future Public Safety network, including the expansion of 911 services and to keep our Public Safety Network safe from hackers. As we begin taking on additional partners into our network, the demand for additional network resources will be needed to make sure that we maintain our security.

**License Section highlights for 2016:**

- Issued 606 “Bug your Bike” packets
- Issued 20,931 alarm licenses
- Issued 13 permits for carnivals, circuses, or shows
- Issued 48 parade permits
- Processed 205 indigent burials
- Issued 839 Vehicle for Hire drivers licenses
- Issued 204 livery licenses
- Issued 30 Pedi cab owners licenses
- Issued 1 horse carriage owner and driver
- Licensed 4 horses
- Issued 425 charitable solicitation licenses
- Issued 6 roadway permits
- Issued 229 Mobile Food vending licenses
- Issued 3 community market permits
- Issued 34 massage establishment permits
- Licensed 43 masseur/masseuse licenses
- Issued 47 community noise permits
- Issued 146 Hotel/Motel licenses (first year for this license)

**2016 PERSONNEL ACCOMPLISHMENTS**

**Personnel/Staff**

- A police recruit class of 27 police officers graduated in January, 2016
- A police recruit class of 24 police officers graduated in July, 2016
- Columbus’ academy trained officers for 8 outside agencies
- A fire recruit class of 40 firefighters graduated in January, 2016
- Two police recruit classes of 30 each began training in July and December, 2016
- Started two firefighter recruit classes- 39 in June and 24 in December, 2016
- Graduated 20 current firefighters from the Paramedic program in June, 2016

**Accountability/Recruiting/Training**

The Director’s Office has taken a more involved approach with recruiting, bridging discussions between the Chief Diversity Officer’s mission and that of the recruiting sections of Police and Fire. As a result, both Divisions are attempting new initiatives to reach out to the minority community in order to create a more diverse workforce. Challenges to recruiting and attempted solutions are addressed.

For both Divisions, discussions have started with Columbus City Schools and Columbus State Community College about a pipeline concept. In addition, recruiting units from both Divisions have met with community leaders about a mentorship program aimed at keeping youth interested in public safety careers on the path to avoid conduct that could be considered in violation of the hiring standards. Lastly, conversations with community leaders who have offered to step up to assist with recruiting are occurring and a format to utilize that assistance is in progress.

- Fire hosted 5 “Fit and Informed” informational sessions and 4 “Firefighter Mile” introduction sessions
- Both Fire Division classes hired in 2016 were 25% diverse
- Police Recruiting held 3 job expos aimed at interested candidates
- Test preparation for the police exam was held several times with over 800 candidates attending
- Police updated their recruiting video to reflect the mission of the new Mayoral administration
- Police generated a survey during the testing phase to obtain feedback for future recruiting efforts
- Both Divisions utilized social media platforms in their recruiting campaigns, with a targeted approach
- Both Police and Fire attended community events and numerous career fairs and coordinated with other City Departments, recreation centers and schools on their outreach, including the new Department of Neighborhoods

**Technology/Equipment**

- The Director's office worked closely with Purchasing on the selection, testing and purchase of the Body Worn Cameras. The projects associated with this initiative continue as more cameras are added to the system and needed fiber optics are installed to city facilities in support of the cameras.
- The Division of Police in conjunction with Franklin County funded the upgrade of the automated fingerprint identification system (AFIS) managed and maintained by CPD. This system supports not only Columbus and Franklin County agencies but also other local city and county agencies in the Central Ohio area. The newer system will allow us to support both agencies and employ a stable, secure system to share important identification data. Work on the upgrade occurred in 2016 with the live rollout in January 2017.

# **Department of Technology 2016 Annual Report**

## DEPARTMENT OF TECHNOLOGY 2016 ANNUAL REPORT

The Department of Technology (DoT) experienced much change in 2016—new leadership, new mission, and a renewed commitment to our 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 council, boards and commissions, and other government entities.

DoT achieves this through the:

- maintenance of the City's information management systems;
- development and management of the City's network and broadband infrastructure;
- provision of citywide telephone support services;
- design and maintenance of the City's website ([columbus.gov](http://columbus.gov)) and all other web assets;
- design and maintenance of the City's mobile app: *MyColumbus*;
- desktop computer support;
- operation of public, educational, and government access television channels;
- support of the City of Columbus 311 Call Center; and
- design and maintenance of the City's Geographic Information System (GIS).

### ACCOMPLISHMENTS

**E-Commerce:** E-commerce (electronic commerce) is the distribution of goods and services, or data, over an electronic network--primarily the Internet. The benefits of e-commerce in government include around-the-clock access to information, speed of service, and transparency. In 2016, DoT continued to embrace this idea through the development of the following online/mobile/broadcast offerings:

- **311 Website Enhancement:** *311.columbus.gov*  
The 311 system generated 252,761 service requests. The DoT 311 development team worked with Public Service/Neighborhoods Departments to fulfill many enhancements in 2016, which contributed to the continued growth and maturity of the application suite. Among those changes, bulk pickup requests (which account for roughly 40% of requests submitted) were consolidated into a single service request per address to help reduce the consumption of gas and staff time resulting in a reduction of unnecessary stops.
- **Campaign Finance:** *campaignfinance.columbus.gov*  
DoT developed a new web-based application for campaign committees to report contributions and expenditures online. The application is currently being used by all committees active in the City of Columbus and had a successful launch of the initial application. DoT is currently working with Columbus City Council to continue to provide the best application experience for public and registered committees.
- **City of Columbus Website:** *columbus.gov*  
Columbus.gov had just short of 2 million site visitors through 4 million hosted sessions that produced over 10 million page views. In an effort to gauge and increase our responsiveness to citizen needs, adjustments to analytics were made. These changes to analytics provided insights into over 1,000 highly viewed pages that were modified to improve the user experience, analytics, and *Americans with Disabilities Act* (ADA) accessibility.  
DoT worked with the Mayor's Office and Public Service to create and maintain the *Smart Columbus* website. At launch, the site provided information on the City of Columbus grant application. When the City was named the winner, the site was updated to include additional information on partners, proposed projects, and a feedback form for comments from the public. DoT also worked with Public Safety to implement police and fire recruiting pages, and created a Columbus Biking topic page (*columbus.gov/columbus-biking*) that consolidated information from pages found through several departments. This topic consolidation makes it easier for constituents to find relevant biking information on helmet laws, road rules, trails, the Art Ride program, the CoGo Bike Share program, the Public Art Bike Rack program, and includes several links to regional bike information sites.
- **City of Columbus Zoning Application:** *http://gis.columbus.gov/zoning/*  
DoT developed a new Zoning application with a modern and mobile friendly interface for Department of Building and Zoning Services (BZS). This application is external facing and is visited by 100's of residents on a daily basis.
- **Columbus Government Television CTV:** *Spectrum and WOW, channel 3; U-verse, channel 99*  
CTV continued successful customer service providing 20+ hours of original programming each month including all City Council meetings. All program schedules were posted on the City's web site and many events were webcast live and made available for VOD (video-on-demand) to the community. CTV also maintains and programs the City's YouTube Channel as well as manage the City's Educational Channel and the Community Bulletin Board. Beginning in 2016, CTV started taking and tracking video production requests from City departments through the Technology Service Desk.
- **GetActive Columbus:** *getactivecolumbus.com*  
DoT, in coordination with Columbus Public Health and the Recreation and Parks Department, created a new *GetActive Columbus* website within the citywide content management system providing the departments access to update the site themselves providing quicker turnaround and reducing spending. For consistency and enhanced user experience, the *GetActive Columbus* component of the *MyColumbus* mobile application was also updated to reflect these changes.

- **City of Columbus GIS Portal & Open Data Portal:** *columbus.maps.arcgis.com*  
DoT continued adding datasets to the Open Data Portal, some for *Smart Columbus* and some for other purposes. The new datasets include regional sidewalks, bikeways, parking meter traffic management related datasets and much more.
  - **GreenSpot:** *columbus.gov/greenspot*  
DoT partnered with the Mayor's Office and DPU to launch a new *GreenSpot* website within the citywide content management system to expedite changes and reduce cost. This site integrates with the *GreenSpot* application and analytics platform which allows participants to track their sustainability commitments.
  - **Lobbyist Registration:** *https://core.columbus.gov/lra/*  
The Lobbyist Registration web portal undertook extensive changes in 2016. The application was further developed to allow the city to meet new lobbyist requirements as well as further automate the registration process. Many back-end upgrades were integrated enabling the city to provide better communication and tracking of lobbyists registered with the City of Columbus.
  - **MyColumbus Mobile App and MyNeighborhoods Website:** *myneighborhood.columbus.gov*  
*MyColumbus* is the mobile application for the City of Columbus, reaching over 40,000 downloads. In 2016, *MyColumbus* added a Biking section, which includes much of the bike information from the consolidated Columbus.gov biking program website to provide a centralized location to learn about biking opportunities in Columbus.  
New to the app in 2016: Events via Experience Columbus, Real Time Ohio Traffic, Golf Tee Times, Electric Vehicle Charging Stations, CoGo, an all-new *GreenSpot* section, an all-new *GetActive* section, and an all-new Jobs section, including police and fire recruitment, where one can learn about working for the City of Columbus and what jobs are available. *MyColumbus* displayed school closings, election result data, and parking meter locations. In 2016, there were over 9,000 who subscribed to the trash/recycling/yard waste reminders via *MyColumbus* and 5,395 service requests were submitted to 311. *MyColumbus* is tightly integrated with several city systems such as: the *MyNeighborhoods* website, the Columbus.gov website, and the 311 suite of applications.
  - **Parking Meters application:** *columbus.gov/parkingmetermap.aspx*  
DoT developed an external application for the Department of Public Service to provide access to locations of City's parking meters and their related information.
  - **Warrior Watch:** *warriorwatch.columbus.gov*  
DoT assisted in the implementation and launch of *WarriorWatch 2.0*, an online application that displays snow and ice treatment activity on an internal and external website.
- Government Efficiency:** The successful implementation of efficient and effective technology solutions that allow government agencies to reduce costs while improving service. In 2016, DoT continued to partner with City departments in their efforts to streamline operations by investing in the following projects:
- **Cloud Storage/Sharing:**  
DoT began piloting various cloud based solutions, including Microsoft OneDrive and Office 365, for the purpose of establishing enterprise standards to both increase mobility, productivity and efficiency, while balancing the need for security and compliancy. DoT will continue to pilot and introduce these solutions in 2017 as service offerings to our departments and agencies as the business needs evolve and require such services.
  - **Columbus Site Information Resource Application (CSIR):**  
DoT developed an internal application for the Department of Development to facilitate access to housing, land use, economic development, and zoning related datasets.
  - **Department of Public Utilities Dashboard:**  
DoT assisted in publishing an enhanced version of the DPU Dashboard including several new features and datasets as well as a direct integration with DPU's Work Order Asset Management software (WAM).
  - **Department of Public Utilities Mobility Program/Mobile Dispatching Water:**  
Work continued on the implementation of the Water mobile dispatching system that will enable the DPU meter services section to optimize service order assignments, assign them to technicians in the field, and capture field information for immediate use. This is expected to produce efficiency and productivity gains, and make DPU more responsive to customers.
  - **Enterprise Work Order Management System:**  
The Enterprise Work Order Management System (EWOS) is currently being utilized by the Recreation & Parks, Public Service and Finance & Management Departments. This system provides a platform which unifies various workflows and improves the ability to document and dispatch work orders, reducing lead times, improving quality, eliminating duplicative paperwork and collecting the data needed for continuous process improvement. The Columbus Police Division began using the warehouse inventory module in 2016. The system was also expanded to include Traffic Operations/Parking Meter work orders and Director's orders within the Public Service Department, the use of bar coding and mobile warehousing within the inventory management module for Facilities Management, and the development of customized reports for both Public Service Department and the Forestry Division of Recreation & Parks. Work also commenced on implementing the Asset Management module for Fleet Management Division which is to be completed in 2017.
  - **OnBASE:**  
DoT helped implement OnBase for the Vital Statistics section at Columbus Public Health in September of 2016. Data was converted from a third-party vender and installed at the City's Data Center. Vital Statistics uses OnBase to scan and retrieve Birth Certificates and Burial Permits.

- **Water Valve Application:**  
DoT assisted in publishing the DPU Water Valve Exercise application. This application enhances the Division of Water's preparedness and their ability to respond to resident requests more efficiently.

**Business Technology Advancements:** Implemented technologies that allow the City to provide services that enhance the safety, security and quality of life of Columbus residents.

- **Body Worn Cameras:**  
Mayor Andrew J. Ginther called for a comprehensive body camera program in the City of Columbus. With assistance from the DoT team, the first body worn cameras were successfully implemented in December of 2016. DoT played a role in piloting the body camera options, outreach in the community through the body camera committee and assistance on the storage requirements for the video footage. DoT will continue to host all server, storage, and network infrastructure to support the Body Worn Camera project.
- **Citywide Computer Deployment:**  
DoT focused on the ability to leverage the new citywide procurement catalog system to improve the ability to easily publish and offer the client-side hardware standards. In 2016, DoT introduced additional hardware offerings that gave departments and agencies the ability to select more mobile based hardware for increased mobility options that can contribute to greater efficiencies and productivity.
- **IT Compliance and Security:**  
DoT continued to focus on aligning capabilities with cybersecurity best practice and regulatory mandates while making adjustments on the fly in response to emerging threats such as ransomware. DoT upgraded its anti-malware platform, improved its network monitoring capability, and introduced automated network security assessments. DoT also supported IT security compliance activities related to Payment Card Industry (PCI), tax information and the City's financial systems.
- **Police Application and Server Migration:**  
By the end of 2016, most Division of Police infrastructure was migrated to DoT. DoT is currently managing the majority of Police Information Technology infrastructure, working to integrate the remaining systems into the City infrastructure, and providing additional services and functionality to the Division of Police.
- **Power Outage Management System:**  
DoT, working with the DPU Division of Power, deployed the Responder application. The application provides incident tracking, potential fault identification, and reporting capabilities as well as geographic and dashboard views to help improve operationally how the Division of Power responds to power outages.
- **Public Safety Mobile Cruiser Support:**  
DoT worked to improve and enhance the officer experience with technology in their main working environment—the police cruiser. In 2016, DoT migrated the police cruisers from utilizing cloned disk drives over to utilizing an enterprise tool, Microsoft SCCM, in order to improve the ability to better manage the Operating System as well as the flexibility to introduce new hardware without re-engineering the standard image. It provides the ability to push software remotely to the cruisers, reducing manual intervention and officer downtime.
- **Smart Columbus:**  
In 2016 City of Columbus won the U.S. Department of Transportation (USDOT) \$40 million Smart City Challenge. Throughout last year DoT contributed significant staff time and resources to the application process, successful kickoff and continued implementation of the project's various proposed initiatives. DoT has assigned personnel to assist on each of the 15 projects and their working groups. DoT has also been asked to Chair several of the working groups and, specifically, lead the Integrated Data Exchange (IDE) project.

**Technology Connectivity:** The overall roadmap for evaluating and addressing the City's internet and telecommunications infrastructure needs.

- DoT continued to implement portions of the citywide connectivity plan to most efficiently connect City facilities for data exchange and telephone voice traffic. This included researching and implementing advanced wireless technology and fiber optic broadband, to provide mobility, analytics, security, and cloud computing into the overall City network.
- An additional 500 miles of new fiber has recently been built and is now operational.

Other technology connectivity initiatives included:

- **Customer Service:**
  - Continued expansion of the fiber optic infrastructure with an additional fiber build from the Parson Avenue Water Plant (PAWP) to the Southerly Wastewater treatment facility with a lateral build to 7000 Jackson Pike Composting facility, began in late 2016.
- **Safety:**
  - Migrated the Public Safety telephone system into a single citywide system utilizing Cisco Unified Communications and Voice Over IP functionality.
  - Worked with the Public Safety Department to backup video from police vehicles for disaster recovery purposes. Fourteen facilities have outdoor wireless upload capabilities for cruiser videos to simplify this process.
  - Continued building fiber optic laterals to increase Public Safety network bandwidth and eliminate leased circuit expenditures for Police and Fire locations citywide. Police Sub 2, Sub 8/16 and Fire Station 30 were completed in 2016.
  - Wireless Access: Police wireless accessibility was increased with the utilization of wireless access point installation at Police HQ and the Police Training Academy. This access provides employee network wireless access, and public wireless internet access.
  - Upgraded Fire Station infrastructure to replace aging infrastructure and end of support devices.
- **Economic Development:**

- Continued to develop, expand, and implement portions of a citywide connectivity plan that will outline the most efficient means to connect city facilities for data exchange and telephone voice traffic. This includes researching and implementing wireless fiber optic broadband network technology and integrating it with the overall city network, where practical.
- The city has expanded their fiber footprint to 500 miles of fiber optic cable providing extended service areas around the city for economic development, municipal services, public safety, and underserved opportunities.)
- Developed a GIS based application to assist in identifying most suitable sites for various development options as well as extension of City's Fiber network
- DoT entered into several fiber leases or infeasible right of use (IRU) contracts to raise revenue for the fiber program by leasing extra fiber strands in the city's network.
- **Peak Performance:**
  - Finalized the implementation of a Fiber Network GIS database including detailed drawings of every component of the Fiber infrastructure. This database will make this invaluable information available to the enterprise and will aid in planning and evaluating the growth of the fiber network.
  - Continued to improve municipal city service delivery by interconnecting City facilities via the City's expanding fiber optic infrastructure eliminating leased service expenditures through lateral fiber builds.

# **Department of Development 2016 Annual Report**

## **Housing Division**

The Housing Finance Team closed 52 loans under the American Dream Down Payment Initiative, approved 166 properties for residential tax abatements (final) and financed housing units for 20 projects (single or scattered site) that created or rehabilitated 481 housing units.

The Homeowner Services Team managed 570 requests for emergency repair assistance, 216 applications for assistance under a variety of programs, relocation services for 47 families and reviewed 373 project applications under the Federal Uniform Relocation and Real Property Acquisition Act.

Under the Lead Safe Columbus program, 764 housing units were lead abated. A number of sub-recipient services were managed through several non-profit organizations.

## **Land Redevelopment Division**

The Vacant and Abandoned Property (VAP) Team continued efforts to demolish the worst properties in Columbus. The VAP Team demolished 306 structures, a new record for one year. In partnership with the Central Ohio Community Improvement Corporation (COCIC), the County's land bank program, a total of \$6.5 million in Neighborhood Initiative Program funds were received and spent on the demolition of most of these structures. COCIC also received another \$14 million allocation from Ohio Housing Financing Agency to demolish blighted properties in Central Ohio through 2019.

Land Redevelopment, through its land bank, has steadily increased the number of acquired properties that are returned to the market for rehabilitation. In 2016 the team sold 132 structures for renovation, more structures than any prior year. A total of 59 vacant lots were sold to adjacent owners to expand their yard, including 32 lots sold under the successful Mow/Improve-to-Own programs. With the closing of the Kent Homes project, the Office continued efforts to sell lots for new construction. A total of 54 lots were sold for new construction projects in 2016, including lots to the Kent Homes project, Habitat for Humanity, Homeport, Franklinton Development Association, Healthy Neighborhoods/Healthy Family initiative, as well as a few for profit developers.

The Community Gardening Program had another successful year in 2016, with 70 parcels licensed for gardens. The City partnered with the Ohio Capital Corporation, the Affordable Housing Trust of Columbus and Franklin County, Columbus Foundation, and the Neighborhood Design Center to launch the Parcels to Places program. The group selected 9 innovative proposals to reuse land bank lots and provide up to \$180,000 in grants to build new community gardens. These projects are expected to be finished in 2017.

## **Code Enforcement Division**

Code Enforcement Officers wrote 19,082 violation notices city-wide. They also filed 41 criminal and 476 civil complaints through the City Attorney's office to be heard by the Environmental Court. Solid Waste Inspectors investigated 4,281 complaints from 311.

