

Columbus City Bulletin



2003

ANNUAL REPORT

Andrea Blevins, City Clerk
COLUMBUS, OHIO

INDEX
2003 ANNUAL REPORT

	Page
City Council	3
City Treasurer	9
City Attorney's Office	16
City Auditor	22
Mayor's Office	26
Mayor's Office of Education	28
Civil Service Commission	32
Community Relations Commission	37
Equal Business Opportunity	43
Department of Finance	48
Columbus Health Department	54
Human Resources Department	60
Recreation and Parks Department	66
Public Safety Department	72
Public Service Department	79
Department of Technology	86
Department of Development	92
Public Utilities Department	97
The Trustees of the Sinking Fund	102
Franklin County Municipal Court Clerk	108
Franklin County Municipal Court Judges	113

**CITY COUNCIL
2003 ANNUAL REPORT**

COLUMBUS CITY COUNCIL

2003 Annual Report

The fourth year of a stagnant economy, declining federal and state funding, and the continued “War on Terror” and Iraq War forced cities throughout the United States, including Columbus, to drastically cut budgets in 2003. Columbus City Council successfully took on this challenge in 2003 and evaluated and prioritized administration spending based on several categories: 1) job creation, 2) safety, 3) indirect safety, and 4) health and housing.

Council resumed its work under the leadership of Matt Habash, who served his fifth year as president, and Michael C. Mentel his third year as president pro-tempore.

Each member of council was appointed to chair at least one of the standing committees: Council President Habash – Rules and Reference; Richard W. Sensenbrenner - Finance; Patsy A. Thomas - Utilities; Kevin L. Boyce - Administration; Recreation & Parks; Michael C. Mentel - Safety & Judiciary; Zoning; Maryellen O'Shaughnessy - Public Service & Transportation; Development; Charleta B. Tavares - Health, Housing & Human Services.

In 2003 City Council completed the transition from hard-copy processing of ordinances and resolutions to electronic processing, which resulted in considerable money and staff time savings throughout the city. It is estimated that actual dollars savings to the Council Office alone will be over \$1 million dollars during an eight-year period. Council staff budgets also reflected difficult economic times as two key positions were left unfilled: Council members deferred their pay raises for the third year.

Columbus City Council formally met in regular session 55 times, in which it approved 1,910 ordinances (832 hard-copy and 1,078 electronic) and 253 (128 hard-copy and 125 electronic) resolutions.

CITY BUDGET

Council amended the proposed budget in February 2003 by cutting \$2.3 million in administrative costs and finding more cost-effective methods of operation, and shifting those funds to restore indirect safety programs. These include those that support family and social services, such as health centers used by low-income persons without alternative access to health care. The budget as passed allocated 72 percent of funds towards direct public safety and safety related items.

Council began 2003 considering an Administration proposed \$545 million budget that called for the layoff 88 employees. Council worked with the administration and successfully reduced the number of proposed employee layoffs. In addition to prioritized spending, Council established two panels to review and guide the city in the areas of:

- Efficiency Review
- Energy policy

CREATING JOBS AND EXPANDING ECONOMIC OPPORTUNITIES

Fostering job growth in the city was the best way for the city to offset lost revenues. By deploying newly created tools and incentives, Council and the administration were able to retain, attract and/or create numerous jobs in Columbus. Following are highlights of Council's continued efforts this past year to stimulate the local economy and protect jobs.

- **JOBS DOWNTOWN** – Efforts to attract employers and jobs to downtown Columbus succeeded. In 2003, legislation passed by Council resulted in the creation/retention of over 350 jobs in downtown Columbus, including:
 - 110 CityNet (ORD. 1703-2003)
 - 110 SBC (ORD. 2111-2003)
 - 48 Residential Financial Corporation (ORD. 1694-2003)
 - 20 Virginia Homes (ORD. 1720-2003)
 - 17 Kegler, Brown, Hill & Ritter (ORD. 1111-2003)
 - 15 Ten/Resource (ORD. 1113-2003)
 - 10 Midwest Communications and Media (ORD. 2552-2003)
 - 10 Cornerstone Home Financial (ORD. 2548-2003)

- **ADVANCING HIGH-TECH GROWTH** – By Council authorizing to contract with the Columbus Technology Leadership Council (ORD. 0808-03), the city aligned the region’s business, government and educational leaders for the development and execution of a strategy to increase the amount of technology-based firms operating in the city, and generate more jobs through their growth.

- **REINVENTING THE NORTHLAND AREA** - With Council’s expectation of significant returns on its investment, the city acquired the Northland Mall property and leased it back to Urban Growth Development Corporation to shape into a new community asset featuring park space, office suites and residential living (ORD. 0033-03). To date, spot demolition of sections of the former mall is on schedule for the proposed mixed-use development and the first major tenant was signed for the former Lazarus department store location, bringing over 650 to the area.

In 2003, Council also helped welcome new residential units to the Northland area. For nearly a decade, the closed Nazarene Campgrounds on Morse Road amounted to little more than a weed infested eyesore. Today, the first of many new residents have moved into Morse Glen, a garden and townhome apartment complex. Overall, Columbus has committed more than \$17 million in public investment along Morse Road, which has leveraged more than \$28 million from the private sector.

- **SEWER EXPANSION TO CREATE JOBS** – Council authorized construction to commence on the \$220 million+ Big Walnut/Rickenbacker sanitary sewer line. Once complete, the line will help boost job growth by permitting significant future commercial investment in the southeast, including the area surrounding Rickenbacker Airport (ORD. 2153-2004).

PROTECTING NEIGHBORHOODS AND CITIZENS

Ensuring the safety of every neighborhood continued to be Council's top priority in 2003. Listed below are highlights on action taken by Council in 2003 that directly protect citizens.

- **PROTECTING OUR SOLDIERS** – In order to make neighborhoods safe, Council made sure the families of safety forces remained secured. Council extended for another additional year the military leave with pay for city employees who were or would be called to active military duty in connection with the continued “War on Terror” and War in Iraq.

- **EXPANDING FIRE PROTECTION** – In October of 2003, Council members Habash and Mentel joined other city officials to formally dedicate Station 34 – the first new station to open since 1994. 5201 Wilcox Road now is home to a medic and engine truck. Firefighters operating out of the station will quicken emergency responses in northwest Columbus and reduce reliance on suburban partners for assistance.

- **PROTECTING NEIGHBORHOOD PROPERTIES** – Led by the work of Council Safety and Judiciary Committee Chairman **Michael Mentel**, City Council adopted tough new restrictions on adult entertainment businesses on April 14, 2003. The new ordinance was crafted in response to a legal challenge to the city’s existing law filed by four adult businesses. Any new adult-oriented business would be permitted to operate only in land zoned for manufacturing. Within those zones, the adult business must be at least 250 feet away from any residence, school or university facility, day care, preschool or church.

This leaves approximately 2 percent of all city land available for the operation of adult businesses.

An initiative, sponsored by Council member **Patsy Thomas**, passed in 2003 that gets rid of abandoned structures before they become crack houses through tough new rules designed to force absent landlords to take better care of their properties. To date, over 23 dilapidated structure have been demolished.

Additional legislation, sponsored by Council members **Maryellen O’Shaughnessy** and **Patsy Thomas**, passed in 2003 (ORD. 0457-03) that requires owners to register vacant property with the City, comply with all exterior codes, and empower the Safe Neighborhood Review Board to hear cases relating to vacant structures and order action from the owner.

- **SECURING SAFETY EQUIPMENT** - Heart disease kills 400,000 Americans a year, and sudden cardiac arrest leads to more than half those deaths. Survival from cardiac arrest improves dramatically when quick action is taken. Council member Patsy Thomas initiated Project HeartStart to promote new, easy-to-use heart-shocking devices to help prevent cardiac arrest as a complement to treatment by medical personnel. She secured private funding to place these automated external defibrillators (AEDs) in 11 public buildings. Ordinance 0760-03, added AEDs to the list of protected safety devices in the city’s anti-tampering ordinance. Tampering with an AED is now a misdemeanor similar to tampering with a fire extinguisher or a fire escape. Work continues with Project HeartStart to extend deployment – both in the City and throughout the Columbus community.

In a related action, Thomas began a partnership with OSU Hospital to develop a heart attack registry to better track outcomes and position the City to secure outside grants to test new equipment and improve treatment.

- **ENHANCING POLICE TRAINING** – Under the direction of the Administration Chair **Kevin Boyce**, Council approved two contracts that allowed the city to begin the construction of a new 161,000 square-foot police academy that will improve the skills of city police and earn revenue for the city as Columbus trains officers from other jurisdictions. Scheduled for completion in 2004, the new academy at 1000 N. Hague Ave. will give police officers the ability to obtain the latest training available to deal with the increasingly complex safety issues facing officers on the street (ORD. 0782-03 and ORD. 0783-03).
- **SPEEDING RESCUE SERVICES TO CITIZENS** – Concerns about emergency rescue response time to vehicle accidents along the 270 outerbelt prompted Council Safety and Judiciary Chairman **Michael Mentel** to champion legislation that effectively doubles the City’s ability to provide this type of critical heavy rescue service.

The legislation authorized the purchase of four additional “jaws of life” type extrication tools to be used by trained rescue technicians and to ensure sufficient staffing on the engines that are sent on these calls. The four new extrication tools were for deployed to Fire Station 33 in the Far North area, Station 5 on the Eastside, Station 26 on the Westside and Station 22 on the Southside.

Mentel also created a working group to analyze and evaluate the City's heavy rescue operations in full. The group's final recommendations for improvements are due in Summer 2004.

- **PROTECTING AGAINST TERRORISM** - A \$280,000 federal grant, accepted by Council in 2003, boosted central Ohio's ability to effectively respond to terrorist attacks or to challenges such as pandemic flu or severe heat wave (ORD. 2294-03). Sponsored by Council member **Charleta Tavares**, these funds supported Metropolitan Medical Response System (MMRS) all hazards planning activity, which brings together the city's Health department, first responders and health care providers, including public safety organizations, FEMA, adjacent county health organizations, and area hospital systems. The work of this group falls under the national Homeland Security program.

Actions by Council also strengthened the communications capabilities of central Ohio first responder agencies with the purchase of radios and related emergency communication equipment (ORD. 2388-03).

INDIRECT SAFETY / QUALITY OF LIFE

- **EXPANDING PARKLAND** - Two ordinances, passed in 2003 and sponsored by Council member Kevin Boyce, authorized the use of state grants to acquire land in the Big Darby Creek Watershed and downtown that will be used to expand city parkland. Ordinance 0019-03 authorized the Recreation and Parks Department to purchase 44 acres of property on Alton Road, adjacent to 59 acres the city previously purchased.

Ordinance 0020-03 allowed the Recreation and Parks Department to contract with Capitol South Urban Redevelopment Corporation for the purchase of undeveloped land on the Scioto Peninsula adjacent to COSI.

Additional action by Council in 2003 accepted \$3 million in State of Ohio grants to continue work on the Scioto Riverfront Park and Northbank Park. The parks will help attract visitors and businesses downtown to create jobs. The Scioto Riverfront and Northbank Parks are well underway and scheduled for completion in 2005.

