

Mayor's Goals and Initiatives for 2010

The 2010 budget focuses on achievement of the goals of the Columbus Covenant in order to reach our vision “to be the best city in the nation in which to live, work, and raise a family.” Those seven goal areas are:

- **Neighborhoods** – engage and promote strong, distinct, and vibrant neighborhoods
- **Safety** – enhance the delivery of safety services
- **Economic Development and Technology** – provide an atmosphere that promotes job creation and economic growth in existing and emerging industries
- **Education** – encourage and promote participation in learning opportunities
- **Downtown Development** – develop a vibrant and thriving downtown that is recognized as an asset for the region
- **Customer Service** – provide quality and efficient service delivery to customers using “best practices”
- **Peak Performance** – invest in all city employees and develop systems that support a high-performing city government

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

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

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

Some of the city's major innovations and undertakings in 2010 are presented below, organized by goal area.

Neighborhoods

- Coordinate funding from the federal Housing and Economic Recovery Act of 2008 with public and private sector partners to **revitalize defined areas**, focusing on neighborhoods hit hardest by the foreclosure crisis. Utilize the Columbus Land Bank and housing programs to target acquisition of foreclosed properties, demolish blighted structures, and renovate vacant homes into community assets. Utilize bond funds made available for the Home Again program to acquire strategic properties that cannot be acquired with neighborhood stabilization program funds (NSP) and redevelop with NSP funds to enhance community revitalization.
- Continue the coordinated efforts of the City Attorney and **code enforcement** staff by bringing 250 new cases before the Franklin County Environmental Court.
- Improve neighborhood safety, community participation, and police responsiveness by working with other city agencies and community leaders to continue two successful **neighborhood safety initiatives**. The first of these initiatives will enhance the neighborhood safety academies by increasing the number of participants and graduates. The second initiative involves implementing strategies related to the reduction of gun violence and gang activity. City agencies and community leaders will continue to work with other government agencies, community members and federal, state, and county law enforcement agencies to leverage additional resources.
- Continue support of the **community crime patrol**, which patrols the University district, the Hilltop/Franklinton area, and the Merion-Southwood neighborhood as well as the Recreation and Parks multi-use trail along the Olentangy River. The community crime patrol assists the Division of Police in identifying suspicious activities indicative of criminal behavior.
- Select a vendor, select pilot neighborhoods, promulgate utilization policy, and **begin safety camera implementation**, in conjunction with community partners.
- As part of the **Institute for Active Living**, make Columbus a healthier community by working to lower the incidence of chronic diseases by implementing strategies to make Columbus an active and vibrant community. In 2010, the institute will work to expand access to fresh fruits and vegetables in the central-city urban neighborhoods where residents have limited or no access.
- Continue work with Metro Parks on the development of approximately 140 acres on the **Whittier Peninsula** into a large downtown park with natural areas and recreational uses.
- Continue to work with the Franklin Park Conservatory on the implementation of the **Franklin Park master plan**. The plan includes a new enclosed shelter house and a new greenhouse production facility to be built on the Franklin Park grounds. The greenhouse operations, which currently exist at the Whittier Peninsula location, will relocate to Franklin Park when these projects are complete.
- Continue development of **multi-use trails** through bike/pedestrian studies and mobility plans.

- Work in partnership with **Children's Hospital** and the surrounding neighborhood to plan and implement improvements and enhance the maintenance of Livingston Park.

Safety

- Begin implementation of the new police/fire **emergency call center's computer aided dispatch (CAD) system** to augment the city's ability to carry out emergency response, incident management, calls for service, and police officer/firefighter communication needs.
- Continue departmental and **community planning to prepare for and respond to a range of disasters or emergencies**, including bioterrorism and the current 2009-2010 pandemic influenza outbreak.
- Continue to utilize the newly implemented **distance learning** program to enhance training efforts in the Fire Division. This program employs computer system connectivity to provide firefighters opportunities to better access information regarding fire and emergency medical services, as well as promote training that reduces the need for a physical presence in the classroom. This approach allows firefighters to remain in fire stations, ready for emergency calls while reducing overtime demands.
- Continue to utilize **Telestaff**, a computer-based staffing and overtime management program designed specifically for the complex needs of the Fire Division.
- Continue to **monitor the personnel levels of the city's safety forces** in light of the Deferred Retirement Option Plan (DROP) and its potential impact on staffing levels.

