

## **Mayor's Goals and Initiatives for 2012**

The 2012 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 2012 are presented below, organized by goal area.

## Neighborhoods

- In 2012, the city will continue to 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**. The city will coordinate the housing development program with other public and private sector programs, focusing on the city's land banking efforts, to revitalize defined areas of the city with emphasis on the neighborhood investment districts.
- The initial implementation phase of the **neighborhood safety camera** program will be finalized in 2012 with the review of performance data and crime statistics.
- The **summer strike force** will be continued in 2012. The goal of this program is to mitigate crime in high crime areas by focusing concentrated levels of uniformed police resources during statistically high crime months. This targeted approach has been shown to be successful.
- **Collaboration with other organizations** on various projects will continue. Examples include working with Metro Parks on the development of the remaining portion of the Whittier Peninsula, Franklin Park Conservatory on a new greenhouse production facility, Franklin Park and their master plan, Nationwide Children's Hospital on the completion of Livingston Park, and Columbus City Schools on shared parks and playgrounds.
- The plan, design, development and eventual construction of **multi-use trails** through bike and pedestrian studies and mobility plans will be continued.
- 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, community gardens, bike and walking paths, walking maps and art walks, Creating Healthy Communities Network, the Women Infant and Children program (WIC) and the Healthier Choices Committee.
- With a full complement of recreation centers again open, the city will **invest in its neighborhoods** through varied maintenance and improvement projects, to include improvements to the HVAC and electrical systems, roofs, playground equipment, floors, and landscaping.
- The city will continue to **support social services** for citizens facing the greatest challenges from the current economic recession, by increasing funding for local social service agencies and the Community Shelter Board and maintaining funding for the Columbus Neighborhood Health Centers.
- Staff support to the Big Darby Accord process will be continued in an effort to **balance growth with responsible land stewardship** in a protected watershed. Funding for services will also be provided during the initial implementation of the Darby Town Center.

- In an effort to stabilize and maintain neighborhoods with high rates of foreclosed homes and abandoned properties, additional general fund moneys are being provided to the **weed abatement program** in 2012.

## Safety

- **Uniformed personnel levels will increase** by year-end 2012 through the offering of both police and fire recruit classes in 2012. These classes, when combined with those funded in 2011, will ensure that there are a sufficient number of recruits being trained to offset retirements that will occur as a result of the Deferred Retirement Option Plan (DROP) and other separations.
- Departmental and community **planning to prepare for and respond to a range of disasters or emergencies**, including bioterrorism, will continue to be a priority in 2012. Community leadership, public education, staff training, and an emphasis on public health awareness and protection for all Columbus residents will be key themes in 2012.
- In continued partnerships with **Community Crime Patrol and Capital Crossroads**, downtown parks will be monitored to ensure citizen safety and proactively address concerns.
- Police and fire staffing levels will be examined to determine the **most effective and efficient deployment of uniformed personnel**. Staffing adjustments may be made to address inefficiencies when and where they occur.
- The increased functionality of the new police and fire **emergency call center's computer aided dispatch (CAD) system** will improve the city's ability to respond to emergencies, enhance incident management, and improve communication between police officers and firefighters. Work to integrate the new system will continue in 2012.

## Economic Development and Technology

- **Job creation opportunities** will be proactively pursued by continued investment in Experience Columbus and Columbus2020!, to promote the economic development of the city.
- Growth among existing and emerging industries will be fostered through the continuation of the targeted **business retention program**.
- In 2012, established relationships with TechColumbus, Columbus2020!, Battelle, The Ohio State University and other similar entities will be leveraged to **encourage entrepreneurship, innovation and commercialization**.
- The city will continue to support **regional economic development strategies** designed to retain and expand companies within advanced logistics, small business, and technology-based industries.
- The city will continue to promote development in the King-Lincoln, Franklinton and Parsons Avenue districts through the use of **small business grants and loans** in 2012.

- The continued implementation and promotion of a **Green Economic Development** policy is an important element in the encouragement of investment in environmentally sustainable business growth.
- In 2012, the city will continue to develop, expand, and implement portions of its **citywide connectivity plan**. This plan outlines the most efficient means by which to connect to city facilities for data exchange and telephone voice traffic. The city will also continue to research and implement a wireless/fiber optic/broadband network technology, integrating it with the overall city network when practical. Information from the plan will be used to determine the extent to which connectivity can be used as an incentive for economic development.

## Education

- **After-school and summer initiatives** that expand the educational opportunities available to children in the city will be continued in 2012.
- In partnership with Columbus City Schools, the city will maintain a **presence of police officers and firefighters in the schools**, including 17 school resource officers in Columbus high schools and 20 community liaison officers, who present public safety programs in the elementary and middle schools.
- City departments will partner to enhance the **safety and infrastructure near and around schools** through the installation of sidewalks.
- The Application through Pride, Purpose and Success (APPS) Program will be expanded in an effort to **engage and mentor at-risk youth and young adults**.
- **Safe bicycling** will be promoted through the "Share-the-Road" public awareness campaign which shares tips with motorists and cyclists on how to safely and legally share the roadways.

## Downtown Development

- Implementation of the **comprehensive business plan for downtown** development, including strategies for housing, retail, parking, transportation, recreation, and economic/office development will be continued.
- To improve **pedestrian mobility**, the city will collaborate with the Columbus Downtown Development Corporation on the design of the second phase of the Scioto Mile, as well as the construction of the new pedestrian bridge near North Bank Park to connect the east and west banks of the Scioto River.
- Collaboration 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** will be continued.
- **Renovation of the Old Police Headquarters** building, located at 120 West Gay Street, will continue. Various city departments will be relocated from obsolete, high maintenance buildings to this LEED certified facility upon project completion.

- The city will continue to work to **make downtown more environmentally welcoming** by incorporating features such as bicycle amenities, rain gardens, recycling options, and improved pedestrian mobility.

## Customer Service

- Citizen access to city services and information through the operation, support and promotion of the **311 service center** will be continued in 2012.
- The five Neighborhood Pride Centers will continue to serve as **links between city services and Columbus neighborhoods** in 2012. 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.
- Concepts of community involvement in **crime awareness and reduction** programs and efforts will be promoted in 2012. The focus will be centered on participation in neighborhood crime reduction and organizational efforts such as block watch groups to support community policing partnerships.
- The **community education program for Columbus residents** “SIGNS” will be continued. This program provides information to the public on the safety of restaurants, pools, schools and other venues inspected by Columbus Public Health. Transition to enhanced mobile web technology will improve efficiency.
- The **streamlining of the zoning and permitting process** will continue in 2012 with the updating of the building code, to include definition updates, revisions to residential standards and permitted uses and the deletion of antiquated terms. Revisions to the graphics code will also be initiated in 2012.

## Peak Performance

- The city will continue to address components of its **10 year reform and efficiency action plan** 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.
- The city will continue the implementation of voice over internet protocol (VoIP) telephone systems, a unified communications system 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.
- The development and refinement of strategies to maximize grant dollars for **“greening” the city’s vehicle fleet** will continue in 2012.
- In 2012, the city will **expand its use of compressed natural gas**. Annually, the use of CNG will displace over 55,000 gallons of diesel fuel, save \$60,000 to \$90,000 in fuel costs and displace approximately 490 metric tons of carbon emissions.
- The city will continue to upgrade the entire fleet of parking meters with new **smart meters** that, in addition to coins, will take credit and debit cards. Of the

## Mayor's Goals

---

total 4,215 meters being upgraded, the first 2,000 have already been replaced. The balance will be phased in at a rate of 1,000 per year, until the upgrade is complete.