- **RESTORING NEIGHBORHOOD HEALTH CENTERS** – Council restored over \$1.4 million dollars in cuts to maintain social services and health center system budgets at the 2002 level.
- **GETTING TO SCHOOL SAFELY** - The city continued its “missing link” sidewalk program in 2003 with the acquisition of property on the south and east sides of Columbus near public schools. Council's approval of Ordinance 0182-03 expended \$125,000 to purchase land on Frebis Avenue between Eighth and Lockbourne avenues; on Fifth Avenue between I-670 and Dawson Avenue and along Brentnell Avenue from Leanedard to Woodward avenues to build new sidewalks. To date, the Missing Link sidewalk program has led to the planning and/or construction of six miles of sidewalks near Columbus schools.
- **BRIGHTENING NEIGHBORHOODS AND INCREASING SAFETY** – Sponsored by Council's Utilities Chair Patsy Thomas, ornamental poles and high-powered sodium streetlights filled two more sections of Eastmoor and Clintonville with Council's approval of two ordinances. Ordinances 0619-03 and 0620-03 continued the expansion the street light programs, which were financed through assessments property owners agreed to pay. The Eastmoor expansion covered the area generally bound by Fair Avenue to the north, Main Street to the South, James Road to the east and Gould Road to the west. The Clintonville extension was generally bound by Glenmont Avenue to the north, East North Broadway to the south, Indianola Avenue to the east and High Street to the west.

HEALTH AND HOUSING

- **IMPROVING HEALTH CARE ACCESS** - Approval of Ordinance 0189-03 helped expecting mothers in Franklin County get access to prenatal care. Passage of this ordinance allowed the city to contract with the Columbus Medical Association Foundation for \$49,000 so it can implement a centralized scheduling system for the initial prenatal appointments for women seeking access to physicians. Since August 2003, 1,357 women have sought care from this program.
- **INCREASING AFFORDABLE HOUSING** – In 2003, Council approved a \$2,503,318 grant to the Affordable Housing Opportunity Fund that will increase the local supply of decent, safe, sanitary and affordable housing within the city. Ordinance 0285-03, sponsored by Council member Charleta Tavares, allocated federal Community Development Block Grant assistance to the housing fund in order to meet the housing needs of low- and moderate-income families through repair, acquisition and construction of rental and homeowner units. This action by Council has allowed the Opportunity Fund to affect over 650 affordable housing units. Efforts included home rehabilitation efforts, improved handicap access, and homeownership development.
- **SUPPORTING THE ARTS** - Two measures passed in 2003 drew down hotel-motel tax revenue to fuel local arts. Under the leadership of Council member Kevin Boyce, Ordinance 358-03 provided up to \$3,317,400 to arts organizations funded by the Greater Columbus Arts Council.
- **ESCALATING DOWNTOWN HOUSING** - Approval of three ordinances by Council fostered the construction of 180 new downtown housing units. Ordinance 1571-2003, 1572-2003 and 1578-2003, sponsored by Council's Development Chair Maryellen O'Shaughnessy, permitted loans from the Capital South Downtown Housing Incentive Fund to be granted to three builders. Work has begun to transform a parking lot at the corner of High and Rich Street into 75 new rental units; a blighted warehouse at the intersection of Grant Avenue and Walnut Street into 44 new condominiums; and a commercial building at 60 East Spring into 61 new rental units. To date, actions by Council have helped create approximately 500 new housing units in the downtown area.
- **DELIVERING HEALTH SERVICES** – In 2003, Council's approval of Ordinances 1709-2003 and 1764-2003 allowed the city will generate more than \$630,000 in income from Franklin County by delivering critical home health services to children, elderly, disabled and chronically ill residents. Sponsored by Council's Health, Housing and Human Services Chair Charleta Tavares, the approved ordinances has allowed the Department of Health's Community Health Division and the Maternal and Child Health Division to contract with the county to continue more than a decade of service to those eligible to receive health care in their homes.

CITY TREASURER
2003 ANNUAL REPORT

ANNUAL REPORT
DEPARTMENT OF CITY TREASURER
FOR THE YEAR ENDING DECEMBER 31, 2003

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 ""the treasurer shall be the custodian of all money belonging to the city and subject to the provision of any 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 2003 was \$ 690,880,168.53 with investment earning of \$ 9,919,397.94 for a yield of 1.436%. The investment balance at year-end was \$ 571,634,286.08. Schedules of all investment activity for the year, and the portfolio composition as of December 31, 2003 are presented later in this report.

The City Treasurer is also responsible for the administration of the Parking Violations Bureau, which was established in March of 1983, pursuant to Ordinance 2410-82, passed on December 6, 1982. The Bureau, which is located at 400 West Whittier Street, is responsible for the issuance and collection of parking tickets, the collection of moneys from parking meters, and the impounding and storage of vehicles.

Columbus City Treasurer's Office

Balance Sheet as of 12/31/03

ASSETS:

Cash in Banks	2,867,905.86
Cash-in-Payroll Account	380,908.06
Cash-on-Hand	197,503.76
Receivable Items	6,035.60
Sinking Fund Coupons	4,986,149.32
Returned Checks	86,821.26
Treasury Investments	571,637,586.13

Total Assets	\$580,162,909.99

LIABILITIES:

Auditor's Warrants Payable	5,671,260.84
Sinking Fund Warrants Payable	4,996,451.71
Payroll Checks Issued	380,908.06
Advance Receipts	6,516,979.21

Total Liabilities	17,565,599.82

City Fund Balance	562,457,651.77
Sinking Fund Balance	62,119.75
Police Relief Balance	77,538.65

Total Fund Balances	\$562,597,310.17

Total Liabilities and Fund Balance	\$580,162,909.99
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CASH IN BANK DEPOSITORIES
AND
RELATED PLEDGED COLLATERAL
AS OF DECEMBER 31, 2003

Financial Institutional	Bank Balance 12/31/03	Collateral Requirement @ 105%	Actual Collateral	Excess or (Deficit) Collateral	Institution Holding Collateral	Collateral Type	Collateral % of Deposits
<hr/>							
NATIONAL CITY							
Demand Deposits	1,881,387.75	1,975,457.14	1,976,238.45	781.32	Federal Reserve Bank of Cleveland Chase Bank, New York	Pooled	105%
HUNTINGTON NATIONAL BANK							
Demand Deposits	141,363.17						
Payroll Account	380,771.66						
Savings Account	824,419.56						
	1,346,554.39	1,413,882.11	1,937,148.49	523,266.38	Federal Reserve Bank of Cleveland Bank of New York	Pooled	144%
BANK ONE OF COLUMBUS							
Demand Deposits	895,104.86						
Savings Account	64,899,803.53						
	65,794,908.39	69,084,653.81	73,572,260.06	4,487,606.25	Federal Reserve Bank of Cleveland Chase Bank, New York	Pooled	8219%
FIFTH THIRD BANK OF COLUMBUS							
Demand Deposits	234,889.25						
Savings Account	29,599,702.32						
	29,834,591.57	31,326,321.15	34,871,628.76	3,545,307.61	Federal Reserve Bank of Cleveland Fifth Third Bank of Cincinnati	Specific	117%
			-3-				

Columbus City Treasurer

Investment Earnings

Cash Basis

1983 - 2003

<u>Year</u>	<u>Investment Earnings</u>
1983	\$14,925,329.62
1984	\$16,646,800.91
1985	\$18,070,696.58
1986	\$19,973,398.79
1987	\$28,388,518.85
1988	\$22,060,069.73
1989	\$25,936,181.69
1990	\$25,462,770.85
1991	\$21,972,435.31
1992	\$14,630,762.90
1993	\$14,078,568.03
1994	\$14,407,539.40
1995	\$21,167,207.89
1996	\$24,328,056.80
1997	\$26,925,897.15
1998	\$29,599,645.25
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

City of Columbus
December 31, 2003

Portfolio By Type	Amount	Average Yield	Percentage of Portfolio
FFCB Coupon Notes	4,996,219.83	2.28%	0.87%
FFCB Coupon Notes-Callable	<u>34,994,649.84</u>	1.68%	<u>6.12%</u>
Federal Farm Credit Bank	39,990,869.67		7.00%
FHLB Coupon Notes	77,448,114.31	2.10%	13.55%
FHLB Coupon Notes-Callable	<u>227,138,594.39</u>	1.69%	<u>39.73%</u>
Federal Home Loan Bank	304,586,708.70		53.28%
FNMA Coupon Notes	40,061,098.66	2.07%	7.01%
FNMA Coupon Notes-Callable	<u>44,997,319.59</u>	1.86%	<u>7.87%</u>
Federal National Mortgage Association	85,058,418.25		14.88%
U. S. Treasury Notes	35,010,459.93	1.75%	6.12%
Star Ohio	9,261,422.36	1.04%	1.62%
Bank One Bank Account	64,845,650.61	1.08%	11.34%
Fifth Third Account	234,889.25	1.04%	0.04%
Fifth Third Account	29,574,147.35	1.08%	5.17%
Huntington Premier Money Market	823,719.96	1.00%	0.14%
Street Lighting Projects/Brewery District	2,248,000.00	2.86%	0.39%
Total Investments	571,634,286.08	1.69%	100.00%
Total Callable	307,130,563.82		
	53.73%		

PARKING VIOLATIONS BUREAU ANNUAL REPORT DECEMBER 31, 2003

The Columbus Parking Violations Bureau (PVB) was established in March, 1983 and is located at 400 West Whittier Street in downtown Columbus. The hours of operation are from 9:00 A.M. to 8:00 P.M. Monday through Friday, and from 8:00 A.M. to 7:00 P.M. on Saturday, and closed on Sundays. The bureau employs 37 full time employees and 1 seasonal employee whose main responsibilities include parking enforcement and issuing of parking related citations; parking meter collections; and related cashing functions. The PVB provides a central location for citizens to pay their parking tickets, file a complaint about a parking violation, request a hearing for a parking violation, report a broken parking meter, discuss a parking violation, and/or retrieve impounded vehicles.

The Parking Violations Bureau maintains all parking violation tickets issued by in-house staff, as well as, the Columbus Division of Police and provides on-line inquiry capabilities for fast response to the public's needs and inquires. The PVB contracts with the State of Ohio, Bureau of Motor Vehicles (BMV) for on-line communication to enhance the effectiveness and efficiency the operation.

The Parking Violations Bureau also employs a vigorous program of noticing to encourage prompt payments by violators. The bureau has partnered with the BMV in applying license and registration holds for delinquent violators. In 2003 the PVB collected \$482,811 as a result of this program.

2003 was the first year of a new contract for ticket processing services as the result of a formal request for proposal. The new contract was awarded to the current vendor and added increased services and, at the same time, decreased costs by over \$72,000 from the previous year.

Pursuant to the new contract, the PVB instituted 3 new enhancements to its overall operation in an effort to increase the efficiency and effectiveness of the division. A web site with Pay-By-Web capabilities was launched in March. 13,375 web payments totaled over \$550,000 by the end of the year. Over 3,900 emails were received and answered over the same time period. Electronic hand held ticket writing units were also added in 2003. These units have the capability to notify the officer immediately if the vehicle in question is a tow eligible, repeat violator. They also produce computer printed tickets that are more easily readable by all. Finally, document imaging was also initiated in 2003. This technology will allow for better tracking, filing, and retrieval of vital information within the division.