Economic Development and Technology

- Coordinate the economic redevelopment of **key development projects** including Northland Place, Columbus Coated Fabrics, Tech Center South and the city's neighborhood commercial revitalization districts.
- Continue in 2010 to develop, expand, and implement portions of a **citywide connectivity plan** that will outline the most efficient means by which to connect to city facilities for data exchange and telephone voice traffic. Continue researching and implementing wireless/fiber optic/broadband network technology and integrating it with the overall city network when practical. The department will use the information from this plan to determine the extent to which connectivity can be used as an incentive for economic development.

Education

- Sustain **after-school** and **summer initiatives** that expand the educational opportunities available to the children within the City of Columbus.
- Support **summer workforce employment** opportunities for youth.

- Enhance the **safety infrastructure** near and around schools through “operation safewalks” by installing sidewalks, signage, and flashing signals.

Downtown Development

- Collaborate with Capitol South and the Columbus Downtown Development Corporation on target programs to encourage development and redevelopment of the **Mile on High** and **other key downtown properties**.
- Continue partnership with the Columbus Downtown Development Corporation in the implementation of the **downtown business plan**.
- Continue coordination with Capitol South and the Columbus Downtown Development Corporation on the **redevelopment of the City Center mall property**.
- Construction may begin on the renovation and reuse of the **Old Police Headquarters** at 120 West Gay Street. Various city departments will be relocated from obsolete, high maintenance buildings to this LEED certified facility upon project completion.
- Explore ways to **make downtown more environmentally welcoming** by incorporating features such as bicycle amenities, rain gardens, recycling options, and improved pedestrian mobility.
- Support the Ohio Department of Transportation (ODOT) during construction of the **Main Street Bridge**, and in planning for the **Rich Street Bridge**, in conjunction with the **Scioto Mile**.
- Continue collaboration with the State of Ohio, the Mid-Ohio Regional Planning Commission (MORPC), Franklin County and key stakeholders in the **Interstate-70/71** planning process.
- Continue implementation of the **comprehensive business plan** for downtown development, including strategies for housing, retail, parking, transportation, recreation and economic/office development. Focus on specific recommendations for workforce housing and downtown amenities/programming.

Customer Service

- Provide citizens with access to city services and city information through the operation, support and promotion of the **311 Call Center**.
- Complete the “**one-stop-shop**” permitting center system upgrade that will integrate and build upon the city’s geographical information system (GIS), the city’s 311 system, and a common citywide telephone service system. Accela Citizen Access, an on-line permit tracking system, will be implemented, enabling customers to track inspection requests and pay for certain types of permits on-line.
- Continue the comprehensive plan for Columbus’ sewer system to mitigate the city’s **wet weather overflows** and basement backup problems. Committing to a \$2.5 billion (in 2005 dollars) investment over the next 40 years, the Wet Weather

Management Plan (WWMP) will bring Columbus into full compliance with two Ohio Environmental Protection Agency (OEPA) consent orders. In 2010, the Division of Sewerage and Drainage will complete the Interim Plan of the WWMP by increasing the treatment plant capacities by fifty percent. The division will also begin construction on the single largest capital project ever implemented by the city, a 20-foot diameter tunnel through the downtown area.

Peak Performance

- Focus on addressing components of the **10 year reform and efficiency action plan** that are related to employee compensation and benefits. Since a number of these reforms must be achieved through collective bargaining negotiations, they will require the collaborative efforts of the labor relations, employee benefits and compensation management program areas.
- **Columbus*Stat**, a forum for the Mayor and his chief administrators to meet with department managers through a systematic process of performance analysis, will continue in 2010, focusing on accountability by using performance management dashboards to review performance.
- Successfully implement the **Columbus Human Resources Information System (CHRIS)**. This will be accomplished as part of an interdepartmental project team that includes Civil Service, the City Auditor, Technology and Human Resources.
- Continue the roll out of transferring most city telephone services to a **Voice over Internet Protocol (VoIP)**. This will take advantage of the city's current data network infrastructure investment by providing the latest technological advancements. This will allow the city to dramatically reduce telephone line costs while providing enhanced telephony service. Telephone calls will travel over the city's data network rather than over a phone company's network.
- Further expand the e-mail notification system **to provide important public health information** to subscribers through Columbus Public Health's website.
- Constantly **monitor police and fire expenses**, especially overtime and fuel, in light of budget constraints.
- Continue to focus on **green-energy efficiency improvements** to city facilities through the funds provided by the American Recovery and Reinvestment Act.

Mayor's Goals

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