

Mayor's Goals and Initiatives for 2011

The 2011 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 2011 are presented below, organized by goal area.

Neighborhoods

- Coordinate funding from the federal Housing and Economic Recovery Act of 2008, American Recovery and Reinvestment Act and the Financial Reform Act (NSP 1, 2, 3) with public and private sector partners to **revitalize defined areas, focusing on neighborhoods hit hardest by the foreclosure crisis**. Coordinate the housing development program with other public and private sector programs, especially the city's land banking efforts, to revitalize defined areas, focusing on the neighborhood investment districts (NIDs).
- 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.
- Begin **safety camera** implementation, in conjunction with community partners.
- Realign and enhance programming for **high-risk youth**, focusing on intervention to develop pro-social behaviors via **recreational programs and mentorship**.
- Columbus Public Health will lead the city's ongoing efforts to combat the current epidemic of obesity by implementing strategies to **make Columbus an active and vibrant community**. Programming and initiatives dedicated to these efforts include Get Active Columbus, Healthy Children Healthy Weights, the Institute of Active Living, farmers markets and community gardens, bike and walking paths, Creating Healthy Communities Network, Women Infant and Children (WIC) and the Healthier Choices Committee.
- Improve neighborhood safety, community participation, and police responsiveness by working with other city agencies and community leaders to **continue successful neighborhood safety initiatives**. An important component of safety initiatives 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.
- **Invest in our neighborhoods** by re-opening recreation centers on a full- and part-time basis, and increasing code enforcement staffing levels.
- Support **strong social services** for citizens facing the greatest challenges due to the current economic recession, by supporting local social service agencies, the Community Shelter Board and the Columbus Neighborhood Health Centers.

Safety

- **Maintain uniformed force levels** by having two recruit classes in both police and fire in 2011. These classes, when combined with those funded in 2010, will allow the city to offset retirements that will occur as a result of the Deferred Retirement Option Plan (DROP).

- Continue departmental and community **planning to prepare for and respond to a range of disasters or emergencies**, including bioterrorism. Community leadership, public education and staff training will continue in 2011 with an emphasis on providing the highest level of public health protection possible for all Columbus residents.
- Continue to **focus on the most effective and efficient deployment of police and fire personnel**, making staffing adjustments when necessary.
- Complete 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 to address police officer/firefighter communication needs.

Economic Development and Technology

- Proactively pursue opportunities for **job creation** by investing more resources in Experience Columbus and 2020, to promote the economic development of the city.
- Foster growth among existing and emerging industries through a targeted **business retention program**.
- Leverage relationships with Tech Columbus, 2020, Battelle, The Ohio State University and other businesses to **encourage entrepreneurship, innovation and commercialization**.
- Continue to support **regional economic development strategies** designed to retain and expand companies within advanced logistics, small business, and technology-based industries.
- **Revitalize and guide the responsible redevelopment of the city's west side** near the Delphi redevelopment by establishing a west side economic development effort and conducting a marketing study.
- **Continue job creation efforts** in partnership with the Ohio State University, Nationwide Children's Hospital, the new convention center hotel and others.
- Continue in 2011 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.
- In partnership with Columbus City Schools, continue to maintain a **presence of police officers and firefighters in the schools**, including 17 school resource

- officers in Columbus high schools and 19 community liaison officers who present public safety programs in the elementary and middle schools.
- Enhance the **safety infrastructure** near and around schools through “operation safewalks” by installing sidewalks, signage, and flashing signals.

Downtown Development

- Continue to implement 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.
- Continue work on **the Scioto Mile**, such that it opens in the summer of 2011. Support the Ohio Department of Transportation (ODOT) in planning for the Rich Street Bridge in conjunction with the Scioto Mile.
- Collaborate with Capitol South and the Columbus Downtown Development Corporation on targeted programs to encourage development and redevelopment of the **Mile on High district 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 **development of Columbus Commons Park**.
- Begin **renovation of the Old Police Headquarters** building located at 120 West Gay Street. Various city departments will be relocated from obsolete, high maintenance buildings to this LEED certified facility upon project completion.
- Continue to 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. Other work includes strengthening the trail access to the Scioto Mile.
- Explore ways to **make downtown more environmentally welcoming** by incorporating features such as bicycle amenities, rain gardens, recycling options, and improved pedestrian mobility.

Customer Service

- Provide citizens with access to city services and city information through the operation, support and promotion of the **311 service center**.
- Continue to utilize the five Neighborhood Pride Centers to serve as **links between city services and Columbus neighborhoods**. Each pride center is a one-stop-shop for various city services and is dedicated to protecting the health, safety, and welfare of families living in their designated area.
- Promote concepts of community involvement in **crime awareness and crime reduction programs** and efforts. The focus will be centered on participation in

neighborhood crime reduction and organizational efforts such as block watch groups to support community policing partnerships.

- Continue the **community education program for Columbus residents-SIGNS**. This program provides information to the public on the safety of restaurants, pools, schools and other venues inspected by the Environmental Health Division. Transition to enhanced mobile web technology will improve efficiency.

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.
- Use COMBAT, an automatic vehicle locator program (**global positioning**) for **use in snow and ice operations**. This is a joint program between the city and the Franklin County Engineer and is supported by up to 80 percent reimbursement by the federal government.
- Continue to enhance the city's VoIP telephone system by implementing unified communications, which offers features that will **enhance employee productivity** through better management of voicemail and email, the flexibility to work from any location, and voice and video conferencing abilities.
- Develop and refine strategies to maximize grant dollars for "**greening**" the city's **vehicle fleet**. Fleet Management will complete construction of a compressed natural gas (CNG) station at the Groves Road facility.
- Upgrade the entire city fleet of parking meters with new **smart meters** that will take credit and debit cards in addition to coins. The first 1,000 meters were to be upgraded in 2010, with 1,000 new smart meters to be installed annually until all 4,215 meters have been upgraded. More than 400 new smart meters will be added in several locations that currently do not have parking meters.

Mayor's Goals

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