The Proactive Code Enforcement (PACE) Systematic Team completed projects in the following areas: Driving Park, Barnett James, and Highland West. A total of 3,294 properties were inspected and 2028 violation notices were issued, 1,514 cases were complied and 239 court cases were filed.

The PACE Landlord Team investigated 15 landlords and attempted to inspect all of their properties. In total 1,881 units/parcels were inspected and 509 violation notices were issued. Two hundred ninety-six owners have complied with orders.

The Graffiti Program issued 479 violation notices and graffiti was removed from 288 parcels by City contractors. Graffiti was removed from an additional 147 parcels by owners using their own contractors. A total of \$40,314 was spent with \$ 21,873.60 coming from federal Community Development Block Grant Funds (CDBG) and \$ 18,440.40 from the General Fund. A total of 31,419 square feet of graffiti was removed from private property by City contractors. As in prior years most of the graffiti cases were in the University Area.

The Environmental Blight Abatement (EBA) Team mowed, cleaned, and maintained 96 vacant lots for the City of Columbus Land Bank. They secured openings on 1,370 vacant structures for code officers, 178 vacant structures for the City Land Bank, 17 vacant structures for Building and Zoning Services, and 48 vacant structures as a result of police or court action. EBA removed 884 tires from abandoned sites, and demolished 10 dilapidated garages.

Through the Grass Abatement Program 2,131 neglected private parcels were cleaned and mowed. This program was funded with \$356,788.97 from the General Fund and \$156,383.59 from CDBG funds. The average cost per parcel including an administrative cost of \$ 225 was \$459.33. All unpaid costs were sent to the County Auditor to be placed as a lien on the property taxes. In 2016, Code Enforcement contracted with 25 independent contractors and seven community groups.

Code Enforcement continued its annual investments in training and education. Training topics included Challenging Work Environment/Defense Tactics, Court training facilitated by the City Attorney's office, and monthly workforce safety training by the department safety coordinator. All trainees attended in-house training order to obtain the International Code Council's property maintenance certification.

The Code Enforcement Team conducted their annual count of vacant structures in the City of Columbus. The final tally was 4,568 vacant residential structures compared with 5,305 in 2015. This represents a decline of 13.9%. Overall vacant structures in the City have declined 27.3% since 2012.

Code Enforcement received 32,046 service requests from 311, compared to 30,622 in 2015—an increase of 4.5%.

Code Enforcement continued to work with Land Redevelopment and COCIC to identify blighted properties that should be demolished. Code Enforcement also continued to work with the City Attorney's Office to prepare cases for possible Environmental Court ordered demolitions.

## **Planning Division**

City Council adopted the Northwest Area Plan, providing parcel level land use recommendations and design guidelines for this 20 square mile area. Planning received area commission endorsement for a significant update the University District Zoning Overlay, setting up the approval process for early 2017. The first Urban Infrastructure Recovery Fund (UIRF) projects from the 2014 community planning process were implemented in 2016. Significant strides were made in revising the administration of the UIRF Program, including the establishment of a project website that provides regular status reports to the UIRF communities.

2016 marked the second year of Planning Division engagement with the CelebrateOne Initiative to lower infant mortality rates in key areas. In addition to continued work in the first round neighborhoods of Linden, South Side and North of Broad; a second planner was brought on board to focus on West Franklinton and Hilltop. City and partner agency resource alignment continues to be a particular goal of this work.

Development review continued to be a significant focus of the division. The commissions, boards and panels staffed by the Planning Division collectively reviewed 1,100 agenda items - a 10% increase over 2015. Additionally, staff approved over 1,000 applications not requiring commission consideration. Over 339 Section 106 reviews were conducted during the year. Over 300 zoning, variance and graphics applications were reviewed by staff and the office responded to 65 mapping and data requests. Nine annexations were accepted by City Council.

## **Economic Development Division**

The Office of Business Assistance completed 24 business expansion projects which will leverage over \$405 million in private sector investments. These projects anticipate creating 3,485 new jobs, retaining 8,727 existing jobs, \$191 million in new annual payroll and \$3.8 million in new city income tax revenue.

Of the new job commitments during 2016, the financial services sector represented more than 1,600 new jobs with major announced expansions from:

Huntington National Bank (1,000)  
BDO (236)  
Morgan Stanley (300)  
US Bank (60)  
Ultimus Fund Solutions (32)

In addition, JP Morgan Chase announced a \$200 million renovation of existing facilities and Citi Group announced a new Center of Excellence and office renovation.

The Office of Financial Assistance provided \$467,309 for 15 small business loans which leveraged more than \$1,766,409 in total funding. More than 500 businesses were visited through Neighborhood Commercial Revitalization (NCR) Program business visits, small business concierge and other development department activities. The city funded 7 Exterior (\$34,500) and 12 Interior (\$228,812) Renovation Grants totaling \$263,312 through the NCR program. The Office also provided more than \$3,329,535 to fund for 26 Economic and Neighborhood Development Service Contracts .

The Office of Infrastructure Investments completed 11 Public Private Partnership (P3) projects that represent City capital investments of \$16.9 million leveraging \$238.4 million in private investment for a leveraged investment ratio of \$14 to 1. These projects included major investments in the Milo Grogan and Easton areas of the City.

The Fifth and Cleveland \$7.2 million roadway project helped facilitate the opening of the 700,000 SF, \$35 million Rogue Fitness headquarters, manufacturing and distribution facility. The project leveraged two Ohio Public Works Commission (OPWC) grants and provided the

neighborhood with a brand new commercial corridor. The project has already helped drive additional business interest in the area including committed investments from Central Grip and Lighting, a video and lighting production company, and Middle West Spirits, a craft spirits distillery.

The City constructed a \$6.5 million new roadway section of Easton Square Place to enable an \$80 million expansion of Alliance Data's operation to facilitate 1,300 existing and 700 new jobs. This project also opened additional development land in which Abbott Nutrition is occupying a newly constructed office complex adjacent to their existing Ross Labs facility to house an additional 1,000 employees.

# **Department of Public Service 2016 Annual Report**

The Department of Public Service (DPS) consists of the Director's Office and four divisions: Design and Construction, Infrastructure Management, Traffic Management and Refuse Collection. The department has 783 full-time and 71 part-time employees who provide a wide range of services that are essential to Columbus and central Ohio residents' quality of life.

### **Director's Office**

Director Jennifer L. Gallagher, P.E.'s, office includes the Office of Support Services, Human Resources and Communications.

The Office of Support Services (OSS) again worked with department leadership to keep Public Service fiscally lean and efficient, getting the most of every taxpayer dollar. OSS managed six operational funds totaling \$92.2 million in expenditures and completed electronic encumbrances totaling \$82.2 million and electronic vouchers totaling \$66.2 million. The group generated 2,043 invoices totaling \$3.3 million, collected \$2.8 million and sent 491 past-due invoice for late accounts. The Capital Section facilitated 302 pieces of legislation. The section completed five Ohio Public Works Commission grant applications that resulted in three grants. The section also finished 13 Ohio Public Works Commission grant/loan disbursement requests totaling \$1.9 million and 58 Ohio Department of Transportation (ODOT) grant-disbursement requests totaling \$14.5 million. The section closed out no grants, advertised 28 construction projects and 12 requests for proposals, created 38 purchase orders for professional services and construction contracts totaling \$104.2 million, produced 25 encumbrances for inspection services totaling \$9.8 million, and paid 587 invoices for professional services, 196 pay estimates for construction contracts and no utility invoices. The Capital Section executed nine maintenance agreements, 30 construction and design contract modifications, 12 inter-governmental agreements and 32 other agreements.

The Human Resources section responsibilities include hiring employees; administering payroll, benefits, labor relations, performance management, occupational and safety programs; and coordinating training for department staff. The department has an authorized strength of over 800 full-time and part-time employees, including student interns. Highlights for 2016 included:

- Facilitated 159 new hires, promotions and transfers plus 104 terminations, resignations and retirements
- Conducted 177 disciplinary investigations
- Promoted a drug-free workplace, including training and 251 pre-employment and random drug tests
- Provided National Safety Council's "Defensive Driving" course to all operations employees
- Continued training on safe work practices and conduct of more than 200 safety compliance audits
- Collaborated with Department of Human Resources on more than 30 sessions of wellness programming
- Continued ongoing collaboration with Employee Benefits Risk Management

The department exceeded its 2016 safety goals of reducing recordable injuries and lost workdays by 10% compared to 2015. Recordable injuries were reduced by 26% decrease. The number of lost workdays was reduced sharply by 52%. The 42 recordable injuries and 771 lost workdays were the lowest totals ever for DPS.

The Communications Section worked to increase the public's knowledge of projects and services to improve and maintain the quality of life in neighborhoods. The team participated in area commission, civic association and Neighborhood Pride meetings and collaborated with ODOT on communicating road closures and updates on road construction and maintenance. Communications conducted 16 public meetings for constituents to learn about major roadway projects.

The communicators launched education and outreach efforts for the Smart Columbus program (see below) via speaking engagements, news releases, press events, collateral material, videos, website and more. The section organized media events for Mayor Andrew J. Ginther focusing on Smart Columbus, capital projects and more.

### **Smart Columbus**

The City's *Smart Columbus* vision won the U.S. Department of Transportation \$40 million *Smart City Challenge* in June after competing against 77 cities nationwide to become the country's first city to fully integrate innovative technologies – self-driving cars, connected vehicles, and smart sensors – into their transportation network. Columbus was also awarded a \$10 million grant from Paul G. Allen's Vulcan, Inc., to accelerate the transition to an electrified, low-emissions transportation system. The City is augmenting the USDOT and Vulcan grants with \$90 million in pledges from public and private sector partners.

The infrastructure built through the *Smart Columbus* program will enable Columbus to become the nation's epicenter for intelligent transportation systems research to improve safety, enhance mobility, create ladders of opportunity for those who may have been left behind and address climate change by reducing emissions.

The *Smart Columbus* program office will work to:

- Improve access to jobs through expanded mobility options in major job centers
- Better connect visitors to transportation options
- Compete globally through smart logistics
- Connect Columbus residents to safe, reliable transportation that can be accessed by all.

### **Division of Design and Construction (DoDC)**

The Division of Design and Construction completed and continued work on projects that improved road, bridges and bikeways and, in turn, the safety of motorists, pedestrians, bicyclists and the mobility impaired in Columbus.

The division completed seven preliminary engineering projects, including Sawmill Rd. – I-270 to Hard Rd., Hamilton Rd. – I-70 to Refugee Rd., Hard Rd. at SR-315 crossing at Olentangy Trail, Refugee Rd. – Winchester Pike to Hamilton Rd., Third Ave. – Livingston Ave. to Reinhard St., Short St., – Liberty St. to Sycamore St. and the Urban Infrastructure Recovery Fund (UIRF) - Planted Medians.

Work continued on nine preliminary engineering studies, including High St. – Convention Center Way to 9th Ave., East Franklinton Area Roadways, Dublin Granville Rd. – I-71 to Fairview Dr., Refugee Rd. at Hines Rd., Roberts Rd. at Spindler/Frazell, Sawmill Rd. – Dublin-Granville Rd. to Hard Rd., Scioto Peninsula Streetscape Master Plan, Scioto Audubon Metro Park Connector and West Broad St. – Wilson Rd. to Terrace Ave.

The division completed design work on 22 capital-improvement projects (CIP), including Moler Ave. Sidewalks – Lockbourne Rd. to Holburn Ave., Dierker Rd., Kenny Rd. and Campus View Blvd. Sidewalks, Waggoner Rd. Shared-Use Path – Broad St. to Chapel Stone Rd., Parsons Ave. Corridor – Livingston Ave. to Hosack St., Columbus Traffic Signal System – Phase D, Hague Ave. – Broad St. to Sullivant Ave., Eakin Rd. Sidewalks – Salisbury Rd. to Hague Ave., Scioto Peninsula Broad St. – Washington Blvd. to Starling St., Scioto Peninsula Utility Duct Bank, Ohio Center Way over Conrail bridge, Parsons Ave. – Franklin Ave. to Broad St., Gypsy Ln., Arbor Hill Dr., Cleveland Ave. Shared-Use Path – I-270 to Community Park Dr., Glenchester Dr. at Hilliard-Rome Rd., Schiller Park Entrance (Deshler and Jaeger), Gemini Parkway Extension – I-71 to Powell Rd., Morse Rd. under railroad bridge, Whittier Str. Sidewalks – Lockbourne Rd. to Fairwood Ave., Joyce Ave. Phase 3 – 17th Ave. to Kenmore Rd. and Parsons Avenue Sidewalks – Obetz Rd. to Dering Ave.

The division completed design work on seven Public-Private-Partnership (3P) and UIRF projects, including Nationwide Blvd., /Arena West - Hocking St. to west terminus, Grandview Yard - Third Ave. railroad bridge, American Addition Phases 2 and 3, Hamilton Rd., Phase B – Preserve Crossing to Dublin-Granville Rd., Poindexter Village Roadways – Phase 2, UIRF – Brick Repair and UIRF – curb ramps.

Design work continues on the following CIP: James Rd. - Livingston Ave. to Main St., Polaris Pkwy. – I-71 to Olde Worthington Rd., Livingston Ave. at Barnett Rd., Hague Ave. at Broad St. and Hague Ave. at Sullivant Ave. Traffic Signals, Livingston Ave. Phase B – High St. to 5th St., Livingston Ave. Phase C – 5th St. to Kennedy Dr., Cannon Dr. – King Ave. to John Herrick Dr., Hilliard-Rome Rd. at Feder Rd./Fisher Rd., Wilson Road Shared-Use Path – Broad St. to Sullivant Ave., Fairwood Ave. Sidewalks – Wayland Dr. to Watkins Rd., Morse Rd. at Alum Creek bike trail, Lazelle Rd. – High St. to Worthington-Galena Rd. (Phases A, B, and C), Parsons Ave. Corridor – Livingston Ave. to Hosack St., Alum Creek Dr. – Frebis Ave. to Refugee Rd., McCutcheon Rd. and Reed Rd. Sidewalks, Hamilton Rd. Phase A – Morse Rd. to Preserve Crossing, Sullivant-Georgesville – Camp Chase Connector, Mound St. – Binns Blvd. to Wayne Ave., Main St. and McNaughton Rd., Short North – High St. Phase 1 – Nationwide Blvd. to Goodale St., Binns Blvd. Sidewalks – Stephens Dr. to Eakin Rd., Creative Campus – Phases 1A and 1B, Warner Rd. – Hamilton Rd. to Harlem Rd., US-33 (Spring St. and Long St.) Urban Paving, Long St. – Neil to Marconi Bikeway Connector, South Old State Culvert, Fifth Ave. Bridge under Conrail, Sinclair Rd. Sidewalks – Morse Rd. to Strimple Ave., Olentangy to Alum Creek – East/West Connector, Front St. and Marconi Blvd. and Olentangy River Rd. Shared-Use Path – John Herrick to Lane Ave.

Design work continues on the following 3P/UIRF projects: Hayden Run Blvd. Phase 2 - Railroad to Avery Rd., Downtown Streetscapes – Trautman Building (High St.), Schottenstein Site Development, Warner Rd. Phase 2, Woodland Park Sidewalks, Smith Rd. Sidewalks, Northeast (Dawnlight), Clintonville (planted medians on High St. and Indianola Ave.), and New Albany Rd. (oblongabout).

Design work started on the following CIP: Central College Rd. at Harlem Rd., Pedestrian Hybrid Beacons – N. Fourth St. at Northwood Ave., Westerville Rd. at Thornapple Dr./Wallingford Ave. Traffic Signal, Hamilton Rd. – I-70 to Refugee Rd., Hamilton Rd. at Livingston Ave., Antares Ave. at Gemini Pl. Traffic Signal, Short North – High St. Phase 2 – Poplar St. to 2nd Ave. and Short North – High St. Phase 3 – 2nd to 7th avenues.

Design work started on the following 3P/UIRF projects: SR-315-North Broadway Ohio Health, NCR – Weinland Park – 7th to 9th avenues, 2016 Sidewalks Project 1, Spring St. – Neil Ave. to John H. McConnell Blvd., Dublin-Granville Rd. Realignment, Franklinton Curb Extensions and Indianola Ave. Road Diet.

The CIP Section contributed to development of a Design Manual chapter outline which led to a Request for Proposal (RFP) selection, completed 22 evaluations under a new consultant evaluation process and made upgrades to the Scope of Improvements (SOI) process by consolidating Director and Administrator reviews and approvals, saving two weeks in the scoping timeline. The section coordinated with area agencies on Cleveland Ave. and Schrock Rd. (Westerville), South Old State Rd. at Polaris Pkwy. (Delaware County), Riggins Rd., Kinnear Rd., Wilson Rd. (Franklin County), Cannon Dr., 15th and High (Ohio State University), Refugee Rd. (Pickerington), Sawmill Rd. (Dublin), Huntley/Worthington-Galena Rd. (Worthington) and Gemini Pkwy. (ODOT, Delaware County and Westerville).

DoDC continued work on the Columbus Traffic Signal System, including completion of Phase C, which connected and upgraded 207 currently signalized intersections to the new traffic signal system and provide inter-jurisdictional communication and coordination of traffic signals with local agencies to the Traffic Management center at 1881 East 25<sup>th</sup> Ave. Design was completed on Columbus Traffic Signal System Phase D, which will connect and upgrade an additional 240 signalized intersections to the new traffic signal system. The Phase E project will allow the City to retire the 40-year-old coaxial cable system.

DoDC began work on Central Ohio Transit Authority's Bus Rapid Transit project. The \$9.7 million project was sold by COTA with Federal Transit Authority funding and is being managed by DoDC. The project includes Rapid Bus transit facilities and intelligent transportation systems/signal components for 15 miles of bus route along Cleveland Ave. from downtown to Delaware County.

Construction was completed on the following: Milo-Grogan (5th & Cleveland), Downtown Streetscape - Commercial Corridor, Downtown Streetscape - High St.-Rich to Main, Roadway Improvements - Easton Square Place, Downtown Streetscape - Casto Julian-Wall St., PSI - Fairwood Ave. Sidewalks, Arterial Street Rehab - Hard Rd. Phase A, Signal Installation - West Dublin-Granville Rd. at Federated, Signal Installation - Pedestrian Beacons, URIF Brentnell Ave. Phase 2, Nationwide Blvd. duct and manhole system, Downtown Streetscape Gay St., Barthman/Parsons Green Infrastructure Phase 1 and 2, Ashburton - Mayfair SSI, Eastside Area Neighborhood SSI, Jaeger St. at Deshler St. - Schiller Park Entrance, Hamilton Rd. Phase B (S-Curve) – Preserve Crossing to Dublin - Granville Rd., Georgesville Rd. and Holt Rd., Gemini Parkway Project and Berrell Ave. water line.

The Construction Section Private Development group finalized inspection of 29 Private Construction Agreements totaling over \$9,466,166. Work continues on 91 new and ongoing Private Construction Agreements with an estimated construction cost totaling \$24,829,043. The group inspected 193 projects for the Department of Public Utilities. The Private Construction Section continued to assist the Permit Section

in Private Utility Inspections by inspecting 136 street excavation permits. It allowed permit inspectors to focus on the multiple, smaller projects and provided additional inspection to several large Private Utility Projects insuring protection of public infrastructure.

The Downtown and Special Projects section worked on several phases of ODOT's Columbus Crossroads project to reconstruct I-70, I-71 and I-670 downtown. The work includes items important to downtown and adjoining neighborhoods such as bike lanes, street trees, enhanced bridge crossings, utility undergrounding, brick crosswalks and granite curbs. Design was updated for Phase 2G in order to coordinate with the Children's Hospital project at Grant and Livingston avenues, which includes aesthetically-enhanced bridge crossings for Main St. and Grant Ave. Phase 2G design also includes converting and upgrading portions of Parsons Ave., Mooberry St., Mound St. and Fulton St. Design for Phase 3, which includes enhanced crossings at Broad St., Town St. and Oak St. on the east side of downtown as well as Elijah Pierce Ave. and Lester Dr. was coordinated with the city's streetscape project. Design for the city's streetscape project on Parsons Ave. between Broad St. and Franklin Ave. was completed.