In 2003 the PVB and Division of Police issued 176,640 parking related citations. Revenues in 2003 were as follows: \$5,696,204 from parking citations; \$2,500,828 from impound and storage fees; \$2,910,190 from parking meter revenue; and \$17,330 from parking meter debit card sales for a grand total of \$11,124,552. This grand total represented a 5.5% increase to the City's General Fund over 2002.

There were 2,106 adjudication hearings held at the PVB in 2003, with 1,225 violations being upheld and 881 being dismissed. The 2,106 hearings were a 37.3% increase over the 1,534 hearings held in 2002.

CITY ATTORNEY'S OFFICE
2003 ANNUAL REPORT

Columbus City Attorney's Office 2003 Annual Report

The Charter of the City of Columbus specifies that the City Attorney shall be elected to a four-year term and shall be “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.” In that regard the City Attorney prosecutes or defends all suits for and in behalf of the city, and prepares all contracts, bonds and other instruments in writing in which the city is concerned. Additionally the City Attorney prosecutes criminal misdemeanor offenses in the Franklin County Municipal Court.

Richard C. Pfeiffer, Jr. became City Attorney on January 13, 2003, by appointment of the Columbus City Council to fill the vacancy in the office created by the departure of Janet E. Jackson. On November 4, 2003, Mr. Pfeiffer was elected to the office to fill the remaining two years of the unexpired term.

The City Attorney's Office is comprised of four divisions: Civil, Prosecutor, Asset Recovery, and Real Estate.

CIVIL DIVISION

Business and Regulation Section

The Business and Regulation Section serves as primary legal counsel to City officials with respect to issues surrounding City services, legislation, contracts, zoning and other vital issues related to the day-to-day operations of the 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.

In 2003, the Section represented the City in an action brought by the State of Ohio alleging violations of the Federal Clean Water Act related to illegal sewer overflows. Earlier efforts had resulted in an expeditious settlement to insure future compliance and provide almost half a billion dollars in infrastructure upgrades. The Section also successfully obtained a dismissal of additional litigation filed by the Sierra Club, which alleged the City's sewer overflows violated the federal Clean Water Act, as well as successfully defended a lawsuit against the Division of Water over its utility service termination policies.

In front of the Ohio Supreme Court, this section successfully represented the City in an eminent domain case brought by suburban neighbor, the City of Worthington, to acquire part of a Columbus city park for the expansion of a cemetery in Worthington. The Supreme Court denied the City of Worthington's attempt to acquire the City's parkland through eminent domain proceedings.

The Section also represented City Council in proceedings before the Division of Liquor Control and Liquor Control Commission. In 2003, nine additional liquor permit renewals were objected to by Council for the 2004 calendar year.

Finally in 2003, the Section's attorneys reviewed more than 3000 City contracts and more than 3500 pieces of legislation, a 17% increase over 2002.

Litigation Section

The Litigation Section defends the City of Columbus and its employees in all types of civil litigation. While some litigation attracts a great deal of attention, much of the day-to-day operation of the Litigation Section finds attorneys in the courtroom defending the city in contract disputes, claims for personal injury or property damage, constitutional violations, wrongful death, tax disputes, and many other claims requesting money damages.

In 2002, there were a total of 275 new lawsuits filed against the City of Columbus and its employees, requesting a total of over \$218 million in damages. The City Attorney's Office was able to close a total of 258 cases, which sought a total of over \$847 million dollars in damages. In the year 2003, the City Attorney paid out \$452,919 by way of settlement or trial to resolve litigation matters. Thirteen cases were resolved by way of settlement. We went to trial in five cases – winning four. Seven cases were dismissed by way of a motion for summary judgment, and twenty-two other cases were dismissed in favor of the City by way of motions, affirmation by an appellate court, or some other manner. One case was dismissed in favor of the other party.

Labor Section

The Labor Section consists of four attorneys. The attorneys are responsible for handling all labor and employment-related litigation involving the City and for rendering legal advice to City officials on labor and employment matters.

At the beginning of 2003, the Labor Section Attorneys were handling 131 cases in various forums. Over the course of the year, 67 new employment-related lawsuits and/or administrative charges were filed against the City of Columbus and/or its employees. During 2003, the Labor Section closed a total of 122 cases.

Labor Attorneys assisted the City in extensive labor negotiations and fact-finding with the FOP and participated in grievance mediations with AFSCME and CMAGE. Eighteen grievances were successfully resolved through mediation. The Labor Section also provided training. Labor Attorneys participated in city FMLA training, were presenters at the Citywide Human Resources Conference, spoke at the Ohio Municipal League Leadership Conference, and organized a continuing legal education seminar for over two hundred government attorneys titled "Litigation in Cyberspace."

Police Legal Advisor Section

The Police Legal Advisor Section provides comprehensive legal advice specifically to the Division of Police on policies, procedures, and labor issues. Attorneys in this section also deliver around the clock "real time" advice to police personnel. In addition, this section tracks lawsuits, case reviews, and property damage/medical claims against the Division.

In 2003, the total number of opinion requests fielded by the attorneys in this unit was 8,869. This section also provided hundreds of hours of training on more than a dozen different topics related to the job of the police officers.

PROSECUTOR DIVISION

The Prosecutor Division represents the State of Ohio and City of Columbus in the prosecution of misdemeanor traffic and criminal cases filed in the Franklin County Municipal Court, and civil actions in the Environmental Division of the Municipal Court.

In 2003, the total number of criminal and traffic misdemeanor cases was 169,548.

	1999	2000	2001	2002	2003
OMVI	6,529	6,423	7,219	4,309	4,380
Domestic Violence	5,042	5,083	5,324	6,261	4,868
Assault	5,268	5,558	5,787	5,114	4,899
Resisting Arrest	985	968	932	458	389
Aggravated Menacing	520	610	636	719	683
Menacing	322	276	310	308	335
Petty Theft	3,225	3,262	3,471	3,340	2,699
Environmental (criminal/civil)		6,688	7,381	6,254	6,010

Alternative Dispute Resolution Unit

Dispute resolution programs save the courts and citizens time and money by using trained mediators to solve problems and conflicts outside of the judicial process. The four individual components of this comprehensive Alternative Dispute Resolution Program are:

Night Prosecutor Mediation Program

The Night Prosecutor Mediation Program is a pre-filing mediation program housed in the Prosecutor Division of the Columbus City Attorney’s Office. The Night Prosecutor Mediation Program scheduled 573 cases for mediation. Of these referrals, a total of 310 mediations were held with 243 cases reaching agreement. The program yielded an overall success rate of 78 percent in 2003.

Project S.M.A.R.T.

Project SMART (Student Mediation and Assistance to Reduce Truancy) allows families, students, schools, the juvenile court and social service agencies to work collaboratively to address the root causes of attendance problems; both tardiness and truancy. During the 2002-2003 school year, 13 Columbus Public middle schools participated in the program: Barrett, Beery, Champion, Clinton, Crestview, Eastmoor, Hilltonia, Indianola, Linmoor, Medina, Starling, Wedgewood and Westmoor. All of the schools participating in the program had an average increase in attendance of 2.55% compared to the 2001-2002 school year. The middle schools without Project SMART had an average increase in attendance of just .71%.

Check Resolution Program

The Check Resolution Program provides area merchants and check writers an opportunity to settle bad check disputes in mediation, avoiding criminal prosecution. In 2003, there were a total of 40,403 check resolution mediations. The number of checks processed through the program for first and second mediations totaled 42,711. This program successfully recovered \$1,064,899.90 in dishonored checks for 2003, and it successfully diverted 40,403 criminal complaints from being filed. Fees charged by the Check Resolution Program generated \$82,318.00 to the City's general fund.

Traffic and Criminal Diversion

In its final year as a structured program, the Diversion Program served defendants charged in Franklin County by diverting some non-violent, non-drug related cases for first time offenders. The Diversion Program diverted approximately 2% of cases off the Municipal Court Docket. During the program's four years, 2,481 clients were accepted into the criminal component. Of those accepted, 1,966 clients successfully completed it. A majority of these cases were for theft or underage alcohol violations, all of which were referred to more than 9,000 hours of educational classes.

In the traffic component, 5,502 clients were accepted into the program over the four-year period. Of those, 3,123 clients successfully completed the program. On average, 82% of the clients who successfully completed the traffic diversion program had a valid driver license one year after entering the program.

Intake Unit

The Intake Unit of the Prosecutor Division serves citizens of the community who request the filing of criminal misdemeanor complaints. In 2003, the Intake Unit had 9,054 intake interviews and filed 2,355 charges. The unit took 402 complaints involving animals over the telephone. The Director of the unit responded to 2,124 phone calls from citizens requesting information and assistance.

Domestic Violence/Stalking Unit

The Domestic Violence and Stalking Unit prosecutes domestic violence offenders and assists the victims of these crimes. In 2003, more than 8,000 individuals were provided with education, support, counseling, and assistance. The Domestic Violence Unit continued to provide education and training to Franklin County law enforcement officers. In 2003 the Unit continued providing a comprehensive one-day in-service training for law enforcement officers in Franklin County. This training was provided to approximately 200 officers and 100 communication technicians from 23 police departments.

During the year, there were 5,898 domestic violence criminal charges filed, including charges of violating a protection order. The Stalking Unit investigated 357 stalking complaints during 2003.

Appellate Unit

The Appellate Unit is responsible for the appeal of misdemeanor prosecutions to the Franklin County Court of Appeals, and defending any misdemeanor criminal appeals filed against the City. In 2003, the Appellate Unit filed 5 Notices of Appeal and was noticed on an additional 32 appeals. Of the total number of cases decided by appeal (35), 22 decisions were ruled in favor of the prosecution, including four cases in front of the Ohio Supreme Court.

ASSET RECOVERY DIVISION

In 2003, the Asset Recovery Section recorded a total of \$1,825,349 in income tax collections. Of that total amount, \$1,067,244 was collected in-house on cases assigned to the division. Additionally, the Section worked with the Litigation Section to secure a civil suit settlement for the amount of \$750,000, in a case involving a major corporation doing business in the City of Columbus for outstanding employee withholding taxes.

Additionally, the Division continued use of a system designed to track non-tax related collections paid to the City. This system has significantly affected the amount of outstanding debt collected by the Division. In 2003, \$127,117 was recovered through this work. And in the area of foreclosure and bankruptcy collections, this Division collected \$245,376, nearly double the amount from the previous year.

REAL ESTATE DIVISION

The Real Estate Division is responsible for the acquisition of all real property needed by City departments, the provision of legal assistance with regard to all real estate matters, including the sale and leasing of property, and matters related to real estate taxes.

In 2003, the Real Estate Division provided legal and negotiating advice for a number of major projects contributing to Columbus' development, including completing the acquisition of properties comprising the former Northland Mall, the purchase of downtown office buildings and parking for the Central Ohio Area Agency on Aging, and the permitting/leasing of the North High Street Cap over I-670 .

OVERALL OFFICE ADMINISTRATION

During 2003, the City Attorney's Office continued to address the difficult 2003 budget situation by reducing hours of operation, keeping vacant positions open, reducing supply and service expenses, reducing overtime, and pursuing outside revenue sources.

Through these and other efforts, the City Attorney's Office continued its mission to be a first-class law office, providing excellent legal services by efficiently and effectively prosecuting and defending all legal matters involving the City, while providing services that make a positive difference in our citizen's lives, schools, and communities.