Design review and coordination continued with ODOT for Phase 4A/4B that includes enhanced crossings at Front St. and Fourth St., and caps at High St. and Third St.; Phase 5, including enhanced crossings at Ohio Ave., Champion Ave., Linwood Ave., Miller Ave. and Champion Ave.; and Phase 6, including work on Short St. and finalizing the westbound connection from downtown to freeways on the south and west sides of the City.

Design continued for city projects on Livingston Ave. in three phases. In coordination with the ODOT Phase 4A project, Front St. to High St. and High St. to Fifth St. will be converted to two-way traffic, with bike lanes, parking and other enhancements normally included in the ODOT projects. Design on Livingston Ave. between Fifth St. and Kennedy Dr. began in coordination with Children's Hospital campus project.

Overall planning continued for roadways contained in the Scioto Peninsula area, of which Broad Street streetscape and Scioto Peninsula undergrounding design was completed. The project is being coordinated with the Department of Public Utilities, the Department of Development and the Columbus Downtown Development Corporation. Design to update the downtown Streetscape Manual was completed and approved by City Council.

The In-House Design subsection completed plans for resurfacing 351 streets, totaling 215 lane miles, and building 2,130 *Americans with Disabilities Act*-compliant (ADA) curb ramps, totaling \$32 million in design and construction. Approximately \$1.8 million was invested in preventative maintenance for brick streets. Another \$1.5 million was spent on a citywide curb-ramp project, constructing another 425 curb ramps. A slurry-seal project treated 92 lane miles (\$1.85 million) and a crack-seal project treated 229 lane miles of roadway (\$754,000).

The Design Section completed its internal revision of the City of Columbus ADA Rules and Regulations. The policy will more clearly address ADA requirements and provide more consistency in how ADA work is designed and constructed. The revision accounts for updates in requirements because the current Rules and Regulations were written in 2011. The policy will also generate new standard drawings, practices and procedures. Staff is working with consultant HR Gray as they review the draft, make suggestions and prepare the document for final release, targeted for late spring/summer 2017.

The division completed 1,193 plan reviews on 1,204 projects for the divisions of Design and Construction, Water, Sewers and Drains, Power and Facilities Management, ODOT, the Franklin County Engineer's Office and other joint venture projects, with a 92% compliance to timeframes for completion of reviews. A total of 312 capital-improvement project plan reviews, 235 right-of-way and utility plan reviews, 249 traffic signal and interconnect plan reviews, 145 utility reviews and 263 maintenance of traffic and traffic control plan reviews were completed. Eighty-five private development E-plans, 264 CC-plans and 538 site-compliance plans were reviewed. Design review continued for ODOT's multi-phased downtown I-70/I-71, and I-270 projects.

### **Division of Infrastructure Management (DoIM)**

The Division of Infrastructure Management's primary duties are long-term planning and management services for transportation infrastructure, including pavement and structures, pedestrian and biking facilities, zoning and right-of-way permit reviews, plat reviews, street sweeping, litter control, graffiti removal and snow removal.

DoIM planned resurfacing and other asphalt maintenance for over 300 lane miles of roadway and over \$1 million in brick repairs on streets. The group inspected all 217 bridges in the right-of-way and performed safety inspections on over 90 non-highway/private structures.

For a more bicycle-friendly Columbus, DoIM planned and initiated installation of approximately 15 miles of bikeways, including construction of projects on 23 streets, plus 5.5 miles of bike lanes, eight miles of sharrows, 1.2 miles of shared-use paths and 14 bike racks. Bike accessibility to downtown was improved from neighborhoods to the north by new bike lanes on 3<sup>rd</sup> and 4<sup>th</sup> streets. The first traffic signal heads in Columbus with bicycle symbols were installed for the protected bike lanes on Summit Street installed in 2015.

DoIM planned and initiated installation of over 400 ADA curb ramps, almost 2,000 additional ramps via the resurfacing program and approximately nine miles of sidewalks on nine streets, all to encourage safer walkways.

DoIM continued its work maintaining and improving over 5,000 lane miles of roadways, bridges and alleys. The group performed surface treatment on 23 lane miles of alleys, closed 2,900 pothole service requests, swept all streets at least twice and removed over 50 tons of roadside debris, over 300 illegal signs and dumped tires.

The Permits Section issued over 15,000 right-of-way permits for excavation and occupancy on streets, sidewalks, curbs and driveways, almost 10% more than 2015. Permit fees totaled \$2,281,849, a 14% increase over 2015. The section also oversees the Sidewalk Assessment Program for which 783 locations were repaired or replaced. Overall, the section resolved 1,145 sidewalk service requests.

The GIS/Mapping & Application section issued 5,030 certified addresses and assisted with coordination of 5.3 linear miles of new roadway that were added to the City's network through annexation and construction. The City annexed an additional 0.149 square miles, creating a total corporate boundary area of approximately 224.5 square miles. The section continues to support applications such as Warrior Watch, Route Optimization, Work Order Management, Asset Management and Recollect.

### **Division of Traffic Management (DoTM)**

The Division of Traffic Management focuses on parking services and enforcement, traffic-engineering services and traffic maintenance. The work includes safety, parking and speed studies; traffic-capacity reviews and signal-warrant analysis. DoTM also installs and maintains pavement markings, parking meters and traffic signals and signs.

The Parking Violations Bureau collected \$6.59 million for tickets and \$6.38 million from meter usage. Scofflaw offenders paid \$211,136 in violations. The bureau collected \$2.84 million for Columbus Police services such as towing and storage. Issuance of 7,205 residential-parking permits added \$235,873 in revenue. Permit holders can now renew permits online. Parking Enforcement Officers and Columbus Police issued 138,092 parking tickets.

Parking Services added 47 new residential handicap parking spaces; managed 33 valet zones, 125 loading zones and 38 motorcycle parking locations; drafted legislation to create the Short North Special Parking Area and worked with community stakeholders to develop policies for revamping residential parking in the Short North.

Traffic Maintenance completed 14,597 work orders: 3,554 for pavement markings, 2,125 for parking meters and 8,918 for traffic signals. The sign shop printed 77,281 pieces of printed material, fabricated 4,287 street-name signs, installed 7,700 signs and responded to 1,016 emergency calls within one hour each.

The studies section collected data at 302 locations for use in traffic studies and traffic-calming evaluations. The group participated in a Mid-Ohio Regional Planning Commission project to improve pedestrian safety at 35 locations by installing countdown signals and high visibility crosswalk markings at 33 intersections and Rectangular Rapid Flashing Beacons at two locations. Employees oversaw the outreach campaign for traffic-signal removal, where 11 signals were placed on flash and studied for possible removal; removed traffic signals at nine locations.

The Traffic Management Center brought 184 traffic signals online, created 171 graphical traffic-signal displays, wrote 25 work orders, implemented 1,400 traffic signal timing changes, fielded 2,000 calls to other City operations and outside agencies and collected freeway sign data for 251 signs for inventory development. The Traffic Emergency Response Team provided traffic control for 47 emergencies.

The signal operations section reviewed 345 utility permits, responded to 264 Ohio Utilities Protection Service design tickets, wrote 321 traffic-signal engineering work orders, prepared 21 accident inquiry-related public information requests, implemented permanent traffic-signal timing changes at 175 intersections and implemented temporary timing changes on signals for seven capital-improvement projects and several resurfacing projects.

The development review section's accomplishments included reviewing 242 preliminary site-compliance plans, 533 final site-compliance plans, 70 lot-split applications, 15 grade and fill plans, eight final plats and three preliminary plats. As a result, 68 E-Plan scopes of work and 79 CC-Plan scopes of work were prepared to document required right-of-way improvements on those projects. Traffic-study reviews were completed and rezoning/variance application reviews on behalf of the department were completed in 2016. Those included 88 traffic-impact study or traffic-access study reviews, 167 rezoning/council variance application reviews, 142 Board of Zoning Adjustment application reviews and 35 Graphics Commission application reviews.

The development review section represented the department at 54 public hearings at City Council, the Development Commission and the Board of Zoning Adjustment. Reviews of 154 rezoning and council variance ordinances to be heard by City Council were completed and reviews of 88 rezoning applications to be heard by the Development Commission were completed to ensure necessary developer requirements were appropriate and documented. Fourteen sidewalk-construction exemptions and 10 right-of-way dedication exceptions requests were reviewed. Ongoing assistance was provided to applicants seeking input on proposed driveway installations/ modifications and to the department to review permits involving new driveway or sidewalk installations.

### **Division of Refuse Collection**

The Division of Refuse Collection maintained and expanded its essential mission of keeping Columbus' right-of-way clean and the city healthy through collection of refuse, yard waste and recycling. The division in 2016 disposed of 306,429 tons of solid waste, 21,543 tons of bulk items, 43,317 tons of recycling, 33,047 tons of yard waste, 289 tons of hazardous waste and 1,239 dead animals from the city's right-of-way.

Trash collected and disposed increased 1.07%, recycling rates decreased by 2.22% and yard waste decreased by 6.54%, compared to 2015. City employees recycled over 757 tons of material in the workplace.

The division issued 660 refuse and 748 recycling containers to new customers, issued 472 purchase containers and repaired 9,318 and replaced 10,842 containers.

The division collaborated with The Ohio State University to provide 12 free bulk trash drop-off locations in the campus area during the annual student Move-out/Move-in period in summer. Between July 23 and August 19, 1,817 tons of trash and bulk items were collected.

Keep Columbus Beautiful (KCB) gave 44 presentations to 2,517 youth and adults, including seven schools, 33 summer camps, one Columbus Metropolitan Library Summer Reading Club and three City Employee Recycling Program events. Volunteering and event statistics for KCB litter/beautification events included 425 cleanups, 9,053 cleanup volunteers, 24,733 cleanup volunteer hours, 367,622 pounds of debris collected, 58 beautification projects, 1,871 beautification project volunteers, 6,047 beautification volunteer hours – totaling 483 total projects, 10,924 total volunteers, 30,780 total volunteer hours and 172 Adopt-an-Area groups.

# **Human Resources Department 2016 Annual Report**

The success of any organization is dependent upon its workforce. The City strives to provide a professional environment that promotes workforce development, recognizes excellence, and ensures fair and equal treatment of its employees, applicants and customers. The City recognizes that in order for Columbus to be America's Opportunity City, its' employees must be valued as an important asset.

To this end, 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 2016, 45 employees (39 FT, 6 PT) fulfilled Human Resources functions in the following sections: Administration, Labor Relations, Occupational Health & Safety, Employee Benefits & Risk Management, Equal Employment Opportunity; Citywide Training and Development, Employee Resources, and Compensation Management.

### **Administration**

Human Resources Administration was responsible for assisting the current Administration in a successful transition, by hiring new staff and implementing changes consistent with Mayoral priorities and goals. HR's Admin section provides support to staff in the HR Department, as well as the Mayor's Office, the Office of Education, the Office of Diversity and Inclusion, and the Neighborhood Department. This section is responsible for the SOAR Hire Summer Youth Employment initiative, hiring and placing 200 youth in meaningful summer employment over an eight week period. Human Resources Administration continues to work closely with the Mayor's Office to achieve the objectives of the 10 year reforms and efficiencies action plan. These efficiencies were achieved through negotiated concessions in health care and pension contributions. HR Administration partnered with our benefits consultant and all health insurance providers to implement programs and initiatives that enabled the City to achieve a rate of growth in insurance costs that was significantly below the national average. Other successes are detailed within the specific program areas that follow.

### **Labor Relations**

The Labor Relations program area is responsible for the negotiation, and year round interpretation of 6 contracts and one compensation plan. In addition, the section administers the Tuition Reimbursement Program and the Drug Free Workplace Program (DFWP). The Labor Relations Section conducts grievance and disciplinary hearings for all AFSCME Local 1632, CWA Local 4502, FOP/OLC bargaining unit members, and Management Compensation Plan employees within the City. Sixty (60) grievances were advanced to Step 2 of the grievance procedure by the unions. There were one hundred forty-seven (147) disciplinary cases answered or settled and twenty-four (24) fitness for duty hearings conducted.

The City is committed to a proactive approach to solve problems with the Unions. As a result, the number of disciplinary and grievances reflect a decrease from 2015.

Negotiations for several mid-term bargaining issues were conducted. Memorandums of Understanding were executed with various bargaining units on items related to police worn body cameras, GPS rollout, and a more efficient deployment model for paramedics within the Division of Fire. An agreement was also reached creating a Unified Video Camera MOU which combined both the Dash Board Camera MOU and the Body Camera MOU positioning the City for any future technology.

The City is committed to the development of the workforce. In 2016, 488 tuition reimbursement applications were processed.

The Drug Free Workplace program (DFWP) is managed by the Drug and Alcohol Coordinator (DAC). This program oversees drug and alcohol tests of City employees in six categories: reasonable suspicion, random, post-accident, return to duty, follow-up and pre-employment testing. The program is also responsible for the development and implementation of the City's policies and procedures for a drug free workplace. The DAC designs and coordinates the training of all employees regarding DFWP.

Nearly 2,200 tests were conducted in the above-mentioned categories in 2016. Training related to the DFWP is on-going in the following areas: New Hire Orientation, Frontline Supervision and division specific trainings.

### **Citywide Occupational Safety and Health Program (COSHP)**

During 2016 COSHP continued to provide a significant portion of time to the City's participation in the Ohio Bureau of Workers' Compensation (BWC) Industry Specific Safety Program, Drug Free Safety Program, and the Capital Area Safety Council to achieve the objectives required to obtain premium discounts and rebates.

In 2016 COSHP worked with the Office of Construction Management to develop safety recommendations that would ensure the safety and health of City employees and City residents throughout the design and construction process of new buildings and renovations. Additionally, in 2016 COSHP began working with the Division of Fire to develop a strategy to assess firefighter exposures to cancer causing contaminants.

COSHP continued to provide significant staff support to the Recreation and Parks Department in absence of their Safety Manager for the majority of the year. In addition to continuing the daily activities, the COSHP team developed new employee safety orientation for seasonal employees in sports, recreation, park maintenance, and aquatics, developed written OSHA required programs, and developed site specific procedures including confined space entry and lockout tagout. COSHP continued to work collaboratively with appointing authorities, city council, City of Columbus unions, department and division safety committees, the BWC, and the Capital Area Safety Council. The continued support of the mayor's office, administration, and city council and the continuing efforts of joint union and management safety and health efforts has contributed significantly to our success.

The Occupational Safety and Health team manages the contract with Mt. Carmel Health Systems to provide services in the City's Occupational Safety & Health Clinic. In 2016 the Clinic performed 12,051 services and 1,044 face to face patient encounters. These figures represent approximately a 3% increase in services from 2015 to 11,678 services, and more than double from the 5,395 services provided in 2010 during the first full year of operation. Vaccinations and respiratory clearances made up a large portion of the services, with 511 vaccinations and 1,057 respirator clearances performed in 2016.

The City departments that most utilize the OSHC are Public Safety, Public Utilities, Columbus Public Health, Recreation and Parks, Facilities Management, and Fleet Management. A large portion of the OSHC resources are directed toward the Public Safety Department. Respirator clearance is performed on every Columbus police officer in a 2 year cycle. Clearances for the SWAT, and Clandestine Lab and Dive Team are performed every year. Employees assigned to the Police Firing Range and Police Crime Lab are given a baseline lead exam, and then lead lab tests every 6 months, and the Firing Range officers are given annual audiograms. The OSHC also provides the recruits the Hepatitis B 3-vaccine series and immunity blood test.

In 2016, 1,410 Columbus firefighters participated in the physical and health program at Mt. Carmel Occupational Health Arlingate. The following services are provided during the fitness portion of the exam: treadmill exercise stress test, body composition maintenance program, strength tests for upper and lower body, flexibility test and muscular endurance test. Additional services offered include an individual exercise prescription with consult and individual nutritional plan for firefighters upon request. Also, the exercise physiologists have been working with the Fire Department Recruit Academy on enhancing the physical fitness training portion of the new recruit program. The group has been providing pre and post fitness testing to measure success of the physical fitness side of the program. The program is also focusing on getting the new recruits physically fit before starting the Academy with basic exercises recommended to increase exercise capacity in an attempt to lower injury risks during the first few weeks of academy training.

In 2016, 1,471 Police Officers participated in the Health and Physical fitness program. The following services are provided during the Physical Fitness Testing portion of the program: body composition, muscular endurance test, lower and upper body strength tests, and flexibility tests. Along with completing the fitness testing portion, police officers are to complete a Health Risk Assessment that provides the individual with personalized health scores and educational information. The Exercise Physiologists now work with the staff at the Police Training Academy and observe the first day of training and offer safety recommendations. The group has also developed a basic training video for new recruits prior to starting the Police Academy to assist in getting the recruits ready for the physical demands in an attempt to lower the risk of injuries during the early stages of training.

### **Employee Benefits/Risk Management**

The Employee Benefits/Risk Management (EB/RM) program area administers the city's health benefits and workers' compensation program. The health benefits plan, which includes the medical, prescription, dental, vision, short-term disability, life, and COBRA programs are administered in accordance with applicable laws and/or negotiated union contracts. In addition, the workers' compensation and injury leave benefit program are administered according to the Bureau of Workers' Compensation rules and regulations and the negotiated union contracts. EB/RM is also responsible for the Healthy Columbus program and the City's wellness efforts.

In a collaborative effort with the City's Occupational Safety & Health program, Bureau of Workers' Compensation and the City's MCO, workers' compensation claims have been strategically managed to reduce the number of days lost from work. These efforts, coupled with transitional work accommodations, resulted in a 36% reduction in lost days from 2015. Employee Benefits continues to work with various departments on the Transitional Work Duty program.

Risk Management and Occupational Safety & Health participated in additional workers' compensation cost saving programs which resulted in refunds from BWC and the Capital Area Safety Council totaling \$1,954,563.95 in 2016. These programs include: Participation in the Handicap Reimbursement program; Subrogation of BWC claims; and protests of inaccurate claims rating analysis performed by BWC. Due to a significant change in the BWC billing process for Ohio employers, the city participated in the standard state fund program and received a credit of 50% of its regular premium contribution resulting in approximately \$11.5 million in 2016.

The Employee Benefits section continues to monitor the Affordable Care Act provisions and implement the required initiatives to remain compliant with the healthcare reform law. In compliance with the mandated employee and dependent coverage offering, health insurance coverage was offered to all part time employees who met the eligibility requirement. EB/RM solicited proposals for five ancillary lines of health

benefits contracts including dental, vision, short-term disability, life, and COBRA. As a result of the solicitation process, Dearborn National was chosen for the City's life insurance contract and Char-Snyder is the City's new COBRA vendor.

The Healthy Columbus program continues to provide employees and family member with opportunities to improve their health and quality of life through physical activity, tobacco cessation, healthy eating and disease management programs. In 2016, 44% of employees participated in at least one employee wellness program, a 6% increase since 2015. The employee fitness center was utilized over 11,000 times by 800 employees. Registration for the on-site group fitness classes, employee/family 5K and City teams for community walks/runs also increased. 2016 was the second year that Healthy Columbus offered an employee/family intramural sports program; both the softball and volleyball league participation reached their registration cap. Several healthy lifestyle challenges were offered to encourage employees to be active, eat well, reduce stress and increase water consumption.

Individual health coaching programs also proved successful. The tobacco cessation program has saved the City an estimated \$241,172 since its inception in 2011, and boasts a quit rate that is 20% higher than the industry average. A registered dietitian provided free nutrition counseling to 136 employees during approximately 250 appointments in a 4 month period. The employee fitness center support specialist provided 181 fitness consultations throughout the year. The Healthy Columbus team also began to promote the free disease management programs available to employees through UnitedHealthcare, particularly focusing on healthy back, diabetes, and asthma programs.

Over 1,900 employees participated in 43 biometric health screenings in 2016. The increased screenings and engagement have resulted in increased referrals for employees to manage their health condition under the care of a primary care physician. The screenings also resulted in 53 employees enrolling in the Diabetes Prevention Program, which has saved the City an estimated \$265,375 since 2011. The free flu shot program for employees and family members was also continued, saving the City approximately \$117,000 in direct and indirect costs related to influenza.

Healthy Columbus continued to partner with the City's Occupational Safety and Health Program on a variety of initiatives, including educating field employees about health and wellness initiatives through Safety Toolbox Talks.

In 2016, the Healthy Columbus program was the recipient of the Columbus Business First "Healthiest Employers of Central Ohio-Large Business" award, the American Heart Association's Fit Friendly Company Gold Award, and the Healthy Ohio Healthy Worksite Award, presented by the Ohio Department of Health.

### **Equal Employment Opportunity**

In 2016, the City of Columbus' Human Resources Department investigated 5 formal EEO complaints. The complaints were received from the Department of Public Service, the Department of Public Utilities and the Recreation and Parks Department. This office also completed the State of Ohio Affirmative Action Program Verification report in order to secure State grant funds. We have also updated and revised the classification, expanding the responsibilities beyond Title VII, to also include ADA and FMLA compliance, as well as other federal and state employment laws. Finally, this office continues to prepare for reporting requirements to the U.S. Department of Justice. The EEO4 submission is required during odd numbered years.

### **Training and Employee Development**

In 2016, CTD offered 469 classes in 232 different topic areas providing relevant training and development opportunities to 6,516 City employees. CTD instructors trained 420 participants in Microsoft Office, 357 new employees in orientation, 473 employees in diversity and inclusion courses, 154 employees on the Meyers Brigs Type Indicator (MBTI), 415 employees in defensive driving, 89 employees took advantage of Rosetta Stone for a total of 434 hours, 273 employees were certified in American Heart Association CPR/AED Adult/Child/Infant and 231 employees were certified in AHA First Aid Certification. The CPR/AED and First Aid courses alone saved the City over \$63,000 in instructional fees.

2016 was another ground breaking year at CTD. First, CTD also implemented competency based training. Courses were strategically aligned with various competencies to assist employees and their supervisors to select training courses to meet skill gap areas. The Frontline Supervisor Series was redesigned into a three-tier program. The first tier, *Pre-Supervisor*, targets employees considering becoming a supervisor, 36 employees successfully completed the series. The second tier, *New Supervisor*, targets new supervisors with less than 2 years of supervisory experience, 16 employees successfully completed the series. The third tier, *Seasoned Supervisor*, targets supervisors with over two years of supervisory experience, 8 employees successfully completed the series. And third, CTD designed, developed and hosted its first lunch-and-learn webinar.

CTD provided a total of \$9,696 in training to 22 small businesses throughout the year. 44 small business employees attended various courses for a total of 96 course completions. As of December 31, 2016, \$6,132 remains on the Small Business Training Grant. CTD also provided training services to 113 Enterprise customers. Collectively, the Enterprise customers successfully completed 165 courses. CTD was also involved in several community events such as the ABC6 Job Boot Camps.

Feedback is vital to offering relevant and engaging training courses. Citywide Training continued hosting bi-monthly meetings with the Training Advisory Council consisting of HR designees from City departments; assessed first-level evaluations (focusing on reaction) and initiated second-level evaluations (focusing on learning). These outreach efforts and others encouraged open dialogue resulting in improved courses; stronger working relationships and increased number of customized onsite training programs.

CTD continued its partnership with the Ohio Chamber of Commerce to offer CLE and HRCI accredited webinars. A total of 99 training participants took advantage of 11 live webinars offered in 2016. The Supreme Court of Ohio also approved CTD's application to provide 2.0 CLEs for Ohio Ethics Law Training. CTD also partnered with Moritz College of Law, The Ohio State University and Columbus City Schools for the purpose of mentoring and providing development opportunities for Columbus' young professionals.

### **Employee Resources**

The Department of Human Resources, Employee Resources section, is responsible for the Citywide coordination of two employee supported philanthropic efforts; the Mid-Ohio Foodbank Operation Feed and Combined Charitable Campaigns. In 2016, City of Columbus employees donated \$198,975.00 to the Combined Charitable Campaign and 377,770 meals to Operation Feed.

In 2016, 1,400 employees were recognized for longevity and an additional 756 individuals were recognized for safety initiatives, cost saving ideas, Skills Development, and Mayor's Award of Excellence achievement. The section is also responsible for the coordination of the downtown Government Complex American Red Cross Blood Drives. In 2016, City of Columbus employees donated 247 productive units for the cause. This section also kept employees abreast of the latest resources, discounts, activities and events available to them by way of memos, posters, citywide voicemails, e-mails, newsletter articles and mailings.

### **Compensation Management**

The Compensation Management section of the Department of Human Resources is responsible for the development, implementation and administration of compensation policies, procedures and strategies that promote the development of fair, equitable and market-driven compensation management systems. The section is also responsible for developing and managing effective performance management programs.

In 2016, the Compensation Management program area finalized plans to institute a software-based performance management program for Management Compensation Plan and Health Administrative Compensation Plan employees. The new program and software will promote efficiency, effectiveness, and consistency in performance management citywide.

Compensation Management also contributed greatly to contract negotiations for the Fraternal Order of Police-Ohio Labor Council collective bargaining unit in 2016 by providing extensive research, analysis, and guidance. A comprehensive salary survey was developed and administered for a determination of fair market pay and significant modifications to the pay structure resulted from the effort. Preparations for 2017 negotiations of six contracts were also made.

# **Department of Public Utilities 2016 Annual Report**

## **Director's Office**

Significant progress on numerous projects designed to meet updated regulatory requirements, increase capacity and improve efficiency occurred within the Department of Public Utilities (DPU) in 2016. Following a cost of service rate study and approvals from the Sewer and Water Advisory Board and Columbus City Council in 2015, a new rate structure went into effect in January 2016 reflecting a 4% increase for water, a 3% increase for sanitary and a 1% increase for stormwater, resulting in an average 3.31% increase to the average customer bill. The department continued outreach on the Low Income Discount Program, which provides a 20 percent 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 4,347 single family home participants and an additional 1,486 families in multi-unit housing for a total of 5,833. Also, 3,424 senior households in the Columbus water service area received an additional discount on their water bill, having their water service charges waived. 186 Columbus power customers who are seniors enjoyed a 10% consumption discount on their bills.

The department maintained certification of its Environmental Management System (EMS), based on environmental criteria established by the Organization of International Standards (ISO) 14001:2004. The department is one of a very few public utilities in the country known to have a fully operational ISO-certified EMS. The department also successfully completed internal EMS audits at four facilities and environmental compliance audits for all of its facilities. Ohio EPA Title V compliance inspections conducted at the Compost Facility and the Southerly and Jackson Pike wastewater treatment plants produced favorable results. The department also continues to implement capital projects and operational controls to address activities which most significantly affect the environment, including potential impacts from sewer overflows, chemical storage/handling, and waste management.

Utilization of technology continues to improve both customer service and overall efficiency. Additionally, the Damage Protection section responded to 147,883 request-to-locate tickets from the Ohio Utilities Protection Service and made 39,216 site visits to locate underground utilities prior to excavation.

The mission of the department's Emergency Preparedness and Security Section is to minimize loss of life and property, with the additional goal of protecting our infrastructure from all hazards. This is accomplished by leading and supporting a comprehensive, risk-based emergency management and security program of prevention, protection, mitigation, preparedness, response, and recovery. In 2016, multiple emergency response plans were updated in the divisions and we kicked off a significant vulnerability assessment for the entire department. Key staff from all divisions attended training on the Incident Command System (ICS) and how to use ICS forms. The Division of Water's Incident Management Team was activated to participate in the O'Shaughnessy Dam Functional Exercise and to respond to the June nitrate advisory. Hazardous materials exercises were facilitated at the Compost Facility and the Hap Cremean Water Treatment Plant; both included coordination with outside agencies. Security upgrades were completed at several facilities, including three critical Division of Power substations.

GreenSpot, a program of the City of Columbus, was created in 2008 as a way for people to learn about living and working greener. 2016 saw significant membership growth and now totals more than 15,000 homes, businesses and community groups, each committing to behaviors promoting responsible stewardship of the environment. More than 400 households received either a rain barrel, compost bin, or native plants through the GreenSpot Backyard Conservation cost share program.

The Communications Office continued to coordinate information requests, distribute news releases, brochures and customer bill inserts regarding water quality and conservation, prevention of water pollution and other notifications required by the Ohio EPA. The department's website remained responsive to ratepayers and companies that do business with the city by updating existing material and posting new content including consumer alerts and seasonal topics. Many of these topics and other timely information were also shared via social media through the department's Facebook page and Twitter account, both of which saw growth in followers during the year.

## **Division of Power**

The Division of Power maintains a network of substations, transmission lines, distribution and street lighting circuits throughout Columbus. Over 12,900 business and residential accounts enjoy reliable city power, allowing the city to provide the necessary maintenance and energy to over 56,000 streetlights in Columbus and ODOT's freeway lights on major highways within city limits. During 2016, the division received most of its power supply from American Municipal Power, and small portions from New York Power Authority (hydroelectric), and Central Ohio BioEnergy, LLC (COBE). COBE operates a facility on Jackson Pike that converts sewage sludge, restaurant and other wastes into synthetic natural gas and electric power. The division is also responsible for providing maintenance of the O'Shaughnessy Reservoir dam's hydroelectric unit, which operated during two months of the year to produce a \$9,250 financial credit, benefitting our customers.

In June, Columbus received the U.S. Department of Transportation and Vulcan Smart City Challenge Award. Aligning directly with the grant program, DOP is committed to reducing its greenhouse gas emissions and diversifying its total energy mix specifically through three green power purchasing programs: 20 percent green power through long-term purchase power agreements, continuing the purchase of waste-to-energy power from COBE, and enhancing the EcoSmart energy choice program for customers. Overall, these efforts will help raise DOP's green energy portfolio from 5.7 percent of total power sold in 2016 to 29 percent by 2022. In addition, DOP has also committed to supporting the co-generation projects at the wastewater treatment plants, rehabilitating the O'Shaughnessy Dam hydroelectric plant, and deploying Advanced Metering Infrastructure within its customer base. Finally, the division will work to convert city street lights to LEDs with smart technology.

For the year, the division's Streetlight Engineering Design Section was responsible for overseeing the installation of 394 new streetlights. The division is moving forward with installing new energy efficient LED lighting that will have the latest technology built in to service future expansions with digital controls. A pilot program reached out to the community asking their opinion on which LEDs they preferred; the two options were 3,000 Kelvin (producing a more yellow/gold appearance) and 4,000 Kelvin (producing a more white appearance). The results showed the community preferred the 3,000K lights and this has become the new LED standard throughout the city. The following major streetlight projects were constructed and accepted in 2016 and are now incorporated in the city's streetlight grid system: North High (Flint Road to Lazelle Road), Weinland Park Fifth Avenue, Wall Street, Morse and Sunbury, Rail Street Phase 2, Big Run Ridge 3-1, Milo-Grogan (Fifth Avenue between Cleveland Avenue and Corrugated Way), Milo-Grogan (Third Avenue and Cleveland Avenue), Weinland Phase 3b, East Eleventh Avenue, Easton Square Phase 2, West Broad Street Improvements, and North High Street (west side – Woodruff Avenue to Lane Avenue). The section also performs plan reviews for public and private work; for the year, the section reviewed 1,417 permit and improvement plans for regulatory compliance.

Revenues for the division – from the sale of electricity to residential, commercial and industrial customers and from the expressway lighting contract with the State of Ohio – in 2016 totaled \$80,139,546 while expenditures totaled \$77,866,595.

### **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.

With the December 2015 approval of the city's Integrated Plan by the Ohio EPA, the division's original 2005 Wet Weather Management Plan (WWMP) – the first ten years of which resulted in the investment of over \$1 billion toward reducing sewer overflows in response to two consent orders with the State of Ohio – transitioned into and is now known as Blueprint Columbus. This new approach addresses the consent orders and solves sewer overflows through a combination of improving existing pipes through rehabilitation – maximizing previous investment into our system, versus intrusive and disruptive new construction – while adding green infrastructure to further deal directly with stormwater impacts to our streams and rivers.

#### **Key projects:**

- OARS: The last of the major improvements ongoing from the original WWMP, construction was completed for the Pump Electric Building and several key structures including installation of pumps and associated equipment. The project is expected to reach substantial completion in June 2017 with final completion in August. When finished, this 20-foot diameter, 170 foot deep, nearly 4.5 mile long sewer tunnel will reduce negative impacts on the Scioto River by intercepting high wet weather combined sewage flows from the downtown area and conveying them to the Jackson Pike treatment plant.

- Lower Olentangy Tunnel: The design contract was executed on schedule and preliminary geotechnical investigations are projected to be completed in early 2017. Data from these borings is critical to selecting an alignment for the tunnel. Another major effort during late 2016 was computer hydraulic modeling of the various alignments and connections to optimize tunnel performance and ensure consent order requirements are met by the selected design, scheduled to be completed by the end of 2018.

- Moler Street Overflow Intercepting Sewer: This project will design and construct a connection to convey combined sewer overflows from the Moler Street combined sewer regulator into OARS. The proposed connection will also convey wet weather relief flow from the South Side Interceptor Relief Sewer. Engineering proposals received in April were evaluated and the selected design professional was issued a Notice to Proceed in November.

- Chemically Enhanced Primary Treatment (CEPT): The city will implement CEPT at the Southerly facility to treat wet weather flows in excess of the plant's full biological capacity and reduce the number of untreated bypasses. In 2014, the city began planning for the construction of a separate 110 million gallon per day (MGD) CEPT treatment train that will provide additional raw sewage pumping and screening, chemically-enhanced primary clarification, and conveyance to the existing outfall structure. The overall project consists of four separate projects; detailed design for each was performed in 2016. The CEPT process is expected to be operational by the end of 2019.

- Blueprint Clintonville 1: After routing draft plans for city review and receiving comments from various departments, public meetings were conducted to solicit property owner feedback on the proposed facilities. Based on that input, engineering design and plan development continued and three projects were successfully advertised, two of which have been awarded and Notices to Proceed issued; the remaining four projects will advertise in early 2017.

- Blueprint North Linden 1: The city received preliminary design reports and 30 percent plans in May. By autumn, the city initiated planned contract modifications with the consultants, and received 60 percent plans and specifications in December. Looking forward, the city is planning a public meeting in April 2017 to solicit resident feedback and will continue to develop detailed design plans for the green infrastructure.

- Blueprint Hilltop 1 + Miller-Kelton: The city prioritized the areas in Hilltop 1 near Palmetto/Westgate and Eureka/Fremont, and Newton/Bedford and Kelton/Fairwood in Miller-Kelton to implement Blueprint. This project is also ahead of schedule by approximately a year, with the city issuing a notice to proceed in January for lining the mainline sewers in these areas. The green infrastructure will be designed throughout 2017 and 2018.

Additionally, professional design services proposals were received in February for three Blueprint projects – 5th by Northwest, West Franklinton, and Hilltop 4 – and selections were made for the five project sub-areas. Legislation was submitted and approved, and all contracts were executed after successfully negotiating the proposed scope of services and fees. Notices to Proceed were issued in September and field investigations began immediately. Lastly, Clintonville 3 marks the fifth round of Blueprint Columbus. The design procurement process was started in July, and five consulting teams were selected as the design teams in September.

DPU has partnered with The Ohio State University (OSU) to monitor the green infrastructure that will be installed throughout Blueprint. The OSU team installed flow and water quality monitoring equipment at selected outfalls in July and began sampling shortly thereafter to establish baseline data. This team has also identified locations for installation of acoustic bird monitoring and insect collection devices, and will be installing these devices in early 2017. An initial round of surveys sent to residents is part of the effort to study the social, ecological, and economic effects of the green infrastructure that is being installed.

In July, a contract was awarded to Ohio Basement Authority to install sump pumps in eligible homes within the Clintonville No. 1 Blueprint areas. Not all residents who sign up will be eligible; all will be evaluated on a case-by-case basis but it is the city's intent to install as many sump pumps in the Blueprint areas as possible without incurring excessive cost. During 2016, Ohio Basement Authority installed 26 sump pumps throughout the Clintonville No.1 Blueprint project areas. Outreach for this program was provided at all Clintonville public meetings and will continue at all future Blueprint public meetings as we move into the various project areas.

The Project Dry Basement sewer backup prevention program continued to progress during its 12th full year with 49 new backflow valves installed; a total of 921 valves have been installed since the program's inception in 2004. This program, along with the division's preventative maintenance program, has demonstrated success in reducing occurrences of basement sewer backups.

Columbus' sewer line inventory was estimated at 4,467 miles of sanitary, storm and combined sewers. Flows treated at the two wastewater treatment plants resulted in a combined average of 175.98 MGD; precipitation for the year totaled 38".

The Sanitary Enterprise Fund collected \$261,192,264 in revenue and expended \$248,502,637. The Stormwater Enterprise Fund collected \$41,258,981 in revenue and expended \$37,901,612.

## **Division of Water**

Division of Water (DOW) 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 2016, 49.5 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 1,178,332, the average per-capita consumption was 115 gallons per day. Total daily water pumpage averaged 135.1 million gallons.

At the Dublin Avenue Water Plant, construction continued on Parts 1-4 of the Capacity Increase Project. Several milestones were reached, including substantial completion of the new Ozonation and Recarbonation Facility, and all 18 filters were brought online. The new ion exchange facility was put under roof and major equipment items were delivered and partially installed. When completed in 2018, this project will raise plant capacity to 80 MGD, provide new treatment processes to enhance water quality, and increase treatment reliability. Total construction cost for all contracts is estimated at \$200 million. Detailed design work continued on the Standby Power Project; equipment procurement for the Ultraviolet (UV) Disinfection Project was completed and detailed design work started.

At the Hap Cremean Water Plant, construction continued on the \$70 million Treatment Improvements Project, where a new recarbonation/ozonation/biologically active filtration process was brought online to enhance water quality and improve process control. Construction was completed on the Alum Feed Improvements Project. Construction began on a \$5 million project to renovate the alum, fluoride and zinc orthophosphate storage facilities, and detailed design was completed for a project to replace outdated lime slaking equipment. Detailed design work continued on the Standby Power Project; equipment procurement for the UV Disinfection Project was completed and detailed design work started.

At the Parsons Avenue Water Plant, construction continued on the \$65 million Treatment Upgrades Project, which will renovate or replace aging treatment structures, equipment, and systems and improve reliability. Construction also continued on the Collector Well #103 Project to replace two aging well pumps and add one new pump to increase the capacity of this collector well. Also, a study continued to explore options for future additional groundwater supply.

Additionally, at the division's reservoirs and dams: Construction of roadway improvements at Griggs Reservoir was completed to improve water quality and enhance public access and enjoyment of these facilities. Reservoir pollution reduction improvements were constructed at the Twin Bridges facility located on Hoover Reservoir, which will assist in reducing erosion/stormwater pollutant impacts to the reservoir and improve the area for the enjoyment of the public. Detailed design was started on improvement needs for the O'Shaughnessy, Hoover, and Griggs dam facilities. O'Shaughnessy improvements are in accordance with Federal Energy Regulatory regulations, and a study was completed to assess the condition of the O'Shaughnessy hydroelectric facility, with detailed design work anticipated to begin in 2017. Construction continued on the Alum Creek Pump Station Improvements Project to replace aging pumping equipment and renovate the pump building, scheduled to be completed in 2017. The Reservoir Bathymetrics (measurement of depth) Project was started, and the study for Griggs Reservoir was completed; studies for Hoover and O'Shaughnessy reservoirs will be performed in 2017.

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 due to breakage and the need to improve flow to service areas. Major R&R projects in 2016 included the Deland Avenue, Simpson Drive, East Deshler Avenue, and Berrell Avenue area water line improvements projects, each of which included between 12,000 and 15,000 linear feet of new mains ranging in size between 6" and 12". Additionally, two water storage tanks located on Fairwood Avenue were demolished as they were no longer being utilized, while improvements were made to two storage tanks along State Route 710 as part of the division's annual maintenance program to extend service time and improve reliability. Another project initiated late in the year will demolish an existing storage tank located in Westgate Park that has exceeded its useful life and replace it with a new tank. Also, standby power generators were installed at the Cleveland Avenue and Morse/Hamilton water booster stations.