CITY AUDITOR
2003 ANNUAL REPORT

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

Total Expenditures

	<u>2003</u>
Personal service	\$ 1,943,474.47
Materials and supplies	25,258.55
Services	700,668.76
Other disbursements	-
Capital outlay	4000.00
	\$ 2,673,401.80
	\$ 2,673,401.80

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)			
2003	\$11,439	1998	10,275	
2002	11,045	1997	9,570	
2001	11,140	1996	8,363	
2000	11,426	1995	7,830	
1999	10,840	1994	7,168	

Miscellaneous Data

	<u>2003</u>	<u>2002</u>	<u>2001</u>	<u>2000</u>	<u>1999</u>
Vouchers paid	106,083	97,500	95,187	98,037	89,591
Receiving warrants written	6926	6560	6460	5,949	5,527
Disbursing warrants written	74,330	79,384	82,343	87,940	83,623
Funds and sub-funds accounted for:					
General	4	4	4	3	3
Special Revenue	44	40	38	37	38
Trust & Agency	19	19	17	17	19
Debt Service	14	11	9	9	10
Internal Service	7	7	7	7	7
Capital Projects	29	31	39	38	39
Enterprise	40	38	34	31	32
	Total	157	150	148	142
	157	150	148	142	148

2003 ANNUAL REPORT COLUMBUS INCOME TAX DIVISION

The Columbus Income Tax Division is charged with the collection, audit, and enforcement of the 2.0% municipal income tax pursuant to Chapter 361 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 2003:

Gross collections in 2003 via Income Tax Division	\$453,012,190
Gross collections in 2003 via State of Ohio	+ 242,736
Transfers to other cities	(1,163,383)
Collections in transit 12/31/2002	+ 2,917,755
Collections in transit 12/31/2003	(719,787)
Refunds paid in 2003	<u>(15,023,678)</u>
Income tax revenues (budgetary basis per Auditor's annual report)	<u>\$439,265,383</u>

The funds collected from the tax are allocated for municipal purposes as set forth in Chapter 361.36 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 made up	85.3% of the total tax revenue for Columbus in 2003.
Business accounts made up	9.8% of the total tax revenue for Columbus in 2003.
Individual accounts made up	4.9% of the total tax revenue for Columbus in 2003.

By contract, this Division administered the collection of the municipal income tax for the following municipalities in 2003: Brice, Canal Winchester, Grove City, Groveport, Harrisburg, Lithopolis, Marble Cliff, and Obetz. For the administrative service of collecting the income taxes for these suburbs, Columbus General Fund received collection fees based on the gross income tax collections for each of these communities. Fees collected during 2003 for administering the income tax collections of the administered suburbs amounted to \$421,313.00. This is to be compared to \$579,542.00 in fees collected in 2002. 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 total expenditure to operate the Income Tax Division during 2003 was \$4,951,539.00. This includes salaries, fringes, income tax forms, new equipment, and miscellaneous supplies including postage. This represents administrative service for income tax collection for Columbus and eight satellite communities. The authorized strength of the Income Tax Division in 2003 was 82 full-time and 1 part-time employees.

City Income Tax receipts processed in 2003 through the Delinquent Section amounted to \$6,348,056.00. This amount included delinquent tax, penalty and interest charges for Columbus and all administered cities.

During 2003, the Income Tax Division referred 1,511 cases to the City Attorney's office for filing civil suits on delinquent assessments totaling \$3,580,209.00.

On December 31, 2003 the Division had 577,633 accounts on its tax files. This total is comprised of 494,018 "Direct" and 83,615 "Withholding" accounts.

	ACTIVE	INACTIVE		
CORPORATE	19,917	42,703		
FIDUCIARY	261	1,562		
INDIVIDUAL	58,152	338,561		
PARTNERSHIP	0	4,893	Required to file as entities.	
ENTITY/PRTSHIP	6,075	9,671		
COURTESY	-0-	12,223		
TOTAL – DIRECT	84,405	409,613	TOTAL	494,018
- WITHHOLDING	21,254	62,361	TOTAL	83,615
GRAND TOTAL	105,659	471,974	TOTAL	577,633

The total number of accounts on the tax database increased by 25,555 in 2003.

Submitted by: Melinda J Frank
Income Tax Division Administrator

MJF/MDJ

**MAYOR'S OFFICE
2003 ANNUAL REPORT**

Mayor's Office 2003 Annual Report

Through on-going fiscal responsibility, both in cutting costs, increasing revenues and striving to greatly increased efficiency and improved customer service, the City of Columbus continued to overcome economic challenges and move forward with neighborhood services in 2003.

By building partnerships with residents, neighborhood associations, local businesses and organizations, Mayor Michael B. Coleman has moved forward an agenda of neighborhood improvement with specific results. The partnerships also have engaged Labor organizations and City Council, not only in improving internal operations, but also in improving the overall quality of life for the families of Columbus.

Economic challenges continue, as the City is in the midst of the worst economic recession since 1961. Fiscal restraint has included cuts of \$150 million to a continuation budget, as revenues continue to enjoy little or not increases. Cuts to City departments have been dramatic, but largely without notable reductions in essential neighborhood services. The City's workforce has been reduced by nearly 350 employee positions. Every department received significant cuts, except the Department of Public Safety, which will make up 72% of overall General Fund expenditures in 2004, up from 63% in 2000. Despite cuts in many areas, the 2004 Budget ensures the continued delivery of key services, and funds new recruit classes in the Divisions of Police and Fire. The City also continues to move forward on key goals, such as: increasing new housing construction in older neighborhoods, improving accountability in the Division of Police, expanding after-school care for children through Cap City Kids, attracting new jobs to Columbus and downtown, and working together with regional partners to improve hometown security through cooperation, communication and coordination of resources.

Major initiatives and innovations begun by the Mayor's office continue, including: Neighborhood Pride, which has now helped clean up 30 areas, the Columbus Franklin County Affordable Housing Trust, which has helped drive construction for hundreds of new units, improvements to the Morse Road Corridor's infrastructure and on-going redevelopment of the Mall site, partnerships with Columbus Urban Growth Corp. such as Taylor Homes, and on-going investment in efforts to improve pedestrian safety.

MAYOR'S OFFICE OF EDUCATION
2003 ANNUAL REPORT

Education Goal: Encourage and promote participation in learning opportunities

2003 Strategic Priorities	Results
<p>Develop sustainable out of school time initiatives that expand the educational opportunities available to children with the City of Columbus</p>	<ul style="list-style-type: none"> • 15 after school programs serving 1300 children K-8 funded through General Fund. • 48% of funding for after school programs comes from community and corporate partners. • Coordinate 15 additional after-school programs affiliated with <i>The Capital Kids</i> model. • Convene monthly coordination forum of 35 after school providers • Developed and implemented in collaboration with The Columbus Foundation, Education Council and United Way of Central Ohio an after school staff development and training program; trained over 300 after-school staff in 2003 • Developed and implemented a health, nutrition and physical fitness program for middle school after school programs. • Implemented fourth year of the OSU research/evaluation of 20 after school programs. <ul style="list-style-type: none"> Stakeholders rents rate The Capital Kids programs very Highly Participation in the programs enhance social competence Involvement in programs contributes to youth's success In school Middle school age participants have better attendance at School Academic success greater in middle school participants
<p>Coordinate with other City Departments the improvement of infrastructure and safety near and around local schools</p>	<ul style="list-style-type: none"> • Participation in committee that found more available funding and determined prioritization method for sidewalks, traffic calming, stop signs, and safety devices around schools. • Walk a Child To School Day expansion.

2003 Strategic Priorities	Results
	<ul style="list-style-type: none"> • Coordinated with Public Service and Columbus Public Schools to update and redistribute Walk Smart Maps. • Coordinated through city pedestrian safety committee to develop new methods for pedestrian infrastructure improvements and turning on school flashers. • Through Public Service—118 of 243 schools have new warning lights and safety signs. • Through Cap City Kids, partnered with Firefighters Against Drugs program. • Through Cap City Kids, partnered with Health Department and Y.E.S. program. • CCK keeps kids off streets during peak juvenile crime hours and provides a healthy alternative to peer pressure. • Helped raise funds for Keep Kids Alive sign campaign. • Participated in committee that sought grant funds and designed new 'Look Right, Look Left' mats at elementary school cross walks. • Won free cell phones and service for high school resource officers. • Received \$65,000 through Public Safety in state seizure dollars to implement youth prevention summer programming through Cap City Kids. • Developed and established the Neighborhood Safety Academies as part of Mayor's four part safety plan.
<p>Decrease the disparity in the use of technology by increasing availability of computer technology in selected neighborhoods.</p>	<ul style="list-style-type: none"> • Education summer time fun site launched. • New Technology Learning Centers at Marion Franklin and computer learning centers within churches. • Technology component established as part of all city funded after school programs. • Established partnerships and goals for the Central Ohio Learning Network, a partnership of the Office of Education, Department of Technology, Columbus State Community College, Columbus Zoo, Ohio Learning Network, WOSU, and Columbus Public Schools.

2003 Strategic Priorities	Results
	<ul style="list-style-type: none"> • Wireless capability installed in South Side PRIDE office; new PRIDE offices will be wired as they come on line.
<p>Support a successful transition of students and adults to higher education, additional training and the world of work, family and community.</p>	<ul style="list-style-type: none"> • Lead the restructuring of the Workforce Development organization in collaboration with Franklin County Commissioners; Implementation of the Workforce Investment Board and Central Ohio Workforce Investment Corporation to provide employment services, training and job development and placement for youth, displaced workers, unemployed workers in Franklin County.
<p>Maintain and strengthen working partnership with school districts within the City of Columbus.</p>	<ul style="list-style-type: none"> • Partnered with Columbus Public Schools to structure facilities bond package with greater accountability and inclusion of broad community/shared uses of school buildings. • Co-created collaborative that involves all 16 school districts in Franklin County to close achievement gaps. • Established yearly education Summits to involve community and education leaders in educational issues and priority development • Regular communication with Superintendents of 16 school districts within the City of Columbus

CIVIL SERVICE COMMISSION
2003 ANNUAL REPORT

CIVIL SERVICE 2003 ANNUAL REPORT

The Columbus Covenant identifies peak performance as one of its seven goals. The Civil Service Commission plays an integral role in helping the City achieve the peak performance goal for its 8,000+ employees. City employees serve the public in a wide variety of jobs, such as sewer maintenance workers, police officers, recreation leaders, tree trimmers and water meter readers. Other City employees work in jobs that are less visible but provide important services, like customer service representatives and water plant operators. Still other employees provide the support that keeps the front-line workers moving. These jobs include computer operators, automobile mechanics, storekeepers and accountants. For about 97 percent of all City jobs, the Civil Service Commission reviews and assesses the qualifications of applicants to help ensure they are capable of delivering quality services to the public. The more competent the workforce, the greater the quantity and quality of services that can be provided to the public with the same tax dollars.

Applicant Testing

One of the primary ways the Commission supports the peak performance goal is to administer the City's competitive testing system. For approximately 75 percent of all City jobs, the Commission staff develops and administers exams designed to measure important knowledge, skills and abilities needed for successful job performance. Applicants then compete by demonstrating their qualifications through performance tests, written tests, training and experience assessments and other ways. This system guarantees the public access to City jobs and ensures tax dollars are spent hiring highly, rather than marginally, qualified employees.

Although the Commission is a quasi-regulatory agency, its mission is to provide a quality workforce while being responsive to the needs of the operating agencies. To do this successfully requires a customer service orientation. As it relates to the testing system, the Commission has implemented convenient policies that allow both the operating agencies and applicants more flexibility. These testing policies are possible due to the Commission's two testing centers, the downtown center located at the Commission offices and the large-scale testing center located in the City's Piedmont facility.

In years past, the common practice was to give a test for a job once every two years. Once on an eligibility list, applicants might then wait up to two years before being interviewed for a vacancy. The current practice for most jobs is to conduct a test whenever there is a vacancy. This practice provides better service to applicants who are not wasting time testing when there are no vacancies. It provides better service to the departments as they can recruit from the current labor pool. The overall result of the testing system and these policies is that the City can more easily hire the highest qualified applicants available to serve the public and meet its peak performance goal.

Recruitment

The City's primary recruitment tool is an automated job interest database. This service can be utilized over the Internet at the Commission's website, by mail or in person at the Commission offices. A potential applicant can indicate an interest in a particular job and when the City is taking applications for that job, the applicant receives a notification to apply. During 2003, 74 percent of those using this service filed their information using the Internet. The Commission website also provides potential applicants comprehensive access to City of Columbus job information, including current vacancies, job descriptions, qualification requirements and salary information. During 2003, the Commission received over 7,500 job interest forms that triggered the mailing of nearly 5,000 notices of job vacancies or testing opportunities to potential applicants. More than 3,600 applications for vacant City jobs were filed with the Commission during the year.

Testing Results

During 2003, tests were completed for 69 competitive classes, including 14 promotional exams. For positions filled on a noncompetitive basis, in addition to conducting qualification reviews, the Commission administered 5 qualifying exams. A total of 329 noncompetitive certification lists were issued with 464 names being certified for 448 openings.

At the end of 2003, less than 1 percent of all full-time City employees held provisional status in their current job classification. The number of full-time provisional employees dropped from 2,240 in 1990 down to 16 in 2003, a 99 percent reduction.

Class Plan Maintenance

The Civil Service Commission maintains the City's class plan to provide a sound structural framework for all personnel actions, including an equitable compensation plan. In 1993 the Commission adopted a five-year review standard for City job classes. This means that if the Commission, during the preceding five years, reviewed all the City job classifications, the class plan would be considered up-to-date. Regular class plan reviews and revisions are necessary to make the classifications consistent with ever-changing technology and the needs of the City agencies.

During 2003, the Commission took action on 120 job classifications, including 73 revisions, 21 creations, 7 abolishments, and 19 reviewed with no change. These efforts bring the total number of classes in the City's class plan to 620. Further, 100 percent of the City's classes were current at year-end using the five-year standard.

Related to its classification responsibilities, the Commission also conducts job audits. The purpose of these audits is to ensure that City employees are performing the duties for

which they were hired and are being compensated. During 2003, the staff completed 9 job audits. Five of the audits resulted in no job class change; 1 resulted in a lateral reallocation and 3 resulted in upward reallocations or had work of a lower class reassigned.

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 Charter and Civil Service Commission Rules. The monitoring process includes verifying personnel transactions such as appointments, changes in pay status, leaves of absences and residency compliance. During 2003, the Commission processed an average of 964 transactions per month before the payroll was certified as correct and paychecks issued.

Over the course of the year, the City hired 676 new employees, 321 in full-time and 355 in part-time positions. A total of 262 City employees received upgrades or promotions during the year. Employee separations totaled 760, which included 499 resignations and 178 retirements.

Columbus Public Schools

In addition to overseeing the classified service of the City, the Ohio Revised Code provides that the Commission oversees the approximately 2,800 employees in the classified service of the Columbus Board of Education. As of December, there were 175 job classes in the Columbus Public Schools class plan. During the course of the year, the Commission approved recommendations for revisions to 8 classification specifications. Additionally, the classified personnel department of the School Board conducted 173 test administrations including 148 entrance and 25 promotional exams.

Civil Service Commissioners

The City Charter provides that the Mayor, with the approval of City Council, appoint the three Civil Service Commissioners. It is their 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 Public Schools. During 2003, the Commission 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 2003, the full Commission held 15 public meetings, including 12 regular meetings and 3 special meetings. Additionally, 1 Commissioner and 2 Civil Service staff members held 8 trial board sessions to hear disciplinary appeals. On 2 occasions, a

Commission staff member served as a hearing officer to investigate violations of the City's residency requirement or other matters.

With respect to the Commission's docket, a total of 22 disciplinary appeals and 21 non-disciplinary appeals were filed during the year. The Commission ruled on 24 disciplinary and 23 non-disciplinary appeals. Additionally during the year applicants removed from eligibility lists as a result of background checks filed 68 new requests for administrative reviews. The Commission ruled on 67 administrative reviews, reinstating 18 applicants and denying 49 requests.

Civil Service Commissioners:

Priscilla R. Tyson, President

(Reappointed 1998, term expires 2004.)

Grady L. Pettigrew, III, Member

(Appointed 2000, term expires 2006.)

Mary Jo Hudson, Member

(Appointed February 4, 2003, term expires February 1, 2008.)

COMMUNITY RELATIONS COMMISSION
2003 ANNUAL REPORT

COMMUNITY RELATIONS 2003 ANNUAL REPORT

INTRODUCTION

Mayor Michael B. Coleman, City Council Members, and the citizens of the City of Columbus, please accept this document as the official Community Relations Commission's 2003 Annual Report. During 2003, the Commission diligently worked to "Build A Community for All." Key program & activity highlights to help accomplish this included, the MLK program and March, Columbus Culture Fest, Youth Summit and the Holocaust Remembrance program. We believe that enhancing community relations and working to eliminate discrimination and prejudice through diversity education/training programs are the foundation for "Building a Community for All. "

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

TABLE OF CONTENTS

Education and Training/Community Outreach	2
Community Relations	3
Discrimination Investigations and Case Processing	4
Columbus Youth Commission	4
Commission Programs	5
Successes and Challenges for 2003	5
Key Objectives for 2004	5
Commissioners and Staff	6

EDUCATION AND TRAINING

The goal of CRC diversity education and training is to develop an awareness and appreciation among the residents of the City of Columbus. Appreciation and understanding of diversity will enhance community relations and help people to gain a better understanding of different cultures, faiths and lifestyles.

Organizations and agencies that participated in CRC diversity education/training in 2003 include:

- Columbus Fire Department
- Columbus Police Department Recruit Training
- Columbus Police Department Communications Recruit Training
- Citywide training for all new hires through the City Human Resources Department
- Ohio Department of Aging
- Ohio Department of Health
- YMCA of Central Ohio
- Netcare Inc.
- Columbus Bar Association
 - Columbus Apartment Association
 - Otterbein University
 - Leadership Columbus
 - Columbus Public Schools
 - Franklin Resource Gathering Org. (FROG)

Successes – Reaching a variety of departments within City government and creating a consistency of approach in managing diversity as a customer service enhancement. Significant cost savings to the city in saved outsourcing fees. Developing fee-for -service training to provide additional revenue to CRC budget.

COMMUNITY OUTREACH

- Berkley Point/MI Homes mediation
- Community Refugee Immigration Services
- Otterbein University
- Columbus Jewish Federation
- Holocaust Education Council
- Curate and maintain Front Street Gallery and Cultural Display area including induction of The Tuskegee Airmen in the Hall of Fame.

Successes – Set the groundwork to generate revenue for diversity trainings conducted by CRC.

Challenges – Providing new and updated training information and techniques without budgeted dollars for staff development as well as keeping pace with culture training requests due to the growing diversity in our community.

COMMUNITY RELATIONS

The Community Relations Coordinators provide outreach to the citizens of the Columbus. CRC works with community groups and organizations when there are difficulties within their group or neighborhoods to ensure that their needs and concerns are being addressed. The CRC office also serves as a liaison between citizens and the City providing them with referrals to other government or human service agencies or groups who may be able to assist them. Additionally, the CRC Coordinators provide staff support to Commission level committees, assist with CRC programs and special projects and provide outreach to immigrant and refugee groups. Activities include events to promote these groups.

- Ongoing community outreach in the form of dispute resolution, mediation, relationship building within the city communities/neighborhoods as well as other city departments
- Neighborhood Pride Outreach Team
- Neighborhood Priorities Team
- Grant writing/Fund raising for CRC related programs and non-profits in the City of Columbus
- Neighborhood Orientation
- Neighborhood Resource Gatherings
- Co-facilitate Diversity classes
- Neighborhood/Community Outreach
- Lead staff for various CRC programs, e.g.
 - MLK program and march
 - Culture Fest
- Weinland Park Community Association
- SGMP Community Outreach Project
- Outreach to Immigrant and Refugee Communities

Successes – The 2003 Culture Fest, held on May 16th brought together vendors and performers from over 40 different countries and was attended by 3000+ people. The event was extended beyond the workday to allow for greater community participation.

Challenges – Challenges continue to be increasing requests both for financial and staff resources to help support our growing and diverse community.

DISCRIMINATION INVESTIGATION AND CASE SUMMARIES

The Community Relations Commission is charged with the enforcement of City Code 2331 regarding prohibition of discrimination in employment, housing, public accommodations, interfering with civil rights and ethnic intimidation. Protected classes under the City Code are race, color, religion, sexual orientation, ancestry and national origin. In addition to serving as the lead staff for discrimination cases filed with the Commission, the CRC EOO helps to educate citizens about the role of the Commission ensuring that they understand their rights under City Code 2331.

Below is a summary of the case management of the CRC for 2002 from approximately 146 inquiries.

▪ Total Cases	19
▪ Opened Cases	17
▪ Closed Cases	17
Case Categories	
▪ Race	12
▪ Sexual Orientation	2
▪ Sex	2
▪ Religion	0
▪ National Origin	0
▪ Retaliation	1
▪ Racial Profiling	0

Successes – Disseminated racial profiling brochure to citizens and community groups. Created “stop discrimination” bill - boards to help educate Columbus residents about their rights and how CRC could assist them if they have been discriminated against.

Challenges – Inability for the current Commission process to assist individuals who have been discriminated against due to a disability.

CRC YOUTH COMMISSION

The Columbus Youth Commission was established by City ordinance 1716-01 in October 2001; it is a program of the Community Relations Commission. The Youth Commission (YC) provides a formal opportunity for substantive youth input into City of Columbus policies and decisions affecting youth; it is the official voice of youth in City government. The Youth Commission serves to advise the Mayor and City Council on youth issues and plans youth initiatives - which address those concerns. The YC is youth-driven and adult-guided. The YC Coordinator provides the primary guidance for the YC and provides staff support to the adult Youth Commission Advisory Board. Additionally, the YC Coordinator provides staff support for the Community Relations Commission and assists with CRC programs and special projects.

- 70 youth and young adults applied for 9 YC openings, which were created by high school seniors who graduated & moved away from Columbus. The Mayor and City Council jointly approved and conducted a swearing-in ceremony for this second group of Youth Commissioners.
- Youth Commissioners participated in a three-day orientation/training retreat.