The Pitometer Water Waste Survey located 48 breaks in the distribution system while investigating 1,364 miles of pipeline. Repair of these breaks reduced underground leakage by an estimated 1.61 million gallons per day. The Main Line Repair Crews repaired a total of 612 main-line breaks and 753 service leaks in Columbus and our suburban contracted areas, as well as repaired or replaced 1,961 damaged hydrants along the 3,528 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 36,249 backflow prevention devices currently listed in our database. Task-specific software has streamlined this program with the goal of protecting our water supply from backflow contamination. Backflow requirements for temporary water uses and water hydrant permit connections are reviewed periodically for proper system protection and best business practices.

The Water Enterprise Fund collected \$198,751,744 in revenue and expended \$180,820,040.

Excellent customer service remained a top priority in 2016. Customer Service Representatives answered 403,192 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	276,534
Sewer	272,968
Stormwater	197,754
Power	12,934

Meter reading, inspections and repair also continued to provide excellent customer service by reading all water, power and sewer meters for billing, completing 101,193 service calls – including the installation of 9,033 radio-read water meters, which will improve efficiency – and 1,592 large/commercial water meter tests.

# **Civil Service Commission 2016 Annual Report**

The Civil Service Commission is committed to providing a quality work force 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 Columbus Covenant identifies peak performance as one of its seven goals. "Peak Performance" is defined as investing in all City employees and developing systems that support a high-performing City government. The Civil Service Commission is on the front line, playing an integral role in achieving this goal.

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 89 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 7,800 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 2016, 100 percent of the City's class plan was up-to-date. As part of this objective, staff completed a total of 140 class reviews with recommendations approved by the Commission in 2016.

The 140 reviews resulted in:

- 2 actions to create new classification specifications
- 4 actions to abolish classifications
- 68 actions to review without change
- 66 actions to revise and/or retitle

Additionally, 82 positions were randomly reviewed to determine if their duties matched their current classification; 100 percent 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 2016, Commission staff completed a total of 18 position audits; two of those positions were 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 2016, the Applicant and Employee Services Unit:

- received 27,634 Job Interest Cards submitted electronically for all City jobs
- posted 396 noncompetitive/provisional/unclassified job vacancies
- received 16,971 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.

In 2016, the Non-Uniformed Testing Unit:

- conducted 140 exam recruitments (93 regular recruitments and 45 Rule VI)
- received 14,362 exam applications (14,306 online; 56 paper)
- tested 4,779 candidates (4,725 regular and 54 Rule VI)

The Commission is committed to having a current exam in place and ready to be administered for each of the 256 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. 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, and written expression.

To keep the tests current, our goal is to complete a full job analysis and to review, revise, and/or develop the exam for 51 non-uniformed competitive and qualifying noncompetitive classifications each year. In 2016, we completed 52 job analysis projects, 52 test development projects, and averaged 56 days to create eligible lists.

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. The City began 2016 with no full-time provisional employees and ended the year with no full-time provisional employees, resulting in a provisional appointment rate of zero percent.

#### UNIFORMED TESTING

The 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 2016 with resulting eligible lists established in 2016: Entry-level Police Officer, Police Lieutenant, and Police Commander. Each of these exams were developed, administered, and validated by Civil Service Commission staff. A non-competitive Fire Assistant Chief was posted to accept applications one time in 2016. The Fire Assistant Chief posting occurred per the newly negotiated Article 23.5 G of the IAFF, Local 67 bargaining agreement. The exams for Fire Lieutenant and Fire Captain were developed in 2016 and the exams for Fire Battalion Chief and Fire Deputy Chief were developed and administered in 2016. However, the eligible lists for each of these Fire promotional exams will be established in 2017 and the reporting of the exam results will be contained in the 2017 Annual Report.

#### Entry-Level Testing

The Entry-level Police Officer exam consists of four phases. In 2016, there were 2,661 individuals who applied to take the Police Officer exam. In all, 426 candidates were placed on the Police Officer eligible list.

#### Promotional Testing

	Number of Exam Phases	Number of Applicants	Number of Candidates Tested	Number of Candidates Added to Eligible List
Police Lieutenant	4	67	37	29
Police Commander	4	19	14	10

#### 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 and Civil Service Commission Rules. The monitoring process includes verifying personnel transactions such as appointments, changes in pay, leaves of absences, and political activity. During 2016, the Commission processed an average of 534 transactions per pay period before the payroll was certified correct to the City Auditor and paychecks issued.

## 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 2,437 employees in the classified service of the Columbus Board of Education (Board). In 2016, the Commission and the Board executed an agreement whereby services provided by Commission staff for the various administrative personnel functions would be billed to the Board. This agreement covers any and all work associated with class plan maintenance (creation, revision, abolishment of class specifications), test development and/or administration, and trial board administration for the Board. In accordance with the ORC, 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, 2016, there were 158 classification specifications in the Columbus City Schools' class plan. During the year, the Commission approved recommendations for revisions to seven classification specifications, three revision and retitles and/or retitles, 47 recommendations to abolish classification specifications, 16 creations of job classes, and 38 reallocations of positions. These actions resulted in the district's class plan totaling 127 classifications as of December 31, 2016. It is noteworthy to state that there were 132 reassignments of job code numbers for class specifications in order to be consistent with the job code numbering associated with the District's MUNIS Human Resources Information System.

In 2016, Columbus City Schools utilized the Commission's downtown test center for (18) days of testing, and the Hearing Room for five days of trial board hearings.

## CIVIL SERVICE COMMISSIONERS

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

Grady L Pettigrew, Jr., President	Term expires January 31, 2018
Delena Edwards, Member	Term expired January 31, 2014
Stefanie Coe, Member	Term expires 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 2016, 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 2016, the Commission:

- held 12 regular meetings
- conducted 1 full Commission hearing
- held 5 trial board disciplinary appeal hearings

The Commission's 2016 docket included:

- 9 disciplinary appeals filed by employees/unions
- 13 non-disciplinary appeals filed by employees/unions
- 1 appeal withdrawn
- 18 disciplinary appeal rulings (9 carried over from 2015 appeals)
- 13 non-disciplinary appeal rulings
- 47 requests for background administrative reviews by applicants
- 45 background administrative review rulings

## EXPENDITURES

Summary - Expenditures by Unit	2015	2016
Administration	\$1,971,766	\$2,089,551
Classification & Testing-Sworn Employees	1,112,668	1,174,513
Classification & Testing-Civilian Employees <sup>5</sup>	80,168	611,269
Total Expenditures	\$3,664,602	\$3,875,333

# **Department of Finance and Management 2016 Annual Report**

The Department of Finance and Management is organized into two operational groups: Financial Management and Asset Management. Financial Management oversees city-wide budget development, monitoring and control. Asset Management coordinates and manages city owned real estate, purchasing, facilities, manages construction projects, and maintains vehicles for most city agencies. The Director's Office provides overall coordination and policy direction for the Department's fiscal, human resource, and legislative processing functions, and oversees the city's print shop and mailroom functions.

Within the Financial Management Group is the Division of Financial Management, which includes the Budget, Grants Management, Debt Management, and Construction Pre-Qualification Offices. Within the Asset Management Group are the Divisions of Facilities Management and Fleet Management, Construction Management, Real Estate Management and Purchasing Offices.

By group, then by division or office, 2016 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 2016 budget was adopted by City Council on February 8, 2016 and was signed by the Mayor on February 10, 2016. Throughout the course of the year, the office monitored and reported on the financial status of all city departments by conducting quarterly and year-end financial reviews. Staff compiled and documented financial data and issued various financial summary reports. A year-end report of 2015 financials was also issued in the first quarter of 2016, comparing overall 2015 revenues and expenditures to 2014 levels, as well as to the projections in the 2015 third quarter financial report. Ten-year pro forma operating statements for the general fund and for most major operating funds were updated, as was the city's general fund three-year financial plan (2016-2018). 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. Additionally, throughout the year, Budget Management staff reviewed operating and capital expenditures to ensure budget compliance.

The office completed various special projects in partnership with other city agencies, including, among others, the following: served on the city's teams for labor negotiations with the IAFF and FOP-OLC; produced and compiled forecasts for the 2017 County Tax Budget; finished design, configuration, and testing activities of the budget module within the City's new financial system (hereon referred to as DAX) and successfully trained over 70 end users to use the system to submit their respective departments' 2017 budget proposals; completed tasks necessary to financially establish the new Department of Neighborhoods; and continued to represent the Department on the CelebrateOne committee (infant mortality task force); Of note, in April, the Government Finance Officers Association (GFOA) notified this section that the City had been granted a Distinguished Budget Presentation Award for the first time in 25 years.

The Mayor's 2017 Recommended Budget was presented to the public on November 10<sup>th</sup> and submitted to City Council on November 11, 2016 in conformity with Columbus City Codes. Building upon the redesign work of the 2015 and 2016 budget documents, the 2017 document included several enhancements to better communicate and engage stakeholders.

### **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 2016 Capital Improvements Budget and the 2016-2021 Capital Improvement Program. Also, in cooperation with the City Auditor, the office participated in various note and bond sales throughout the year. In March, a General Obligation Refunding Bond sale in the amount of \$206,965,000 was conducted to refund previously issued general obligation bonds. The net present value savings of this sale was approximately \$12.2 million. In August, the city issued \$481,400,000 of General Obligation Securities to fund various new citywide capital improvement projects and to refund a previously issued limited tax note. In November, a General Obligation Refunding Bond sale in the amount of \$89,220,000 was conducted to refund previously issued general obligation bonds. The net present value savings of this sale was approximately \$4.6 million.

In addition to these sales, the city assisted and participated in two other bond sales outside the city's scope. In June, the State of Ohio issued \$7,900,000 of State Infrastructure Bank, General Revenue Bonds for the Hamilton Road project. In September, the RiverSouth Authority issued \$27,515,000 of Scioto Peninsula Area Redevelopment Bonds for the construction of an underground parking facility and related park improvements for the Center for Science and Industry (COSI).

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 maintained in 2016. The city has maintained these high ratings from Standard and Poor's Corporation and

Moody's Investor Service since 1995 and from Fitch Ratings, Inc. since 2006. The bond ratings for all three national rating agencies represent the highest long-term credit rating that can be achieved. These ratings allow Columbus to realize interest savings when issuing debt because investors are confident of timely repayment.

## **Grants Management**

The Grants Management Office does budget preparation and program monitoring for various federal grant programs. As such this office continued to coordinate certain financial and regulatory aspects of the Community Development Block Grant (CDBG) Program, the Home Investment Partnerships (HOME) Fund, the Emergency Solutions Grant, the Housing Opportunities for Persons with AIDS (HOPWA) Grant, and three Neighborhood Stabilization Program grants (NSP 1, 2 & 3).

The office's program management functions included: the preparation of the annual Consolidated Plan and budget; federal prevailing wage compliance; Section 3 compliance coordination; regulatory and financial monitoring of city programs and contracts; technical assistance to city departments; provision of cash management and financial services; and the submission of quarterly and year-end performance and financial reports. It also administered a loan servicing contract for housing and economic development loans.

Grants Management provided for the administration of federal environmental review requirements for all of the above-described grants as well as other HUD grants received by the Columbus Metropolitan Housing Authority and outside non-profit agencies.

## **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. Some highlights were:

- In conjunction with the City Auditor's Office, Purchasing implemented the Microsoft Dynamics AX financial computer system. The system began operating on January 1. The implementation included programming for all procurement functions, including requisitions, solicitation, purchase orders and an electronic vendor portal. This portal replaces the previous portal and enables vendors to submit bids and proposals, as well as keep track of all of their financial interactions with the city, such as purchase orders and invoices.
- Implemented the "Vinimaya" electronic catalog solution. This system is a central repository for items for which the city has contracts, giving end users an "amazon.com" type experience. In conjunction with the DAX implementation, this e-catalog was solution was mandatory for use on January 1. The system provides transparency, ease-of-use, and accountability. This e-catalog solution was shared with some of the city's regional partners, including the Columbus City Schools, the Airport, and various suburbs. Over 18,000 purchase orders were created in 2016 from the catalog system.
- Purchasing conducted over thirty training sessions with over 440 City employees.
- Purchasing staff created over 1500 non-catalog purchase orders for customer agencies. Staff also completed 1260 informal bids, 267 formal bids, and eight best-value requests for proposals.
- Continue collaboration with City Departments on small business initiatives, establishing contracts for the procurement of goods and services, provide vendor contracts with a wide variety of items, including those items that when needed, are needed quickly to get a job done, but are often hard to predict.

Purchasing managed the new Vendor Services portal and publish and award hundreds of solicitations. Throughout the city, over 2,471 bid documents flowed through the Vendor Services portal, with over 830 distinct vendors submitting approximately 6,800 responses

## **Construction Prequalification**

The Office of Construction Prequalification was created in 2014, to pre-qualify potential construction bidders and specific subcontractors to receive or perform construction service work. Its mission is to administer a prequalification process through the fair and equitable evaluation of business entities seeking to do construction business with the city.

While the office began taking prequalification applications in 2014, January 1, 2015 marked the effective date of construction prequalification. The Office processed two hundred and thirty-three (233) prequalification applications in 2016. This represented a decline of five percent (5%) from the previous year. At year end, two hundred and sixteen (216) businesses were eligible to receive or perform construction service work with the City. From 2014 through 2016, the Office of Construction Prequalification, has received and processed more than three hundred and sixty (360) applications from business, in and around the City of Columbus, as well as outside of the state of Ohio.

## ASSET MANAGEMENT GROUP

### **Construction Management**

The Construction Management Office provides building construction and renovation project management. Construction Management worked on more than eighty (80) planning, design, construction and management projects ranging from \$10,000 to \$75 million in 2016. Some highlights are:

- The 111 North Front Street building and parking garage, known as the “Michael B. Coleman Government Center” was designed and bid in 2015 and construction progressed throughout 2016.
- The exterior brick and façade work at the Front Street Garage was renovated and the overall project was largely completed in 2016.
- Additional features for the Reeb Avenue Community Center were completed in 2016.
- Construction progressed throughout 2016 for the Groves Road Complex Phase 1 project. .
- Construction of Fire Station 2 at 4<sup>th</sup> and Fulton progressed throughout 2016. This project entailed demolition of the old fire station on the same site.
- Design began for Fire Station 35 on Waggoner Road and Police Substation 18 on Sancus Boulevard.
- Construction of a complex for the Facilities Management Division and for Public Service’s Central Outpost at 1355 McKinley Avenue was completed in 2016.
- Construction of Phase 1B of the renovation of the Municipal Court Building progressed throughout 2016. Under this project the windows are being replaced, the exterior precast is being re-caulked and cleaned, and the main electric service will be upgraded with new switch gear.
- A chiller was installed in advance of a comprehensive HVAC project at 240 Parsons, the main Columbus Health Bldg.
- Also the Health Department main entrance was renovated. This feature was returned to its original appearance for the sake of the historical context.
- Lighting at the Police Shooting Range on McKinley Ave. was installed with LED fixtures to save energy and enhancement visibility. Energy efficient lighting upgrades were also performed on the exterior of the complex.
- The rate structure was modified for the natural gas supply to the two CNG stations.
- Work began in 2016 to implement remote access for control of HVAC systems. This will allow technicians and outside parties to monitor and correct equipment excursions and energy related anomalies.
- Retro-commissioning and insulation work was performed at East Central Health center on Main Street.
- Construction progressed for a new apparatus bay at Fire Station 4 on Winchester Pike to accommodate a new hazardous materials vehicle.
- Energy management rebates yielded over \$21,000.
- The Construction Management office completed numerous small projects such as energy use reductions, improve aesthetics, enhance comfort levels, improve building and tenant operations, and lower operating costs. Activities included updates of HVAC systems, installation of new windows, pavement upgrades, fire station kitchen projects, fire laundry equipment, security and technology upgrades.

### **Real Estate Management**

Real Estate Management 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 and is responsible for negotiation, acquisition, and leasing of property and serves as a resource for real estate research.

Real Estate Management administers lease agreements, negotiates leases, acquires property for use in City operations, disposes of surplus property and oversees utilization of building space. Real Estate is also responsible for managing, safeguarding and maintaining centralized records of all city-owned property, leases, deeds and other instruments as evidence of title. Real Estate administers the payment of all real estate taxes on non-exempt or partially exempt City property, CAUV information and filings, and assists the City Attorney’s Office in filing requests for exemption from real estate taxes. Real Estate also oversees the management of the Jerry Hammond Center and Municipal Court, administering the professional building management contract for each facility and manages the contract for vending services for property used in City operations. In addition to these duties, Real Estate administers the property risk program and manages the insurance coverage for aviation, property casualty and stored vehicles, boilers, and general and excess liability. 2016 highlights include:

- Completed contract negotiations, due diligence, and acquisition of Sancus Boulevard property for construction of a new Precinct 1 building for the Division of Police.
- Marketed and sold 1716 Parsons Avenue, a surplus property, generating income of \$155,000.
- Completed oversight of construction of Tenant Improvements at 3776 South High to serve the Central Ohio Area Agency on Aging (COAAA) for the Department of Recreation and Parks.

- Reviewed the current insurance program and coverages, worked with broker to negotiate premium cost for 2016-2017 insurance program and implemented the binding of the property casualty, stored vehicle, aviation, boiler, and general and excess liability insurance coverage for the term August 1, 2016 through July 31, 2017.
- Completed fifteen new lease agreements and twenty-two lease renewals and modification agreements. Administered receipt of over \$2.1 million dollars in revenue from leases and over \$1.2 million dollars in lease payments for expense leases. Updated inventory and lease records. Updated the City's Deeds Database and filings adding 721 new deed records.
- Working in conjunction with the Department of Technology GIS Manager, provided information for a complete update of the GIS layer of city-owned properties and creation of a new web map of city properties searchable by either parcel number or address.
- Drafted and issued a second Request for Proposals (RFP) for the sale and redevelopment of city properties located at 174-182 E. Long Street.

## **Facilities Management**

The Division of Facilities Management provides maintenance, custodial, and security services to over ninety-five city buildings covering 3.3 million square feet of space which includes the downtown municipal campus, neighborhood police precincts and the training academies for the Police and Fire Divisions. Facilities Management is also responsible for the upkeep of thirty-five fire stations, the Division of Fire administrative complex including the practical skills building, the Division of Refuse Collection buildings and Public Health buildings, the 1393 East Broad Street complex, the I-71 complex and the Public Safety/Public Service Impound/Parking Violation facilities. With a few exceptions, the Division of Facilities Management is responsible for: general maintenance /preventative maintenance, limited renovation to existing buildings, custodial services, landscaping, (19 acres) and snow removal (25 acres). The security office covers the downtown municipal campus and a few related buildings. 2016 highlights include:

- Completed multiple small projects in the downtown campus, renovation of the third floor of City Hall, renovation of the Council offices, especially the legislative research areas and the conversion of room 305 to a large meeting area.
- Installed new fire extinguisher boxes throughout the underground parking garage at City Hall.
- Maintain the proper labeling, storage bins and fire rated storage cabinets for hazardous materials.