- 32 youth were accepted to present in the 3rd Annual MLK Youth Oratorical Contest – now a regional competition – requiring two halves of the contest to be held simultaneously in different locations. (25 youth presented in 2002)
- 500 youth participated in the 3rd annual citywide Youth Summit, which focused on violence prevention. (200 youth attended in 2002)
- The YC planned & implemented a weeklong Peace Camp, in which 18 youth participated.
- The YC compiled & disseminated twice a month a Youth Opportunities Calendar to youth, parents and youth-serving organizations throughout greater Columbus. The calendar contains information about community service, arts, education & recreation opportunities.

Successes – Enhanced cultural diversity on Youth Commission. Guided Youth Commissioners in refining their organizational structure. Trained Youth Commissioners in City government structure and City Council structure & process, and in parliamentary procedure. Increased public awareness of YC; received several requests to partner with other youth-serving organizations on youth initiatives. Created YC website. Recruited & trained over 70 volunteers and interns for various YC events.

Challenges – Funding for YC initiatives. Enhancing methods for Columbus youth to communicate their concerns to their Youth Commissioners and for Youth Commissioners to respond to those concerns.

CRC PROGRAMS

CRC program highlights for 2003 include:

- Martin Luther King, Jr. March and Celebration
- Youth Summit
- Racial Healing Institute
- Columbus Regional MLK Youth Oratorical Contest
- Holocaust Remembrance program
- Columbus Culture Fest
- Community Tapestry Program
- Youth Summit

SUCCESSES AND CHALLENGES FOR 2003

Successes

- Conducted over 70 diversity -training sessions with over 1,500 participants. In addition we have established a fee for service program to agencies outside of the Columbus Metro area support our training efforts.
- In collaboration with the Ohio Civil Rights Commission and the Columbus Urban League co-sponsored community forums on Public Accommodations and Predatory Lending.
- Conducted the third annual citywide youth summit. Nearly 400 youth attended the summit and discussed key issues - which included peer pressure, gun violence and self -esteem.
- Sponsored the third annual MLK Oratorical contest. Assisted 15 organizations with grant applications.
- Assisted in the organization of the newly formed African Community Organization (ACO). The mission of this group is to bring together people from all of the African countries and the African-American Community in Columbus.

Challenges

- Meeting the needs of an increasing new immigrant population in the absence of overall coordination and oversight of services and funding.
- Growing competition within diverse communities for limited resources.
- Decreasing economic resources resulting in increased tension between and among groups within the community.
- Keeping pace with the needs of our very diverse community with declining financial resources.

KEY OBJECTIVES FOR 2004

- Cultivate additional partnerships both public and private and combine resources to provide services to the citizens of Columbus.
- Assist citizens to become empowered and knowledgeable about City process and contacts.
- Reduce conflicts and foster relationships between and within neighborhoods by identifying and resolving community tensions.

- Increase opportunities for communication and community involvement with immigrant communities.
- Promote non-discrimination practices through cultural sensitivity and civil rights compliance training.

CRC COMMISSIONERS AND STAFF

COMMISSIONERS

Robert Short, **Chair**
Robert McCallum, **Vice Chair**
Dr. Ahmad Al-Akhras
Julia Arbini – Carbonell
Joon Pyo Choi
Chris Corso
Chris Cozad
William Dodson
Dilip Doshi
Humberto Gonzales
Dr. J.S. Jindal
Rebecca Nelson
Frankie Nowlin
Hassan Omar
Tei Street
Nancy Todd
Paula Walters

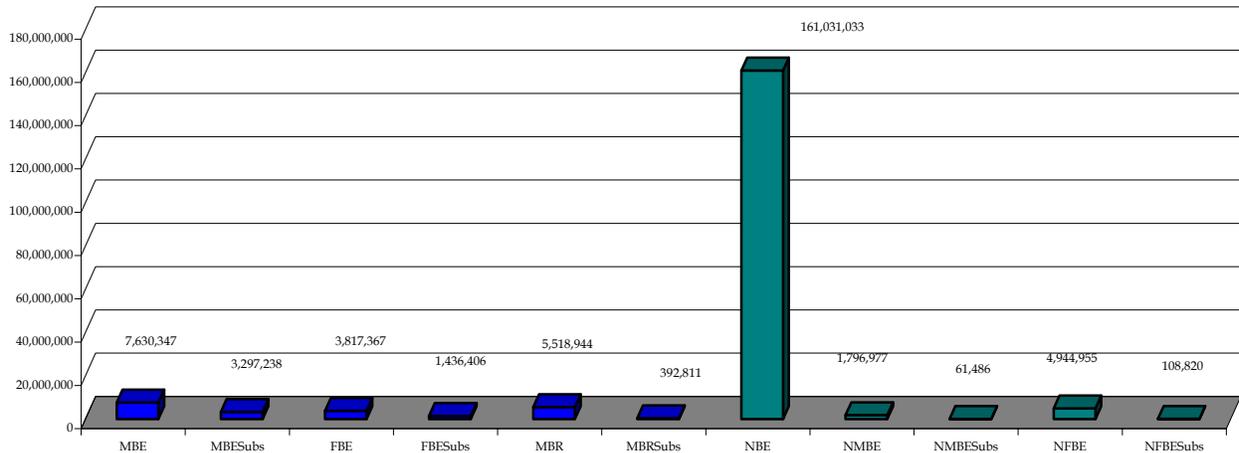
STAFF

James Stowe, **Executive Director**
Carla Williams-Scott, **Deputy Director**
Karen Nolan Mitchell
Gale Gray
Nikki Jenkins
Neal Semel
Heidi Yoakum

EQUAL BUSINESS OPPORTUNITY
2003 ANNUAL REPORT

OVERALL UTILIZATION IN 2003

MBE Certified, Registered and Female Businesses accounted for 11.64% of Overall Utilization in 2003.



EBOCO Operations

As a part of EBO’s monitoring responsibilities, The Office of Contract Compliance signed-up 766 new businesses and re-signed 717 businesses.

42 new M/FBEs were certified and 99 Re-certified; 120 new MBRs registered.

EBO Specialists reviewed 626 pieces of legislation and 296 contracts.

EBO Staff also conducted bid specification reviews, bid counseling, business start-up referrals and other functions to assist Small Businesses.

EBOC Office Outreach

In 2003 the EBOCO Outreach participated in numerous events, reached 1535 individuals directly and thousands more indirectly through radio and print media. There was increased outreach to the Hispanic, Asian and Africian communities. Website traffic increased and the efforts helped improve the certification and registration numbers.

2003 Utilization

EBO worked diligently using race and gender – neutral tools to encourage inclusiveness. These tools have included EBO representation on evaluation teams, a review of professional service awards process, specification review and aggressive internal and external outreach efforts. Those efforts have resulted in an overall utilization rate of 11.64%. Over the last four years the utilization rate for MBE Certified, Registered and Female Businesses has consistently been approximately 12% of the total dollars spent.

Office of Contract Compliance

The Columbus City Code requires that all contractors, including subcontractors, who are party to a contract hold a valid contract compliance certification number. This number is assigned by EBOCO once a Contract Compliance Application is approved. The certification number is valid for three years. The Office of Contract Compliance certified 766 new businesses and recertified 717 businesses. Additionally, 94 pre-construction meetings were attended and 10 on-sight visits.

Bid Specification Review

The Columbus City Code requires that City agencies eliminate any unnecessarily restrictive bid specifications that may adversely affect participation. The EBOCO's Business Development Specialist reviews City bids to ensure fairness and to eliminate restrictive language and other features that could prevent minority, female and small business from competing for City contracts. EBOCO reviewed approximately 26 of the targeted specifications. That number does not include informal suggestions and comments offered to assist in the development of specifications.

Bid Counseling

EBO Specialists helped certified businesses understand bidding requirements and provided training in the correct response to an Invitation to Bid. Also special marketing meetings were held to ensure that certified company know how to effectively market to the City of Columbus.

Legislation and Contract Review

EBOCO Specialists also review City legislation and contracts to verify that contractors are selected in accordance with City Code. The EBOCO Specialist also determines whether the selected supplier has a valid contract compliance number, whether minority, female and small businesses has submitted a bid, and whether the bidding methodology used was according to code. In 2003 EBOCO Specialists reviewed 626 pieces of legislation and 296 contracts.

EBO Outreach continues to reach out to the community in order to foster an atmosphere of cooperation and access to city procurement opportunities. The 2003 outreach plan set forth a strategy to increase the business opportunities in the community and produce results through quality external customer service.

A variety of cost effective methods were used to reach out to the public and increase the overall efforts of EBO. These methods included: participating in trade fairs to help identify new MBE/FBEs; advertising using e-links to business sights, advertising in targeted newspapers, business publications, and other media publications to generate inquiries about EBO programs.

Additionally, EBO participated in internal and external meetings, training sessions, and seminars focused on MBE/FBEs to ensure that information was disseminated within the entire business community. A quarterly e-newsletter was produced to keep the community informed regarding business opportunities and contract successes within the city of Columbus. Additionally, a series of Director's Forums encouraged feedback on the content and quality of the services provided by EBO and city departments.

EBO participated in Neighborhood Pride and developed business seminars to work within targeted communities regarding opportunities with the city. EBO maintained an informational website with timely updates to ensure 24 hour access by our customers. The website address was included in all advertisement.

EBO staff worked diligently to find opportunities for vendors, provide specifications, solicitation forms, and Request For Proposals to local builders; and recognizing national Enterprises Development Week to develop, encourage, and support MBE/FBEs.

EBO held a networking and information session with over 42 small business owners. Tom Lussenhop, President and CEO of the Columbus Downtown Development Corporation was the keynote speaker and discussed plans for downtown development and potential business opportunities.

EBO also participated in The Asian American Commerce Group's annual dinner at the Hunan House. The event welcomed over 50 individuals. Master Joon Pyo Choi, President, welcomed all the guest including Val Moeller, President of Columbus State Community College and Melinda Carter, Executive Director of the Equal Business Opportunity Commission Office.

Dr. Rajadhyaksha, a long time friend of the city, spoke on how she was pleased with Mayor Coleman and the city of Columbus in its efforts to promote inclusiveness through the new Minority Business Registration process. She said she was "happy to see the day come when all minorities are included in the process."

Director Carter spoke on the success of EBO. She talked about the new Minority Business Registration program and why it is important to the administration. She briefly touched on the focus and direction of EBO in 2003. Also the AACG held a procurement seminar at Columbus State Community College and EBO did a presentation on accessing opportunities with the city of Columbus.

EBO also participated in events held by the National Association of Minority Contractors, The Women's Business Enterprise Council Southeast, The Spirited Sisters Expo, The Ohio Hispanic Chamber of Commerce and the Commission on Hispanic Latino Affairs.

EBO In-reach efforts focused on ways to work with internal departments to promote fair and equal access to procurement opportunities. Some of the methods used included EBO Specialists being assigned to specific departments, participation on evaluation teams, attending pre-bid meetings, reviewing department legislation and other internal activities to ensure that the city of Columbus is fair and inclusive in its procurement practices. Other in-reach efforts included holding a series of internal roundtables focusing on customer service issues. The purpose of these roundtables were to have an open discussion on successes and obstacles encountered when working to ensure inclusiveness in the city.

Additionally, there were discussions on sub-contractor compliance, bid preparation assistance, general and targeted outreach initiatives, the Availability Study and the Responsible Business Legislation. Each meeting closed with a customer service survey asking the participants about EBO service over the past year.

There were favorable comments regarding improved EBO customer service initiatives. Also, departments were interested in additional education of contractors regarding the various bid processes, how to navigate the city website when searching for opportunities, how to ensure or even extend the contract compliance period, and assistance with identifying certain categories of vendors that are ready, willing and able to perform. Additionally, EBO staff conducted presentations at pre-bid meetings and department meetings to inform, listen and understand challenges and concerns in providing opportunities to minority and female businesses.

All these efforts helped the Equal Business Opportunity Commission Office fulfill its mission to promote inclusiveness in the City's procurement process and to facilitate equal access to contract opportunities.

DEPARTMENT OF FINANCE
2003 ANNUAL REPORT

DEPARTMENT OF FINANCE 2003 ANNUAL REPORT

OVERVIEW

The Department of Finance's primary mission is to protect and to enhance the fiscal integrity of the city while promoting the Mayor's citywide program initiatives. This is accomplished through the following four objectives:

1. To promote and effect informed decisions and the allocation of resources through the provision of sound information and advice;
2. To ensure and maximize the availability of grant funds;
3. To maximize resources available to support current and future capital improvement initiatives; and
4. To maximize city resources by acquiring optimal goods and services at low cost and to maximize sales income by selling surplus at the highest prices.

The city continued to face its most challenging financial situation in 40 years. For the second year in a row, 2003 saw overall general fund revenues decline over the prior year. After general fund revenue estimates were revised downward, two rounds of budget reductions were enacted in May and November. The Department of Finance worked closely with the Mayor's Office, city departments, and City Council in addressing the revenue shortfalls and balancing the 2003 budget.

FINANCIAL MANAGEMENT DIVISION

BUDGET

The 2004 budget process was conducted using a target budget methodology, with funding allocated to city agencies based upon an estimate of available revenue. Finance provided each department with a target budget figure, with each department's 2004 share being determined by the 2003 percentage distribution of general fund projected expenditures across all departments. The budget format focused on achievement of the city's strategic plan to implement the Columbus Covenant.

The budget section monitored and reported on the financial status of city agencies. This section conducted three quarterly financial reviews, wherein the status of each of the city's major operating funds was reviewed and financial projections made. In addition, less intensive reviews were also conducted at the end of each month, to provide ongoing monitoring of revenue and expenditure trends in light of the continuing financial challenges in 2003. A year-end report was also published, which compared overall 2003 revenues and expenditures to 2002 levels as well as the projections made in the third quarter financial review.

Routine meetings were held between the budget staff and city fiscal personnel to discuss financial issues and to facilitate the communication of policies and processes to division fiscal staff.

The budget section updated the ten-year pro forma operating statements for the general fund and for most operating funds, and produced the first ever three-year financial plan for the general fund.

The department provided cost analyses for labor negotiations, provided fiscal and management analyses for the Mayor and city agencies and produced various summary reports highlighting financial and statistical information throughout the year.

The department continued to assist city agencies in the development and refinement of performance objectives and measures. Finance provided training to divisions on establishing performance goals, objectives and measures at the program level. City personnel from over 75 programs were trained in 2003. Performance reports were published on a semi-annual basis, with reports issued at mid-year and year-end. Work continued on implementing an improved performance database, in anticipation of capturing performance data for all city programs over the long term.

The department, along with the Department of Technology, participated in the development and implementation of an information technology charge-back model, designed to provide divisions with a fair, accurate and understandable recovery of the costs of services delivered by the DoT.

The budget section continued procedures intended to monitor and control hiring. Spending on goods and services was also monitored, through ongoing budget staff review of division requests for expenditures.

DEBT MANAGEMENT

In addition to coordinating the 2003 capital improvements budget (CIB) and the 6-year capital improvements plan (CIP), the Debt Management section, in cooperation with the City Auditor, participated in the issuance of \$1,693,000 in special assessment note sales. Also, \$114.3 million of general obligation refunding bonds were issued in June 2003, resulting in over \$15 million in total debt service savings. No new general obligation bonds were issued during 2003.

The city's long-term general obligation bond credit ratings of AAA by Standard and Poor's Corporation and Aaa by Moody's Investors Service were maintained in 2003. Since 1995, both national rating agencies continue to give Columbus their highest long-term credit rating.

GRANTS MANAGEMENT

In 2003, the Grants Management section coordinated financial and regulatory aspects of the Community Development Block Grant (CDBG) Program, the HOME Investment Partnership Fund, the Emergency Shelter Grant and the Housing Opportunities for Persons with AIDS (HOPWA) Grant.

The section's program management functions include preparing the annual Consolidated Plan budget, prevailing wage compliance, monitoring, performing regulatory and financial audits of Consolidated Plan funded programs, providing technical assistance to city departments and agencies, providing cash management services, and submitting year end performance and financial reports to U.S. Department of Housing and Urban Development (HUD). Grants Management provided for the administration of HUD's environmental review requirements for all of the above-described grants as well as other HUD grants received by the public housing authority and non-profit agencies. In addition, staff also administered both the city's fair housing contract and the community development loan-servicing contract.

PROCUREMENT DIVISION/PURCHASING OFFICE

With cooperation from all agency purchasers, the Purchasing Office created 4,360 agreements to purchase nearly \$84 million of materials, supplies, equipment and services. The average turnaround time for formally bid purchases (those exceeding \$20,000 in value) in 2003 was 166.49 days (compared to 156.6 days in 2002). Turnaround time in 2003 was 26 days for informally bid purchases (compared to 33 days in 2002). Purchase orders referencing UTCs (existing contracts) were accomplished on average in just over one day in 2003, compared to over two days reported in 2002. The total 2003 revenue reported via sales was just over \$300,000. All procurement actions (buying and selling) were accomplished without a single lawsuit.

Staff provided significant customer service outreach to several hundred prospective supplier businesses at numerous events including the Public Utilities Small Business Conference, the U.S. Women's Chamber of Commerce Kick Off, the South Central Regional Minority Supplier Development Council's (SCRMSDC) All Ohio Trade Fair (with the Equal Business Opportunity Commission Office) and the SCRMSDC outreach event at the Bureau of Worker's Compensation. These outreach efforts included communication packets, one to one meetings on site, and offered agency leads to interested prospective bidders.

Significant Performance Purchasing System customer service "in-reach" was provided to City government agencies by developing and delivering customized training about processing their purchase needs through the software system. Agency participants included account managers, fiscal staff, and project managers in the departments of Technology, Public Safety, Recreation and Parks, and Public Service. Purchasing hosted an employee from Montgomery County to exchange information on our and their use of the Performance software. We provided 24-hour turnaround to update and maintain user and document routing information in the Performance software due to a high number of new users, new paths, and new requirements.

The Purchasing Office developed and delivered executive sessions on procurement philosophy, the City's procurement regulations as practiced through the Performance Purchasing System, and generating useful reports via the System for participants from various areas of the Finance Department resulting in synergistic discussions.

The Purchasing Office was a key catalyst in several cost saving efforts. We partnered with the Ohio State University Hospitals and the Ohio State University Purchasing Office to become a member of a buying cooperative for drugs and medical supplies. The membership gives the City access to better pricing in some cases. Drugs and medical supplies have become large volume expenditures for our Columbus Fire Division because we now bill for Emergency Medical Services (EMS) and replenishment cannot take place through hospital emergency supplies. Cost savings, depending upon volume and products purchased is estimated to be \$250,000.

The Purchasing Office coordinated a transition in natural gas supply contracting and payments without an interruption in services. The City's natural gas contract had been with the State of Ohio. The State's revised contract included a requirement for the user to make payments via electronic funds transfers within a very short time window. Working with the City Auditor, City Attorney, City Treasurer and the user departments, a completely electronic centralized billing and payment plan was developed. Auditing can take place in each department via access to on line invoice and account information.

In cooperation with the Transportation Division, the Purchasing Office developed our first multi-year contract for Highway Road/Rock Salt. Based on the previous year's usage, cost savings is estimated to be

\$200,000 or 10% off previous pricing. Other customers around Central Ohio experienced a 3% to 5% increase in their unit prices for the same materials on an annually bid contract. In addition, the escalator clause of our contract is indexed such that in ensuing years, we are guaranteed to maintain the same level of pricing as our neighboring entities.

The Purchasing Office coordinated a transition in information technology equipment and supply purchasing and billing. Working with the Department of Finance/Budget, the Department of Technology and its suppliers, the Purchasing Office developed a transition plan for technology purchases, met with users and suppliers, and kept all informed during the changeover. As a result, minimal disruption in the City's technology supply matrix was experienced.

The Purchasing Office piloted an on line bid advertising program for large bid/proposal solicitations, developed in partnership with the City's Technology Department and City Clerk's Office. The formal bid notification over the Web saved several thousand dollars in direct mailing costs and provided all City agencies with laborsaving methods to provide potential suppliers a convenient notification of their needs. The website for this information is among the City's highest volume on line hits.

During 2003, the Purchasing Office worked cooperatively with the Mayor's Office and large departments to develop, implement, and monitor the City's new Responsible Contractor initiatives. The Responsible Construction Contractor initiative began as a City Code change in 2002 enabling City agencies to consider additional factors prior to awarding construction contracts. The Responsible Service Contractor initiative was developed late in 2003. The Purchasing Office provided research results and testified at a City Council public hearing regarding the proposed ordinance. (It was approved in 2004.)

Purchasing contributed to the Human Resources People Team a draft of guidelines to follow when a City employee dies. The guidelines were adopted by the Human Resources "Best Practices" subcommittee and will likely be implemented in 2004. This effort was in response to concerns following the passing of several City employees in 2002.

The Finance Department Quality of Working Life Committee significantly contributed to employee safety by leading the request for additional traffic safety measures at the intersection of Gay and Front Streets. Further, the Committee instigated changes in the Purchasing Office such that some furnishing arrangements were made to bring the Office area into compliance with the building Fire code.

Staff professional development through seminars by the Central Ohio Organization of Public Purchasers (COOPP) local Chapter of the National Institute of Government Purchasing covered issues such as the protocol for cost recovery in disaster situations and other contract and ethical issues including: *Contract Management, the Anatomy of a Lawsuit, Depositions*, and Jeb Stuart Magruder's presentation entitled: *Watergate, Enron, Worldcom, and the Folly of Man*.