## **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/bike pool and shuttle bus services. Its mission is to provide services to city agencies to ensure efficient, safe, reliable, and green vehicle operation and maintenance by deploying the most cost effective vehicles, reduce underutilized vehicles, and to eliminate older high-maintenance vehicles. 2016 highlights include:

- Fleet Management remained was nationally recognized through Bobit Publishing Media as the #1 "Leading Fleet" in the country. Columbus has been recognized in the top 15 as a Leading Fleet for the last four years in a row.
- Fleet Management remains an "Elite Fleet" in the 100 Best Fleets program.
- Fleet Management obtained Automotive Service Excellence (ASE) Blue Seal for the 9th year in a row.
- Implemented an updated "Green Fleet Action Plan" with targets and environmental goals for 2015- 18. The continued focus on reducing the use of petroleum fuel included increasing the use of CNG fuel to 476,518 gges, increasing the use of E85 and propane fuel and installing anti-idle devices on police cruisers. These efforts led to a 5.3 percent (150,130 gallons) reduction in petroleum use in 2016. The use of CNG saved over \$34,000 in fuel costs compared to the average price of diesel fuel in 2016 and qualifies for over \$415,000 in federal tax credits. The total savings for 2016 represent over \$449,000 in reduced fuel costs.
- Design is complete on the west side Compressed Natural Gas station on Krieger Court. Design is also complete on COTA's CNG fueling station located in the downtown area (4<sup>th</sup> CNG station).
- As part of the SMART City grant award in June of 2016, Fleet Management initiatives potentially include the electrification of vehicles, developing electric vehicle charging infrastructure, and self-driving technology. .
- Fleet Management continues to install anti-idling technology on new police cruisers, thereby reducing idling time and significantly reducing fuel consumption. To date, cruisers have demonstrated a 30 percent reduction in idle time which equates to saving approximately 56,850 gallons of fuel and reduced carbon emission by 506 metric tons, the equivalent of removing 107 passenger vehicles from the road.

- Fleet Management continued the process of addressing environmental regulatory compliance issues primarily among city fueling facilities.
- Nearly 80 percent of city vehicles are within their replacement life cycle.
- Fleet Management held six vehicle/equipment auctions in 2016, bringing in \$1,554,460.
- Fleet Management recycled thousands of tires and retread nearly 1,190 tires instead of going to the landfill.
- Construction on the auction lot pavilion began and is expected to be completed in the second quarter 2017.

# **Diversity and Inclusion 2016 Annual Report**

In 2016, Mayor Ginther appointed the first ever Chief Diversity Officer, Stephen Francis, Esq., for the City of Columbus. This action sets the initial framework for the creation of the Office of Diversity and Inclusion (ODI). The office will enhance the impact and effectiveness of the city's equal business opportunity operations to ensure that diversity is a prime consideration for all of the city's goods and service's needs. The new office will have four pillars to complete its work: Supplier Diversity, Workforce Diversity, Diverse Outreach and Internal Leadership Commitment and Communications.

### **SUPPLIER DIVERSITY**

Mission: To ensure that the City of Columbus sources goods and services, in all commodity categories, from diverse suppliers, with a focus on expanding the number and capacity of certified diverse suppliers, and expand the variety of goods and services offered by those diverse suppliers. This mission will include developing policies to enhance inclusion and utilization efforts within the procurement process of the City of Columbus and its Departments and Commissions.

### **TITLE 39**

- The office updated its enabling legislation to providing for greater clarity and consistency.

### **DISPARITY STUDY**

- Through a fair and open selection process, the city of Columbus selected Mason Tillman Associates, Ltd as the Disparity Study Consultant. The study will commence in 2017.

### **BUSINESS OPPORTUNITY ASSESSMENT PROGRAM**

- An enhancement to the certification process, the office forged an unprecedented public-private partnership to address the primary concerns of small, minority, and women-owned businesses (SMWBE). Those concerns being: access to bonding and capital, access to management and technical assistance, and access to key decision-makers.

### **CONSTRUCTION INDUSTRY SUSTAINABILITY AND DIVERSITY: Trades Apprentices/Protégé Program**

- The office initiated a strategy that will not only sustain the Construction Industry, but make a strong statement about our collective commitment to increase diversity and inclusion in the construction trades through training, development and support of diverse businesses, business owners and laborers.

### **THE INCLUSIVE VIEWPOINT**

- The office launched a communication engagement tool that features commentary from the Chief Diversity Officer on current diversity and inclusion news and events, posted to ODI's social media outlets.

### **MINORITY AND FEMALE OWNED BUSINESS ENTERPRISE CERTIFICATION**

- EBOCO offers a free gender and race based certification. Certifying Minority and Female owned Business Enterprises that are ready, willing, and able to perform on city contracts.
  - As of December 2016, EBOCO has a certified database of 424 – Total Certified Minority and Female Business Enterprises – Located Inside and Outside of the Metropolitan Service Area.

### **CONTRACT COMPLIANCE REGISTRATION**

- The Office of Contract Compliance (OCC) is responsible for ensuring that all city contractors have a valid Contract Compliance number. To receive this free two-year certification, a company must complete an application verifying that the company is an Equal Opportunity Employer. The application can be found at the Vendor Services link on the City of Columbus website
- OCC processed a total of 1037 Compliance Registrants –
  - In 2016, EBOCO completed: 370 New Compliance applications and Recertified 667 Compliance Registrants

### **EVALUATION TEAM MEETINGS**

- EBOCO Specialist serves on Evaluation Team committees in most city departments. The evaluation team is responsible for conducting a comprehensive review of bid submittals that scores proposals submitted by firms competing for city projects. EBOCO's participates in efforts to ensure fairness, equity and inclusion in the city's procurement process while helping city departments facilitate more equitable awarding of city contracts to minority and women owned businesses when appropriate.
  - In 2016, EBOCO specialist continued to participate in professional service evaluation team meetings to ensure fairness, equity and inclusion in the process.

### **PRE-CONSTRUCTION MEETINGS**

- EBOCO Specialist attends pre-construction meetings, a team-building process that provides an opportunity to continue learn project expectations; understand project commitments; establish overall project scheduling; defining roles/responsibilities including levels of

authority; establish a line of communication; and facilitate problem solving between the City staff and the Prime contractor's team prior to the start construction projects. EBOCO's role is to inform contractors of City of Columbus compliance regulations and enforce EEO Guidelines.

- In 2016, EBOCO specialist attended over 90 Preconstruction meetings

#### **OHIO DEPARTMENT OF TRANSPORTATION**

- The City of Columbus is the Local Project Administrator for the Ohio Department of Transportation (ODOT) funded projects. EBOCO's role was to monitor and report ODOT compliance regulations and Disadvantaged Business Enterprises (DBE) utilization goals;
  - Five projected were under review for 2016 with no major compliance issues.

#### **MAYOR'S MBE-WBE ROUNDTABLE**

- An opportunity to discuss some of the successes and challenges M/FBE's experiences in their efforts to secure business opportunities with the City of Columbus. A dialogue that occurred that included ODI providing M/FBE's information regarding certain changes that were planned or were already in motion to help improve systems, processes and access to information related to business opportunities with the City.

#### **OPEN HOUSE & DEPARTMENT BUSINESS EXPO**

- The purpose of the outreach event was to learn more about Mayor Ginther's vision for Supplier Diversity and accessing opportunities with the City of Columbus. All departments were invited to display information about bid opportunities and other city programs. It was well attended by the diverse supplier community.

#### **OHIO MUNICIPALITIES BUSINESS CONFERENCE**

- A consultant was selected to assist in the coordination of the Ohio Municipalities Business Conference & Expo which will occur in 2017. The conference will focus on increasing business opportunities for minority, female and small businesses across the State of Ohio. We hope to facilitate knowledge transfer, sharing of best business practices, networking with local governmental agencies, and building the capacity and capability of companies to take on new business opportunities throughout the state.

#### **WORKFORCE DIVERSITY:**

Mission: To reflect the diversity of the citizens that makeup the population of the City of Columbus. Strive to develop the Workforce of the City of Columbus with a strategic focus on recruiting, retaining, and promoting the best diverse talent available, and apply new and innovative approaches to attracting and retaining talent that will help ensure that diversity and inclusion is an integral part of the City employment process.

#### **CITY OF COLUMBUS WORKFORCE RECRUITMENT PLAN**

- The Workforce Diversity team began working with each City of Columbus department to gather and review workforce composition data in an effort to identify areas of opportunity related to increasing diversity. Upon identifying these areas, it is our goal to support each department with the completion an implementation of a departmental specific diversity recruitment plan.

#### **CITY OF COLUMBUS WORKFORCE DIVERSITY CULTURAL COMPETENCY TRAINING**

- The workforce diversity team has begun working with the Recreation and Parks department to design and implement cultural competency training for all regular full time staff. This training will be designed specifically to meet the diversity training needs of their department through the use of surveys and focus groups. This training model/ approach will be used as a template for all other city departments implementing department specific diversity related trainings.

#### **COPS HIRING PROGRAM GRANT**

- The U.S. Department of Justice- COPS Hiring Program offers grant funding of more than \$100 million dollars annually to state and local law enforcement agencies to address specific crime and disorder problems/focus areas. Working in collaboration with Department of Public Safety we will pursue this funding to assist with increasing diversity recruitment efforts within the division of police If awarded, these additional dollars will help to increase the number of police officers working in our recruitment section. This increase in staff will allow the Division of Police the opportunity to reach a much broader audience of potentially diverse candidates.

#### **INTERNAL DIVERSE LEADERSHIP, COMMITMENT & COMMUNICATION**

Mission: To clearly define and communicate internally what the City of Columbus means by diversity and inclusion. Also, to support Mayor Ginther and the Cabinet Leadership Team in the reinforcement of Mayor Ginther's vision and commitment to diversity and inclusion throughout City Departments and Commissions, with the ultimate goal of developing a benchmark standard of diversity and inclusion leadership for other U.S. cities to follow.

#### **CITY OF COLUMBUS DIVERSITY COMMITTEE**

- The first ever City of Columbus diversity committee was launched and is comprised of representatives from all city departments and commissions which meet at least twice a year, January and June, to set direction establish policy, evaluate progress in the areas of workforce diversity, supplier diversity and other areas as determined by the committee.

### **DIVERSE OUTREACH**

Mission: To implement an aggressive outreach strategy partnering with key external stakeholders in the areas of business, industry, academia and governmental and social service agencies, to enhance the Workforce Diversity and Supplier Diversity Missions of the Office of Diversity and Inclusion. Working in partnership with the Department of Neighborhoods and the Community Relations Commission, strive to elevate the diversity and inclusion proficiency of all Columbus entities and organizations within Central Ohio to help Columbus become ‘America’s Equal Opportunity City.’

- The office worked with organization including the NAACP, The Columbus Urban League, the Ohio Minority Supplier Development Council, Columbus 2020 and others. Additionally, the office staff participated in outreach events, committee meetings, media interviews and other related activities to ensure that a diverse audience had access to city services related to diversity and inclusion.

# **Department of Neighborhoods 2016 Annual Report**

The Department of Neighborhoods for the City of Columbus is pleased to submit this document as its 2016 Annual Report. Mayor Ginther created the Department of Neighborhoods by combining the neighborhood liaisons/Pride Centers, Neighborhood Pride program, the Community Relations Commission, and the 311customer service call center building a one-stop shop that works as a gateway to City services.

During the calendar year 2016, the Department performed its primary role of strengthening our communities by providing customer service, advocacy, and connecting neighborhood resources and city services to all Columbus residents. The Department of Neighborhoods also investigates discrimination complaints, conducts diversity and inclusion training, facilitates the Civil Rights code compliance and sponsors various forums and events that showcase and include our diverse residential population. The Department works with all residents to help to identify and resolve community issues and tensions. The New Americans Program (NAP) provides opportunities for residents to receive meaningful access to existing programming and advocates for needed programs and policies that affect our city’s newest immigrant and refugee populations. Our NAP has created the framework to position Columbus as one of the Nation’s Welcoming Cities.

This report is divided into six sections. Each section provides a description of activities performed by either an individual staff member or the staff as a whole.

**I. NEIGHBORHOOD SERVICES:**

The Neighborhood Services division is comprised of the **neighborhood liaisons** program, the **Neighborhood Pride** program, and the **Neighborhood Pride Centers**.

The **Neighborhood Liaisons** are a team of advocates that work across Department lines to get results for citizen requests, problems and questions. The Liaisons coordinate the exchange of information among citizens, neighborhood organizations and city staff; provide technical assistance and serve as an advocate on neighborhood issues; and for coordinate the investment of city resources in the neighborhoods. The Liaisons work closely with neighborhood block watches, civic associations and 18 Area Commissions throughout the city.

Columbus City Council established Area Commissions in the early 1970s. The purpose of an area commission is to act as a liaison between neighborhood groups, property owners, residents, developers and city officials. The 18 Area Commissions are:

5 <sup>th</sup> by Northwest	Milo-Grogan
Clintonville	Near East
Columbus South Side	North Central
Far East	North Linden
Far South	Northeast
Franklinton	South Linden
Greater Hilltop	Southwest
Greater Southeast	University
Livingston Avenue	Westland

**Successes:**

- In December 2016, the West Scioto Area Taskforce submitted a petition to Columbus City Council to create the city’s 19<sup>th</sup> Area Commission, known as the West Scioto Area Commission.

The **Neighborhood Pride Program** demonstrates that a team—neighborhood groups, businesses, schools, the City of Columbus and others—can make our neighborhoods cleaner, safer and stronger, and build Columbus into the next “opportunity city”. The focus of the program is to strengthen community activism, build stronger neighborhood/city relationships, and empower neighborhoods and business to work with the City to improve their community. Neighborhood Pride brings essential City services during a week-long, targeted focus on participating communities and has been in nearly 100 neighborhoods since its inception.

The partnership of residents and businesses is fundamental to safe and vibrant neighborhoods. The Neighborhood Pride Program is supported by the Neighborhood Pride Partners initiative created for both large and small companies to strengthen relationships with neighborhoods that are the lifeblood of businesses. During Neighborhood Pride, our Pride Partners provide lunches, breakfasts, dinners, door prizes, supplies, and other support for items not funded by the City’s General Fund. Our Neighborhood Pride partners have provided more than \$1.3 million in products and in kind services since 2000.

During the Neighborhood Pride programs week, residents participate in Lunch and Learns, a Community Cookout, and evening activities including the Neighborhood Safety Academy, a Community Bike Ride, and the Mayor’s Community Night. The program positively impacts our youth through the Neighborhood Pride Talent Search and the Neighborhood Pride Bicycle Safety Festivals. In addition to the Neighborhood Pride week activities, the program also hosts the FamJam Block Party. Neighborhood Pride is a program for all.

**2016 Successes:**

- Neighborhood Pride was held in 5 Columbus areas: Brittany Hills, South Central Commons, South Linden, East Hampton, and Westland.
- Added 5 new middle schools to the list of schools that have participated in the Neighborhood Pride Talent Search for a total of 45 schools since 2000.

- Provided and fitted 2,280 kids with bike helmets through the 5 Neighborhood Pride Bicycle Safety Festivals.
- 255 Neighborhood Safety Academy Graduates.
- 2,300 Lunch and Learn attendees.
- 4,500 attendees at the FamJam Block Party.
- 625 residents connected with City leaders at the 5 Mayor’s Community Nights.
- 160 residents participated in the 5 Mayor’s Community Bike Rides.
- Added 34 new Neighborhood Pride Partners and welcomed back 140 Pride Partners.

The **Neighborhood Pride Centers** serve as the direct communications link between the city and your community. The Pride Centers are a one-stop-shop for city services and are dedicated to protecting the health, safety and welfare of the families living in the area. The five (5) Neighborhood Pride centers are:

**Franklinton**  
**David Hooie, Manager**  
 1186 West Broad Street  
 Columbus, OH 43222  
 614-645-7343  
[dehooie@columbus.gov](mailto:dehooie@columbus.gov)

**Far East**  
**Lynne LaCour, Manager**  
 2500 Park Crescent Drive  
 Columbus, OH 43232  
 614-724-0100  
[ldlacour@columbus.gov](mailto:ldlacour@columbus.gov)

**Near East**  
**Alfred Akainyah, Manager**  
 1393 East Broad Street  
 Columbus, OH 43205  
 614-724-0115  
[aaakainyah@columbus.gov](mailto:aaakainyah@columbus.gov)

**Northside**  
**Isom Nivins, Manager**  
**Richard Graham, Neighborhood Liaison**  
 248 East 11<sup>th</sup> Avenue  
 Columbus, OH 43201  
 614-645-7510 (Manager)  
 614-645-7371 (Liaison)  
[lsnivins@columbus.gov](mailto:lsnivins@columbus.gov)  
[regraham@columbus.gov](mailto:regraham@columbus.gov)

**Southside**  
**Beth Fairman Kinney, (Interim Manager)**  
 280 Reeb Avenue  
 Columbus, OH 43207  
 614-645-8097  
[bfkinney@columbus.gov](mailto:bfkinney@columbus.gov)

**II. DISCRIMINATION INVESTIGATIONS AND CASE SUMMARIES 2016**

The Department of Neighborhoods’ (DON), through the Community Relations Commission (CRC) is charged with the enforcement of Columbus City Code Title 23, Chapter 2331 regarding prohibition of discrimination in the areas of employment, housing, public accommodations, interfering with civil rights, racial profiling and ethnic intimidation. The twelve “protected classes” or basis under the City Code are race, sex (including pregnancy), color, religion, sexual orientation, ancestry, national origin, gender identity or expression, familial status, active military status, age and disability. Although five protected classes were added in 2008, no remedies for the discrimination were approved and the charges remain criminal offenses.

Below is a summary of the 75 complaints managed by the Department of Neighborhoods’ Community Relations Commission for 2016. Please note that complaint summary category does not include counts for all calls and inquiries. Not included are calls and inquiries that do not reach the required minimum level of proof (probable cause); or are out of the Columbus jurisdiction, anonymous callers, and complaints beyond six months acceptance “window”, etc. Additionally, a complaint may contain multiple allegations or charges. All complaints begin with a status of “informal.” Approximately ten percent of complaints become formal.

<b>Total Informal Complaints</b>	<b>75</b>
<b>Informal Complaints dismissed after investigation determines “no probable cause”</b>	<b>68</b>
<b>Total Formal Complaints</b>	<b>7</b>
<b>Closed Complaints</b>	<b>6</b>
<b>Complaints prosecuted</b>	<b>0</b>

**Case Categories (based on informal and formal cases that make the Director’s bi-monthly report)**

<b><u>AREA</u></b>	
Employment	04
Ethnic Intimidation	03
Housing	02
Interfering civil rights	03
Public Accommodation	01
Racial Profiling	02
Retaliation	03

## **BASIS**

Active Military	00
Age	02
Ancestry	02
Color	03
Disability	02
Familial Status	00
Gender Identity or expression	01
National Origin	02
Race	04
Religion	01
Sex	04
Sexual Orientation	00

### **Successes**

- Achieved greater partnership with the Ohio Civil Rights Commission (OCRC) on discrimination complaints. Case information is readily shared, after processing the complaint.
- Improved relationship with the Safety Department Administration and enhanced police complaint investigation process by providing discrimination complaints directly to the Columbus Police Division Police Internal Affairs Bureau
- Quarterly meetings of the Protected Class Advisory Group, a diverse mix of sectors that work to increase awareness of civil rights protections.

### **III. DIVERSITY EDUCATION AND TRAINING**

The Department of Neighborhoods' (DON) diversity education and training program works to foster awareness, appreciation and accommodation of non-majority groups among the residents and businesses within Columbus. Our goal is a city that embraces diversity and values its' neighbors of all races, genders and religions. Creating awareness in our city of explicit and implicit bias that may occur is one of the codified civil rights goals of the Community Relations Commission (CRC). Columbus is a secondary migration site for almost 130 different cultures, leading to thousands of new entrants who require acculturation. The education and training program works to enhance community and professional relations so that residents and employers gain a better understanding of different cultures, faiths and lifestyles. Organizations and agencies that participated in CRC diversity education training in 2016 included:

- The Columbus Crew Teens
- The National Registry of Emergency Medical Technicians
- Maryhaven
- 2016 Synergy Conference Workshop presentation
- Mid-Ohio Food Bank employees and regional partners

### **Successes**

- Reorganized and re-energized the diversity and education training program.
- DON serves as a resource for cultural competence presentations and training to organizations that serve our New American communities.

### **IV. My Brother's Keeper Initiative**

In July of 2016, The Department of Neighborhoods was asked by Columbus City Councilmember Shannon Hardin to lead the My Brother's Keeper (MBK) Initiative for the City of Columbus. The Department moved to create the My Brother's Keeper Alliance (MBKA). The mission of the MBKA is to convene an alliance of government, non-profit and private service providers to identify and implement a strategy to work together in order to achieve a unified approach to support the success of boys and young men of color. **The motto for the MBKA is: "It Takes a Village!"** Columbus City Council and the Department of Neighborhoods commissioned a report from the Kirwan Institute for the Study of Race and Ethnicity. This report, "Expanding Opportunities for Boys & Young Men of Color in Columbus," will be released at the launch of the MBKA in 2017. **MBKA Goals:**

- Create an advisory council, including Columbus youth, to provide input and recommendations.
- Host two key events: 1) a stakeholder's summit to discuss what the MBKA means for The City of Columbus; 2) host a city-wide youth conference for Columbus youth MBK stakeholders.

### **Successes:**

- Collected a comprehensive list of current organizations with a MBK program
- Completed a needs assessment to determine tools necessary to quantify and measure success.
- Established standards and criteria to ensure fluidity across programs operating in the City of Columbus.
- Researched and identified an interactive website model that will connect the alliance members and greater community to promote collaboration and partnerships.

## **V. NEW AMERICANS PROGRAM**

The New Americans Program strives to increase awareness and promote an understanding of diverse cultural and linguistic communities across the City of Columbus. The program educates New Americans on how to access City, County and State Agency resources and services to improve quality of life and a smooth integration process.

### **Successes in 2016**

- 1 of 20 US cities selected to implement the Gateways for Growth Challenge through the Partnership for A New American Economy and Welcoming America.
- Participated in the Transatlantic Global Exchange Panel Discussion with the German Ambassador and the Heinrich Böll Stiftung North America Fund. (Washington DC)
- Participated in the 2016 Welcoming Communities Transatlantic Exchange (WCTE) on behalf of Cultural Vistas, Welcoming America, and the Heinrich Böll Stiftung North America, to exchange knowledge, ideas, and best practices between Germany and the USA welcoming initiatives.
- Hosted a German delegation of 12 in April 2016 and traveled to Germany in September of 2016 to work collectively to address the obstacle and barrier around welcoming and integration.
- 1 of 18 communities chosen to participate in the White House National Skills and Credentialing Institute with local partners Franklin University and the Columbus Chamber of Commerce ~~and~~
- Member of the White House Building Welcoming Communities Network and White House Task Force on New Americans
- Co-coordinated the New Americans Forum and helped develop a city/county New Americans Advisory Council.
- Helped draft legislation for former State Representative Kevin Boyce regarding education, cultural competency and services provided by the Department of Motor Vehicles, protection of immigrants and refugees that are victims of domestic violence, and the development of a state wide office of New Americans.
- Provided support to victims of hate crimes including the Buddhist Temple (need the name) and Nazareth Restaurant.
- Helped develop policy on Police worn Body Cameras.
- Addressed safety concerns and youth delinquency at Wedgewood Apartments by coordinating community stakeholders and city department's coordination.
- Engaged over 500 congregants during community outreach events to enhance police recruitment among various races, religions and cultures.
- In conjunction with US Together and Jewish Family Services resolved community concerns involving Syrian and Somali refugees.

## **VI. 311 Customer Service Call Center**

In 2016, the 311 Service Center received a total of 341,481 contacts through a variety of customer “channels”. These channels are: telephone calls placed to the Service Center, Service Requests that are initiated online or via the mobile app, an email inquiry/request that is sent in to the Service Center, and voicemail messages left by callers (after hours/weekends). In 2015, 311's total number of contacts was 338,238, so we experienced an overall increase in contacts from 2015 to 2016 of 3,243.

### **Areas for Opportunity/Looking Ahead for 311**

Trending analysis shows that our total numbers of contacts into 311 are steadily increasing. While some of this is due to more and more residents using the website or mobile app to initiate their requests, it still requires 311 staff to review and process all of these requests. In looking ahead to 2017 and 2018 budgets, the service center will be in need of 2-3 additional FTE. In separate analysis, we've determined that each FTE contributes an additional 2.3% to our overall ability to answer at least 80% of all of our calls in 20 seconds or less. An FTE also contributes to a decrease in the number of seconds it takes us to answer a call by 1.5 seconds, and lowers the abandon rate by .009%.

# **Building and Zoning Services 2016 Annual Report**

The Department of Building and Zoning Services continued to see robust levels of activity in all of the department's core functional areas. Revenue from operations continued its upward trend, ending the year at over \$19.4 million. Revenue grew nearly 2.25% over the previous year. Overall permitting activity dipped slightly from the 2015 all-time high, edging down by 1.25%. The department issued nearly 42,000 permits, with the total residential permits issued being the highest since the department's inception. However, commercial and multi-family permits continued their recent downward trend ending the year with over 7% of negative growth. Over 85,000 inspections were completed in 2016, at volume levels consistent with previous years.

Online permitting continues to be a focused priority of the department, and it experienced significant growth throughout 2016. Online permits represented 25% of all permits issued last year. The department issued over 10,500 permits online, representing a 65% increase over the 2015 total. The extraordinary growth in online permitting was fueled by the launch of expanded online offerings in June of 2016. At that time the department activated all mechanical, electrical, and plumbing permits for online purchase. Once launched, permitting activity exploded with an 80% increase in activity from May to June. Such a growth rate demonstrates the industry's desire for more web based options. Representing another component of online activity, inspection trip purchases continued to see accelerated growth throughout the year. In fact, inspection trips purchased online represented 56% of overall trip purchase volume, meaning that more trips were purchased online than in-house. That total marks the first time in which the volume of an online activity surpassed the volume of the in-house activity. Although the growth rate slowed, inspection trips purchased online were 26% higher in 2016 when compared to the previous year.

Zoning activity continued to exhibit substantial growth for 2016. Taken together, applications for variances and *rezonings* increased 15% over the previous year. New applications for rezonings saw the most significant increase, rising 50% over the record number of submissions in 2015. Similarly, applications for variances to the Board of Zoning Adjustments rose nearly 20% from the record high in 2015. Council Variance applications grew by 10% in 2016, while variances requested of the Graphics Commission fell by over 36%. Zoning activity is known to be a leading indicator of future development and permitting, and the 2016 volume appears to predict the continuation of vibrant private development and construction in Columbus.

Activity in the Site Engineering section remained at elevated levels throughout 2016. Applications for preliminary site compliance edged up nearly 5% from the 2015 highs. Preliminary site compliance plans are early stage reviews conducted by the Site Engineering reviewers for projects that could be several months or years from commencing. Similar to applications for zoning variances and rezonings, these plans tend to be indicative of future development activity. With 241 reviews taking place in 2016, the medium to long term future for private development looks strong. Final site compliance plans represent a shorter time horizon for development. These plans can be the final step necessary before construction begins. The department processed over 590 applications during 2016, which represented a slight 4.7% decrease from the previous year. Although the applications for final site compliance fell from 2015, the number still eclipses the activity from every other year going back to 2010.

The Building Compliance section opened and investigated nearly 1500 new cases of potential building code violations. Nearly 20% of those cases were generated by citizen complaints through the 311 system. Of those cases investigated, the compliance team issued 525 building orders, of which nearly 390 were classified as unsafe or emergency.

Several key performance indicators measure the effectiveness of the Department of Building and Zoning Services. The first such indicator is adherence to the industry memorandum of understanding for Site Engineering reviews. In 2016, the department met the standard outlined in the MOU for nearly 97.5% of available reviews. A second performance indicator is inspection carry overs. The department maintains a standard of next day inspections if requested prior to 4PM. The carry over rate for the entirety of 2016 was less than 2%, meaning that 98% of all inspections were completed within 1 business day. A third performance indicator is compliance with the State of Ohio standard for building plans review within 30 calendar days. The department met the 30 day standard for nearly 97% of the over 14,000 reviews completed. A final key performance indicator is customer wait times at the service counter. Throughout 2016, customers waited an average of 8 minutes and 37 seconds before being served by an intake representative. The stated standard the department strives to achieve is wait times of 8 minutes or less. The factor primarily affecting the overage was intake staff attrition. The department recognizes that as more activity shifts online, foot traffic at the service counter will decrease. The department is willing to tolerate slightly higher average wait times as customers transition to online permitting.

As mentioned above, expanding online permitting options continues to be a priority for the Department of Building and Zoning Services. As of June of 2016, the department launched all mechanical, electrical, and plumbing permits online. Looking into 2017, the department plans to enable residential windows, roof, and siding permits for online purchase. Given the established trends in user adoption, this project should push the department close to its stated goal of processing 50% of permits through the web.

Another technological initiative for the department is the movement towards electronic plans review and submission. In 2016 the department began a trial rollout of the software for a limited group of applicants. The trial run provided the opportunity to live test the process and software integration. The trial run proved to be a successful step toward full and complete electronic plans review integration and process transformation. The Department of Building and Zoning Services introduced a pair of new services in 2016, aimed at providing the industry with options for expedited permitting. After Hours Plans Reviews allows for qualifying projects to be reviewed by a plans examiner after normal business hours, which drastically reduces the plan approval timeframe. Industry reception of the After Hours service has been enthusiastic, with more than 130 opting into the process since June. The WalkThru permit for interior tenant improvements is another service that was offered beginning in June

of 2016. The WalkThru permit allows for applicants to submit an application online, schedule a meeting with a plans examiner, and walk out with all permits necessary to begin construction. The department expects the service to continue to grow and improve, providing design professionals with a greater degree of flexibility in permitting timeframes.

Several code changes were initiated by the Department of Building and Zoning Services in 2016. The first code change involved changing the Manufacturing zoning district to disallow structures with uses as extended stay hotels. The Manufacturing zoning district currently prohibits any residential activity within its boundary. In keeping with that spirit and given the residential nature of the extended stay hotels, the department sought to align that incongruity. After several industry meetings and a public hearing, the code change was passed in partnership with Columbus City Council in early December of 2016.

Another code change begun in the 2016 was modifying the City of Columbus Graphics Code to remove any content based restrictions. In a recent United States Supreme Court decision, *Reed v. Town of Gilbert, AZ*, the court held that content based sign regulations amounted to an abridgement of an individual or entity's right to freedom of speech. Pursuant to that ruling, in partnership with the Columbus City Attorney's office, the department identified and marked for correction all instances of content based regulations within the code. The department is currently working with Columbus City Council and affected groups, holding meetings and public hearings, before the final version is submitted for passage. Implementation is expected in 2017.

2016 was a prosperous year for the Department of Building and Zoning Services. Revenues climbed to record levels, permitting activity remained elevated, and the department delivered on many of the stated goals and initiatives. Looking into the future, leading indicators suggest that the robust private development activity will continue unabated. As such, the department plans to meet that increased activity with technological and process improvements designed to improve customer interactions and improve efficiency. Throughout 2017, the Department of Building and Zoning Services will continue to promote safe, high quality design and construction, while providing excellent customer service through new technology adoption and continuous improvement.

# **Department of Education 2016 Annual Report**

## **Mission Statement**

The mission of the Department of Education is to promote and encourage public engagement in education issues, to recommend policies, procedures and legislation relative to public education and to implement recommendations of the Columbus Education Commission.

## **2017 Planned Activities**

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

### **1. Neighborhoods**

Pre-kindergarten: In Columbus, less than a quarter of the early childhood education programs are rated high quality according to Ohio's Quality Rating and Improvement System, Step Up to Quality (SUTQ). Unfortunately, in some neighborhoods, the capacity of highly-rated programs is much less. Recent Action for Children data show that in Linden, for example, of the 2,657 children ages 3–5 in ZIP Codes 43211 and 43224, only 314 are being served in high-quality classrooms. In addition, 1,156 of these children have no place to go at all.

This data on Linden created a priority for the Department to expand pre-kindergarten in the Linden community and was one of the determining factors in the development of the Linden Park Neighborhood Early Childhood Education Center. This center, a collaborative between Columbus City Schools and the City of Columbus, opened in 2016 and, when fully renovated, will serve approximately two hundred 4-year-olds from the neighborhood.

In addition, the Department uses 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 Department is working to assure that every neighborhood in Columbus has access to early learning opportunities and that the opportunities available are of the highest quality.

Pre-Kindergarten in the Hilltop: In 2017, the Department will begin to facilitate the work of the Mayor's Hilltop Early Childhood Partnership with the goal of doubling the number of children enrolled in quality pre-kindergarten in the Hilltop by 2020.

Weinland Park: The Department partnered with The Ohio State University in 2016 to increase kindergarten readiness in the Weinland Park community. Funding provided by the Department will allow ninety-six 4- and 5-year-olds to receive critical core academic competencies in math and literacy, with supporting physical and motor development. The Department will continue this work in 2017.

After School Programs: Services funded by the Department's After School Grant Program focus on assisting specific ethnic and minority youth such as Asians, Somalis, Ethiopians and LGBTQs. In addition, many programs serve children specifically from disadvantaged communities such as Linden, Milo Grogan, Near East, Franklinton and the Hilltop.

### **2. Safety**

Pre-kindergarten/Social-Emotional Learning: Coming to school ready to learn does not just mean identifying shapes and letters and counting from 1 to 20. Though academics are important, children must be ready socially and emotionally for kindergarten, as well. A high-quality pre-kindergarten education allows young learners to develop executive functions and self-regulation. When children have opportunities to build these skills, individuals and society experience life-long benefits.

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.<sup>1</sup> Long-term benefits of high-quality early learning include lower rates of poverty, unemployment, drug use and teenage pregnancy.<sup>2</sup>

The Department of Education's strategy to expand pre-kindergarten includes requirements for programs to make sure that children are learning these important social and emotional skills. A Preschool to Kindergarten Transition Checklist, designed by *FutureReady* Columbus with the assistance of Columbus City Schools kindergarten teachers, highlights important social and emotional skills that children must master in order to succeed in school. Each of our partners is required to complete the checklist for each child to inform parents and school personnel of the child's progress and readiness for kindergarten.

Student Safety/Activity Programs: Efforts to keep Columbus children safe when school is not in session is an important goal of the Mayor and the Department of Education. Strategies such as the Safe Summer Initiative and Safe Spring Break Initiatives were developed in 2016 through collaborations between the Mayor's Office, Columbus City Schools and various City departments, most notably Recreation and Parks. The Department plans to continue to work on these efforts throughout 2017.

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<sup>1</sup> [http://www.highscope.org/file/specialsummaryrev2015\\_01.pdf](http://www.highscope.org/file/specialsummaryrev2015_01.pdf)

<sup>2</sup> <http://scholar.dominican.edu/cgi/viewcontent.cgi?article=1154&context=masters-theses>

After School Programs: An important strategy 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 a number of 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.”

Services funded by the Department of Education’s After School Grant Program include: youth development, academic success, healthy lifestyles, tutoring, empowerment, civic success, leadership, nutrition, interpersonal skills and many others. A number of programs focus on assisting specific ethnic and minority youth such as Asian, Somalian, Ethiopian and LGBTQ youth. In addition, many programs serve children specifically from disadvantaged communities such as Linden, Milo Grogan, Near East, Franklinton and the Hilltop.

One of the requirements of the After School Grant Program is that providers participate in the Partnership4Success (P4S) initiative with *FutureReady* Columbus. Through P4S, child-specific data is collected on each participant and is used to set baseline measures and track progress over time. This data will be used to measure critical outcomes and set goals for continuous improvements for both the participants and the programs. This data provides insight to early warning indicators of attendance, academics and behavior so that targeted interventions can be identified and implemented. After-school programs that provide safe places for youth will also provide critical educational interventions. The social behavioral impact of having a positive, caring and competent adult during non-school hours who teaches and reinforces a positive growth mindset is of the utmost importance in crime prevention.

### **3. Education**

Pre-kindergarten: Mayor Andrew J. Ginther’s vision for Columbus, America’s Opportunity City, is access to a high-quality pre-kindergarten education for every 4-year-old in Columbus.

Addressing early childhood learning means bringing awareness and resources to a critical learning stage in childhood development. Children who participate in high-quality pre-kindergarten experiences significantly improve their early literacy, language and math skills.

Children who come to school ready to learn are more likely to succeed academically and in life. Ample evidence shows that children who enter school unprepared and who get a poor start in their earliest years are more likely to struggle throughout school and, subsequently, fail to graduate. An investment in early childhood development helps prevent achievement gaps, reduces the need for special education services, increases the likelihood of healthier lifestyles, lowers the crime rate and reduces overall social costs.

The City of Columbus Department of Education’s goal is that, by 2020, all children living in Columbus enter kindergarten ready to learn and that every child has access to a high-quality pre-kindergarten experience.

In 2017, the Department of Education plans to both expand the number of pre-kindergarten slots available to Columbus children through Early Start Columbus and increase the quality of the programs which Columbus children attend. To ensure that the programs are high quality, the Department will contract with a third-party organization to assess both the progress of the children enrolled in the program and the program itself.

The Department of Education will continue the city-state preschool expansion program, which supplements state half-day early childhood education funds with city funds to create full-day slots. The Department will also require providers to “braid” other funding sources with city funds, using them as “last dollar” funding. This strategy allows the Department to better leverage city funds while providing a more appropriate level of funding to providers. In 2016, this strategy allowed the Department to double the number of children that were served in the previous year.

To meet the Department of Education’s own quality benchmarks and to help providers meet a crucial 2020 state deadline of being rated under the Step Up to Quality system, the Department will develop quality improvement initiatives to assist all providers with increasing the quality of their programs.

One of the quality improvement initiatives in which the Department of Education will engage is to help existing Columbus early childhood educators attain their Child Development Associate (CDA) credential. This will greatly assist pre-kindergarten providers in meeting the state’s 2020 deadline of being rated through the Step Up To Quality tiered quality rating and improvement. It will also greatly improve the quality of the education that children receive by increasing the skills and knowledge of those classrooms teachers. The Department will seek organizations that have a track record of providing quality CDA training programs. The Department will also pursue creating additional partnerships to offer CDA training widely and efficiently throughout the city.

The Early Childhood Teacher Preparation Pipeline Scholarship is a partnership between the City of Columbus, The Ohio State University College of Education and Human Ecology, Columbus State Community College and Action for Children to increase the educational attainment

of existing pre-kindergarten employees. This collaborative will provide scholarships to help early childhood educators who hold associate's degrees earn bachelor's degrees in early childhood education. Graduates must agree to spend at least three years in a Columbus school classroom or early childhood education setting. With only approximately twenty percent of the pre-kindergarten classrooms rated high quality according to Step Up to Quality, increasing the quality of the teacher is a systematic, long-term and sustainable investment that helps early learning providers, families, children and neighborhoods.

The City Education Director helps develop and guide education policy district-wide as a non-voting member of the Columbus Board of Education. In this role, the Director participates in school board meetings and is advised on all district initiatives. The Director serves on numerous school district committees such as the Third-Grade Reading Guarantee Task Force, the Innovation and Reform Committee and the School Safety Working Group. In addition, the City Education Director serves on the *FutureReady Columbus Partnership* 4Success Core Team and on the Thrive Committee for the United Way of Central Ohio.

This year, the Department of Education will join with Columbus City Schools and Action for Children to hold a series of Pre-K Connection Fairs in different quadrants of the city. The purpose of the fairs is to educate parents about free and low cost high-quality pre-kindergarten options and the importance of a high-quality pre-kindergarten experience for their children. The fairs will be open both to community-based providers and local educational agencies.

Pre-Kindergarten in the Hilltop: In 2017, the Department will begin to facilitate the work of the Mayor's Hilltop Early Childhood Partnership with the goal of doubling the number of children enrolled in quality pre-kindergarten in the Hilltop by 2020.

#### **4. Economic Development**

ROI of Pre-Kindergarten: The academic and personal benefits of a 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. Every child in Columbus served in a high-quality pre-kindergarten program could potentially provide an average of \$80,000 in returns to our community, our city and our state.

Teacher Improvements: Through the Department of Education's quality improvement initiatives, we are increasing the skills and educational attainment of Columbus' early childhood educators. This is an advantage not only for the teachers, allowing them to qualify for higher salaries, but also for the students that they serve.

The Department of Education will continue to look for ways to strengthen career pathways for all children within Columbus City Schools. Providing experiential educational opportunities outside the classroom helps to encourage future job attainment. Providing the region with a workforce that is "future ready" is critical to the work of the Department. The Department will also work to increase the opportunities for students to receive education and work opportunities at career centers and in high school buildings.

#### **2016 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**

Pre-kindergarten: As noted previously, through collaboration with Columbus City Schools, the Department of Education helped to develop and open the Linden Park Neighborhood Early Childhood Education Center in Linden, a community with low-quality pre-kindergarten capacity. The Department provided funding for 80 Linden Pre-K students at the center in both Columbus City Schools' classrooms and classrooms operated by community-based providers.

Also, in 2016, the Department used data collected from various sources to strategically expand pre-kindergarten throughout Columbus, focusing first on communities with the highest needs and the lowest capacity.

After School Programs: Services funded by the Department of Education's After School Grant Program focus on assisting specific ethnicities and minorities such as Asians, Somalians, Ethiopians and LGBTQ youth. In addition, many programs serve children specifically from disadvantaged communities such as Linden, Milo Grogan, Near East, Franklinton and the Hilltop.

Weinland Park: The Department of Education partnered with The Ohio State University in 2016 to increase kindergarten readiness in the Weinland Park community. Funding provided by the Department allowed 96 four- and five-year-olds to receive critical core academic competencies in math and literacy, with supporting physical and motor development.

Promise Neighborhoods Application: In 2016, the City of Columbus applied for a U.S. Department of Education Promise Neighborhoods Implementation Grant. The purpose of this program is to increase the academic and developmental outcomes of children in low-income communities. The Department collaborated on the initiative, and Linden was the community of focus. Though the effort was not successful, the exercise created a program and staff structure that can be replicated for future initiatives.

## **2. Safety**

Pre-kindergarten/Social-Emotional Learning: As noted above, long-term benefits of a high-quality pre-kindergarten education include: lower rates of poverty, unemployment, drug use and teenage pregnancy. Of great importance is that children who attend a high-quality pre-kindergarten education program are less likely to commit crimes, be arrested or be incarcerated and are more likely to enter kindergarten ready to learn, read on grade level and graduate from high school.

In 2016, The Department of Education's strategy to expand pre-kindergarten included requirements for programs to make sure that the children learned important social and emotional skills. The Preschool to Kindergarten Transition Checklist, noted above, was made available to all Early Start Columbus providers.

Student Safety/Activity Programs: The Department of Education collaborated on numerous programs that focused on the safety of school children. Members of the Department served on the planning team for the Linden McKinley STEM Academy "Supporting our Children" event. This event focused on bringing awareness to the needs, including the safety of, Linden-area students. Efforts to keep Columbus children safe when school was not in session were successful achievements of the Ginther Administration. Strategies such as the 2016 Safe Summer Initiative and Safe Spring Break Initiatives were developed through collaborations between the Mayor's Office, Columbus City Schools and various City departments.

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 2016 After School Grant Program included: youth development, academic success, healthy lifestyles, tutoring, empowerment, civic success, leadership, nutrition, interpersonal skills, and many others. Many programs focused on assisting specific ethnicities and minorities such as Asian, Somalis, 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.

## **3. Education**

Pre-kindergarten: As noted previously, the Department of Education's long-term goal is that, by 2020, all children living in Columbus enter kindergarten ready to learn and that every child has access to a high-quality pre-kindergarten experience.

In 2016, the Department of Education greatly expanded the number of pre-kindergarten slots available to Columbus children through Early Start Columbus and increased the quality of the programs which Columbus children attend.

The Department of Education continued the city-state preschool expansion program, begun in 2015, which supplements state half-day pre-kindergarten funds with city funds to create full-day slots. Also, in 2016, the Department required providers to "braid" other funding sources with city funds, using city funds as "last dollar" funding. This strategy allowed the Department to better manage city funds while providing a more appropriate level of funding to providers. This strategy allowed the Department to double the number of children served in 2015.

In 2016, the Department of Education provided an opportunity for 90 existing Columbus early childhood teachers to receive their CDA certification. This will greatly assist pre-kindergarten providers to be eligible to enroll in the state's Step Up To Quality (SUTQ) tiered quality rating and improvement system and meet the 2020 deadline. It will also greatly improve the quality of the education that their children receive by increasing the skills and knowledge of those classrooms teachers.

The Early Childhood Teacher Preparation Pipeline Scholarship is a partnership between the City of Columbus, The Ohio State University College of Education and Human Ecology, Columbus State Community College and Action for Children developed to increase the educational attainment of existing pre-kindergarten employees. This collaborative provided scholarships to help early childhood educators who hold associate's degrees to attain bachelor's degrees in early childhood education. Graduates agreed to spend at least three years in a Columbus school classroom or early childhood education setting.

Pre-K Connections Fair: In 2016, the Department of Education joined with Columbus City Schools to hold the first-ever Pre-K Connection Fair at East High School. The purpose of the fair was to educate parents about free- and low-cost high-quality pre-kindergarten options and the importance of high quality pre-kindergarten experiences for their children. Hundreds of parents and providers participated in the event.

#### **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 and by serving 1,000 Columbus children, Early Start Columbus may have provided up to \$80,000,000 in returns to our community, our city and our state.

Teacher Improvements: Through the Department of Education's quality improvement initiatives, 90 Columbus early childhood teachers increased skills and educational attainment. This was not only an advantage for the teachers, allowing them to qualify for higher salaries, but also an advantage for the students they serve.

# **Recreation and Parks Department 2016 Annual Report**

## **2016 INTRODUCTION TO COLUMBUS RECREATION AND PARKS**

The Columbus Recreation and Parks Department was first created 107 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, the department has a budget that offers biking and hiking trails, community recreation centers, art and theatrical facilities, special events, golf courses, sports leagues, swimming pools and boating, hundreds of parks, outdoor and natural resources education, family gathering places, thousands of trees along the city's right-of-ways, health and social services for older adults, free breakfasts and lunches for youth in the summer, and programs for those with special needs. All of this is accomplished through the department's vision of being open for all, sustainment for the future and connecting our neighborhoods.

### **ADMINISTRATION DIVISION**

#### **Communications and Development**

- The Community Relations and Development Section raised \$62,000 for the P.L.A.Y. (Private Leisure Assistance for Youth) fund to provide grants to children from low-income families to participate in a variety of our fee-based activities, and dispersed \$79,344 in P.L.A.Y. grants to more than 2,514 participants.
- Development Cash and in-kind support totaling \$173,615.81 was secured to enhance numerous department events/programs and the Section recruited numerous residential and corporate volunteers for a total 11,898 volunteers who worked 124,302.55 hours which is valued at \$2,928,568.08 (based on Independent Sector's valuation of volunteer time at \$23.56 per hour for 2015)
- Received a grant from the Children's Hunger Alliance for \$14,000
- CRPD hired a Communications and Marketing Manager to coordinate communications efforts for the department
  - The Communications Team sent an electronic quarterly newsletter to over 40,000 people per newsletter
  - Website Page Views:
    - Total: 1,572,383
    - Unique: 424,021
  - Increased social media engagement and followers
    - Facebook: 30% increase
    - Twitter: 50% increase
    - Instagram: 60% increase

#### **Fiscal**

Fiscal was responsible for processing and administering the following:

18,000 invoices, 600 various utility accounts monthly, 180 desk telephone issues, 185 wireless devices, 7 new Universal term contracts processed, 800 Individual Service Agreements, 200 Legislated contracts and purchase orders, 800 non-legislated contracts and purchase orders, 100 Universal Term contract purchase orders, \$6,000,000 in Grant funding, \$45,000,000 in Capital improvement costs and \$3,800,000 in Special /Permanent Improvement Funds.

#### **Human Resources**

- Complete a training plan (include a needs assessment)
- Safety Program
  - This year a Safety Manger was hired and she began to look into the implementation of a program within the Department.
- Organization analysis and reorganization
  - The realignment and hiring of specific positions more closely aligned the organizational structure with the design within the 2014 Master Plan.
- Other Success
  - Approximately 400 part time new hires, 30 full time hires
  - Processed approximately 294 performance appraisals.

#### **Planning and Design**

The Planning and Design section invoiced \$22,747,436.74 and processed 92 contracts, inspected construction of 131 projects including storm water and reviewed over 400 applications and plan reviews. The section designs, bids and manages consultant projects for the renovation and development of facilities, parks, trails and conservation areas. Projects include:

- Celebrated the renovation and expansion of Douglas, Glenwood and Driving Park Community Centers and one new outdoor swimming pool at Driving Park, totaling over \$21,000,000 from 2015 into 2016.

- The renovation of the dam keeper's residence at Griggs Reservoir now named the Lashutka Event Center which includes the construction of an additional banquet facility for reservations and the renovation of the adjacent Griggs stone amphitheater.
- Reopening of Saunders Park on the near east side after remediation of contaminated soil.
- Improved the following neighborhood parks for our residents of Hanford Village, Alum Crest, Amvet Village, Walnut Hill, Deshler, Eastmoor and the Hilltop.
- Improved or rebuilt eight neighborhood playgrounds, including one volunteer build at Marion Franklin Park.
- Broke ground on the third phase of the Clover Groff Stream restoration and naturalization on the far west side as well as a new lodge at the McKnight Outdoor Education Center.
- Constructed 3 miles of trail on the Camp Chase rail corridor, worked with communities on the Bethel Road to Antrim Park, planning of two east west connectors on the Alum Creek Trail and planning for extensions of the Big Walnut and Blacklick Creek trails.
- Added 3.25 miles of trail and continue to increase use of our greenway trails by 3% and 11,000,000 miles ridden in our system.
- Secured \$1,975,608 of grant funding to match trail construction, land acquisition, park development and improvements at Wilson Road, Southgate, Glenwood and Windsor Parks.
- Acquired an additional 62 acres of land, manage the departments 86 lease, license and management agreements.

## **PARKS, MAINTENANCE AND OPERATIONS DIVISION**

### **Forestry/Horticulture**

- There were 2,714 trees pruned in 2016. The majority of those were backlogged work orders.
- The garden received arboretum status level 1 from Arbnet (Morton Arboretum) in 2016.
- There were 1,631 trees planted within the right of ways by Nursery Staff beginning in the spring and fall of 2016. There were 2,031 trees planted in right of way under contract. Funding provided by the Mayor's Green Initiative.
- There were 1,200 trees planted with the Nursery for future planting the trees were of various sizes and species with the majority staying with the new trend of planting native trees.
- Four fields were converted from containers to bare root plantings capable of holding 1,300 additional trees.
- **Columbus Ecological Restoration Program (CERP)**
  - CERP held 27 Saturday events in 2016, using 295 volunteers providing 1,183.5 service hours, removed 359 cubic yards of invasive plant material (over 600 lbs. of material), planted 960 trees, and cleared 13.39 acres of invasive plants in park forests.

### **Park Maintenance**

- Comparing 2016 to 2015 - In 2015, the weekend crews removed a combined total of 6,782 bags of trash. In 2016, the weekend crews removed a combined total of 7,208 bags of trash.
- Columbus Recreation and Parks Playground Program:
  - Spread mulch at 23 playgrounds – Indian Mound Park, Whetstone Park, Olde Sawmill Park, Harrison Park, Schiller Park, Weinland Park, Saunders Park, Cooke (Fedderson) Park, Big Walnut Park, Goodale Park, Westgate Park, Maloney Park, Devonshire Park, Walden Park, Breevort Park, Mock Park, Hard Road Park, Lazelle Park, Elk Run Park, Karns Park, Winchester Meadows Park, Livingston Park, and Jefferson Woods Park.
  - Spread 1047 yards of playground mulch.
  - 321 volunteers working 898 hours.

### **Field and Reservation Office**

- Total revenue generated from facility rentals, docks/stakes, and permits was \$1,427,222.00
- Total permits issued = 7,845
- Total participants in rental facilities – 202,839

## **RECREATION DIVISION**

### **Arts**

**The Columbus Cultural Arts Center** offers classes and workshops in various fine arts and curates two gallery spaces, which are free and open to the public.

- The Center **registered 4,640 students** for 443 Classes and Workshops in 2016. Increase of 346 students from last year's figures. The center brought in \$309,874.00 in revenue.
- Our major exhibition, *Dare to be Heard*. Stephanie Rond, our invited curator, selected an international group of artists who presented a wide spectrum of views on the issues of feminism, gender identity, body image, cultural norms and biases, and the role of art as a social conscience. Each of the works on display in our Main Gallery could be appreciated on multiple levels and invited discussion of the issues addressed.
- As the final exhibition of the year, the CAC presented the collection of **Dr. Ruben Plaza**: 53 award-winning paintings by Ohio artists. Every year between 1988 and 2004,

- The Cultural Arts Center's overall **visitor count in 2016 was 15,025.**

### Aquatics

The Aquatics Section opened the Fairwood Park Pool at Driving Park Community Center in 2016, bringing the total number of outdoor pools in Columbus to 8. Through a grant purchased 300 personal flotation devices (PFD).

### Community Recreation

- Three centers were reopened in 2016 after renovation and or repair: Douglas, Driving Park and Glenwood.
- The first season of our Soccer for Success program was implemented in Linden on a brand new Columbus Crew Futsol Court

Community recreation held a total of 4,689 weeks of registered camps,

Discover Boating held a total of 202 weeks of registered camps

Rec. Club Camps held a total of 2,168 weeks of registered camps

**Community recreation held a total of 7,059 weeks of registered camps for our 2016 Summer Session.**

This is up 2,092 from the previous year of 2015.

### Outdoor Education: 2016

- 4,500 adults and 10,000 youth participants through outdoor education programming despite not offering public programs August – December due to construction.
- Almost every session was full. Camp Walnut had 180 participants this summer doubling since 2014. Out of our 2,096 camp attendees, 1,081 different campers attended our summer camp programs in 2016.
- 823 Outdoor Education volunteers provided 15,053 community service hours during the year. Increased by nearly 3,500 hours since 2015.

### Therapeutic Recreation; 2016

Through strategic partnerships, Therapeutic Recreation offers recreation opportunities for individuals with disabilities.

- Received a grant for \$34,000 from the Bureau of Veterans Affairs to enhance our Adapted Sports and Recreation program for disabled Veterans.
- TR was Awarded Bronze Level Paralympic Sport Club Award.
- Increased our average monthly incidents of participation in our Fitness Center to 390 from 300 in 2015.
- Coached novice sled hockey to support the increase in sled hockey participation as a collaborative effort with CIHC and Ohio Sled Hockey.

### Golf

The Golf Division hosted 187,934 golfers, producing more than \$4,200,000 in revenue. Was an increase of 1,188 golfers and \$16,000 in revenue from 2015. The division was reorganized and the Golf Administrator position was filled, giving golf more opportunity for growth and improvement.

### Special Events

- 2016 Race Estimated Participation: 224,575 (2015 Race Estimated Participation: 208,424)
- 2016 Event Estimated Attendance: 1,517,625 (2015 Event Estimated Attendance: 1,603,350)
- Produced the 37<sup>th</sup> Jazz & Rib Fest. The festival employed and presented 272 musicians from local, regional, national and international touring groups. Jazz & Rib Fest provided business opportunities to 23 rib teams, 25 food vendors. Partnered with The Color Run, bringing 7,000 runners to Columbus and \$7,000 of income from participants to the festival. An estimated 250,000 people attended the Jazz & Rib Fest. Audience surveys indicate 99% of respondents would attend in 2017. 76% of attendees were from the Columbus area, 16% from Ohio, but outside the Columbus area and 8% from out-of-state.
- Staff raised the following for Jazz & Rib, Fountainside, and Rhythm on the River:
  - \$659,805 in cash sponsorship, grants, event revenue and equipment rentals
  - \$222,259 publicity value for Jazz & Rib Fest TV promotions/coverage
  - \$40,375 in radio ad value for Jazz & Rib Fest
  - \$62,100 in combined media value for Rhythm on the River (TV, radio, print)
  - \$142,475 in radio partner in-kind value for FountainSide
  - \$68,300 in miscellaneous in-kind goods and services for various programs
    - **Total cash and in-kind support: \$1,195,314**
- Secured trade advertising through various television, radio and internet media outlets in local, state and national markets. Jazz & Rib Fest received 1,975 TV promos, 190 radio promos and reached 7,032,796 viewers.
- Conducted extensive marketing and PR campaigns, with focus on electronic media and social networking. The Scioto Mile Facebook page ended the year with 15,409 'Likes', a 62% increase from the start of 2016.
- Permitted 47 special events (compared to 29 in 2015) coordinated by community organizations in public parks and worked with dozens of other community events to find the appropriate permit process for their activity/park use. Total revenue \$65,650. Permitted 92 race

events coordinated by community organizations (compared to 109 in 2015). Total Revenue \$115,305. Combined revenue 140% increase over 2015.

## **Sports**

- Participation:
  - Basketball up 38%, Volleyball up 13%, Softball up 5%
  - Total of 925,564 units of participation in our leagues
  - 5 Gyms (only 6 months in our operation)= 3,433 rentals - 864 new rentals up 34%
- Tournaments:
  - 3,533 tournament teams
  - 110,000 people attended Berliner for tournaments
  - Over 14,400 games played
  - 28 states and Canada represented
  - \$66 Million economic impact
- Grounds Crew:
  - 1695 in house hours on special projects
  - Resulted in \$133,000k savings
- Revenue:
  - Sports Leagues = \$1,300,708 up 43% first time ever over \$1M
  - Gyms = \$263,087 up 31%
- Overall Revenue = \$1,563,795 up 41% from 2015

## **YOUTH AND FAMILY DEVELOPMENT DIVISION**

Youth and Family Development was made its own division in 2015 and includes Application for Pride, Purpose and Success (APPS), Capital Kids/City Leaders and Summer Food.

### **APPS (Applications for Purpose, Pride and Success)**

The mission of the APPS program is to reduce crime and violence by increasing protective factors in the lives of Columbus teens and young adults (ages 14-23) through proven prevention and intervention strategies. Also the APPS program provides a fun and safe place for teens and young adults to receive guidance and personal development. The initiative's prevention strategies include offering constructive alternatives to violence while family development professionals provide mentorship through enrichment activities at four community recreation centers. Additionally, APPS links families to services that meet immediate needs along with others that lay the foundation for long term goal attainment which ultimately produces productive contributing members of society.

The (NVI) Neighborhood Violence Intervention programs strategies consist of street-level violence interruption and conflict mediation teamed with case management and support services to address the risk factors that can lead youth into a life of crime and violence. This is put into practice by intervention specialists that build relationships with the young people that are partially responsible for driving the violence in our communities, directing them to healthy alternatives that have redeeming value. Our intervention specialists have unique and diverse backgrounds that have provided them with experiences that assist them in connecting with today's young people.

- 185 Potentially Violent Incidents Defused
- 135 Interventions After Gang Related Incidents
- 42 Peace Agreements Facilitated Between Gangs
- 267 Enrolled In Case Management
- 508 (14-23) Year Olds Engaged With A Community Intervention Worker

### **Capital Kids**

The Capital Kids program helps elementary-aged kids focus on their education. Homework assistance is offered every day, at every site, to every participant through our staff and volunteers. In 2015, the program assisted over 230 students; 90 percent of whom had improved grades. Since inception in 2000, this program has assisted nearly 3500 families.

### **City Leaders**

- 23 graduates in the 2014/2015 class
- Developed and implemented "*Lets Discover Columbus Camp*," where for 5 days we took the City Leaders on a tour of Columbus that included the important people and places of Columbus.
- Recruited 20 new City Leaders for 2015/2016 out of over 58 applications received. Sixteen schools are represented this year.

### **Summer Food**

In 2016, we operated 228 sites and served 542,009 meals. In an effort to reach even more children, the department purchased a food truck and wrapped it as a giant strawberry with children playing on it. The truck goes into "food deserts" and supplies meals to children unable to get to a

meal site. Truck is also used as a social enterprise featuring local celebrity chefs at five events this summer and raised money for the department's summer and afterschool program.