**2003 ANNUAL REPORT: FINANCE/PURCHASING OFFICE –
SALES PERFORMANCE STATISTICS**

REF#	DESCRIPTION	REVENUE RECEIVED
1	Sale of Misc. Surplus Fleet	\$233,977.87
2	Collection & recycling of mixed office paper and newspapers	N/A
3	Misc. Sales	\$9,001.00
4	Misc. Trade-ins	\$59,421.00
	Total of all sales revenue generated through the Finance/Purchasing Office	\$302,399.87

N/A = not available at this reporting date

**2003 ANNUAL REPORT: FINANCE/PURCHASING OFFICE –
PURCHASING PERFORMANCE STATISTICS**

REF#	DESCRIPTION	STATISTIC
1	Total dollar amount certified to purchase orders*	\$83.63 million
2	Total number of purchase orders issued*	4,360
3	Average dollar amount on purchase orders (#1/#2)	\$19,181
4	Year 2003 budget	\$1.14 million
5	Percent of administrative cost per total dollars purchased (#4/#1)	1.37%
6	Total number of purchase orders from UTCs or informal bids*	4103 purchase orders
7	Average turnaround time for non-UTC informal purchases*	25.53 days
8	Average turnaround time for UTC informal purchases*	1+ days
9	Total number of formal bid requests**	149 formal bid requests
10	Total number of purchase orders issued pursuant to formal bids	257 purchase orders
11	Average turnaround time to complete the formal bid process**	166.49 days
12	Total number of formal bid protests filed in writing**	2 formal bid protests
13	Total number of formal bid protests litigated or changed award recommendation**	0 suits
14	Percent of formal bid protests filed per number of formal bids with completed contracts (purchase orders issued) (#12/#10)	Less than 1%

<p>KEY *= Data source is the Performance Series **= Data source is the actual hardcopy files</p>

COLUMBUS HEALTH DEPARTMENT
2003 ANNUAL REPORT

The Columbus Health Department - 2003 Annual Report

Our Mission: The Columbus Health Department promotes health and quality of life by preventing and controlling disease, injury and disability. This mission is achieved through policies and programs that assess community health status and assure needed health services.

Our vision: To Make Columbus the Healthiest City in America.

Our 2003 Budget: Total Receipts - \$36,682,733
 Total Expenditures - \$38,019,682

The Columbus Board of Health:

John H. Boxill – President Pro Tempore

Carole A. Anderson, R.N., Ph.D. – Vice-President Pro Tempore

Martin Seltzer, J.D., Ph.D.

Wilburn H. Weddington, M.D.

Jacqueline T. Williams, M.S.

The Columbus Health Department is committed to Healthier-Safer-People. To that end, the department provides services that assure the health and safety of Columbus residents. These services makeup the foundation of public health in our community and address key priorities:

Access to Care: To best expand health care services to vulnerable populations within Columbus, the department provides critical public health clinical services to residents regardless of their ability to pay. Additionally, department leadership provides direction and support to community partners to deliver services in medically underserved areas.

In 2003, this meant:

- Providing prenatal care to 1,154 pregnant women during 6,830 visits and providing 2,167 free pregnancy tests on a walk in basis.
- Assuring the health of children by providing education, risk assessments and community linkage to 6,403 mothers and their newborns and other children during 8,526 home visits.
- Providing 8,070 skilled home care visits from nurses, therapists, home health aides, homemakers and social workers to home bound clients.
- Providing 13,329 nursing and supportive care home visits to medically fragile adults and older adults.
- Assisting 665 citizens encountered through the Neighborhood Pride Centers by linking them to medical care, mental health and alcohol and drug services, assisting with housing and personal safety issues.
- Screening, and controlling tuberculosis (TB) through 27,264 clinic visits and 8,174

outreach visits; conducting 10,212 skin tests, referring patients for 3,724 chest x-rays; providing 4,314 packets of TB medications and treating 600 patients per month for latent TB.

- Treating and following up on 61 reported cases of tuberculosis.
- Protecting the community from vaccine preventable diseases by administering 32,002 doses of vaccine, including 3,282 doses of flu vaccine to 9,156 children and adults.
- Controlling sexually transmitted diseases by examining and treating 11,345 persons in the Sexual Health Clinic and completing 120,000 tests in our public health laboratory.
- Performing 10,307 HIV tests and 12,770 HIV counseling sessions.
- Demonstrating leadership for HIV/AIDS prevention, housing and coordination throughout central Ohio.
- Preventing dental decay among children by sealing the teeth of 2,569 students in 66 Columbus Public Schools. 3,576 students were screened by a dentist.
- Providing dental care to families during more than 4,000 patient visits.
- Screening 9,172 children for lead poisoning and providing medical case management to 119 lead-poisoned children.
- Initiating breast and cervical cancer screenings, diagnostic services, case management services including linkage through treatment for 1,711 age and income eligible women through the Women's Cancer Initiative/Breast and Cervical Cancer Program, funded by the Ohio Department of Health/Federal Government Bureau of Health Promotion and Risk Reduction Ohio Breast and Cervical Cancer Project.
- Reducing alcohol and drug abuse by providing treatment services to 1,433 men and women.
- Assuring positive birth outcomes for 94% of the pregnant women served by the Alcohol and Drug Abuse treatment program. 29 drug-free babies were born during 2003.
- Expanding language interpretation and translation services for all health department programs with utilization more than doubling since 2000.
- Providing leadership to Access HealthColumbus along with the development and implementation of project evaluation.
- Enabling more than 17,000 Columbus residents to receive primary health care through the Columbus Neighborhood Health Centers by providing \$5.9 million in city support.

Access To Health: The Department strives to ensure that all Columbus residents have equal opportunity to engage in healthy behaviors and live in healthy environments.

In 2003 this meant:

- Promoting food safety by issuing over 6,000 food service licenses for the food industry including restaurants, grocery stores, vending machines, mobile food carts, and temporary food operations at fairs and festivals and conducting over 12,000 inspections.
- Conducting food safety education classes for 1,062 food service managers and employees and distributing over 1,500 food safety toolboxes to food service operations and establishments.
- Investigating 94 cases of food borne outbreaks.

- Inspecting and licensing 29 tattoo and body piercing establishments and conducting 95 inspections.
- Protecting the health and safety of school children by conducting 172 school inspections.
- Reducing the threat of mosquito related diseases including West Nile Virus by larviciding 1088 potential breeding sites for mosquitoes, trapping 8785 mosquitoes at 276 locations, and fogging in the most critical areas of Columbus
- Assuring the safety of area swimming pools by licensing 699 public pools and spas and performing 6734 public/private swimming pool and spa inspections.
- Assuring the health and safety in the area's 31 manufactured home parks by licensing and conducting 116 inspections.
- Investigating 1313 animal complaints including 1256 animal bites.
- Increasing access to nutritious foods by providing a total of 335,805 Women, Infants and Children (WIC) with vouchers for specific food items designed to meet the nutritional needs of program participants. Nearly 10,000 clients received WIC services during expanded evening and Saturday hours in 2003.
- Promoting consumption of fruits and vegetables among 2507 WIC participants by providing coupons for the Farmer's Market program.
- Promoting breastfeeding among women by providing 683 breast pumps to women enrolled in WIC who are returning to work or school.
- Organizing and obtaining funding for "From the Ground Up" Multigenerational Community Garden, a collaboration with Neighborhood House, Sawyer Recreation Center, St. Domenic Church and the American Cancer Society.
- Developing and distributing 10 issues of *Health and Nutrition Flash*, an e-newsletter for teachers and nurses
- Developing a coordinated, evidence-based response to childhood overweight in Columbus that includes the *Healthy Children, Healthy Weights* toolbox, a collection of activities and information that reinforce key messages that will be promoted to adults who care for young children, including parents, childcare and preschool staff, clinicians, and faith-based communities.
- Providing leadership and participation in efforts to promote health and quality of life such as the Healthy Columbus Advisory Council.
- Increasing the use of automobile safety restraints from 64 % to 70 % through the activities of Franklin County Safe Communities Coalition.
- Protecting children by providing 286 families with 337 car seats; inspecting 1103 car seats and correcting misuse in 90% of these; distributing 250 smoke alarms; providing 150 bike helmets and conducting 258 home child care inspections.
- Producing a community injury report for the Central Ohio Trauma System to inform community projects and planning.
- Hosting ten 60-minute monthly health awareness and education call-in radio shows on WSMZ103 with a focus on health issues impacting African-Americans
- Providing leadership, staff support and sponsorship for the symposium *Unequal Treatment: Confronting Health Disparities in Ohio* to address the findings and recommendations from the Institute of Medicine (IOM) report, *UNEQUAL TREATMENT: Confronting Racial and Ethnic Disparities in Healthcare*. The focus of this effort involving more than 300 people from throughout Ohio was to increase awareness and understanding of racial and ethnic health disparities and develop

community strategies to address them.

- Conducting a health outreach symposium for men, "The Main Event of the Day," to focus attention to the issues of prostate and colorectal cancer, in collaboration with The Ohio Commission on African American Males and the American Cancer Society.
- Collaborating with the Central Ohio Diabetes Association for the screening of over 700 individuals for diabetes and linking those in need of follow-up with services.
- Providing education and support to 640 children impacted by parental alcohol and drug abuse at 40 community-based sites. Outcome survey reports from 125 YES participants taken 4 months after completing YES indicate:
 - 65% reported they had better behavior since participating in YES
 - 100% reported no use of alcohol, tobacco, or other drugs since YES participation, whereas 15% reported use of ATOD before involvement with YES
- Providing accurate birth and death information to the public by issuing 128,663 certified birth and death certificates; and registering 24,330 births and 10,369 deaths.
- Linking 811 residents and community educators with credible health information through the Community Health Resource Center, a collaboration between the department and the Prevention Council of Central Ohio.
- Promoting peak performance among the city's workforce by serving 748 clients through: 2606 counseling sessions; 82 training sessions involving 2958 participants; providing 397 management/labor consultations; and providing 287 coaching for optimal job performance sessions.

Emergency Preparedness: The department actively participates in planning, training, resource development and community leadership to prepare for a range of disasters or emergencies including bioterrorism with an emphasis on providing the highest level of public health protection possible for all Columbus residents.

In 2003, this meant:

- Collaborating with the Franklin County Board of Health and other health departments and response agencies from the 15 counties in the Central Ohio region to accomplish:
 - Establishment of Real-time Outbreak Detection System (RODS) to perform syndromic surveillance with all Franklin County Hospitals
 - Implementation of the Multi-Agency Radio Communications Systems (MARCS), which will allow communication among hospitals, fire departments, law enforcement and other public health departments during a public health emergency.
 - Assistance with the planning, coordination and facilitation of a Central Region Tabletop Exercise involving 266 people from 15 counties.

- Sponsorship and facilitation of the Critical Incident Stress Management (CISM) training for public health staff from all counties in the Central Ohio Homeland Security Planning Region. Approximately 60 persons were trained.
- Training Health Department senior staff on the CHD Emergency Operations Plan, the Incident Command System, Severe Acute Respiratory Syndrome (SARS) and Botulism as well as providing training on smallpox to all staff.

Other 2003 Milestones included:

The Columbus Health Department experienced an unprecedented demand for flu vaccine this past December. Mounting media attention around the early onslaught of influenza in the western states coupled with the announcement by vaccine manufacturers that they had run out of vaccine for the year motivated a much higher number of people in Columbus to seek protection from the flu. Whereas in December the clinic typically serves about 60 people per day, at the peak this year, the clinic was serving 500 - 600 people. To respond, the department set up an incident command system, pulled staff from various areas and served more than 3,000 people in a 10-day period

In addition to addressing traditional communicable diseases such as influenza, the department also mobilized for possible cases of SARS. Efforts in this regard included:

- Gathering information from Hospital CEOs about their capacity to handle SARS cases
- Providing guidance to Infectious Disease and Emergency Department Docs about latest diagnosis and treatment information from the World Health Organization
- Establishing isolation and quarantine templates through the City Attorney's office in the event immediate action was needed.
- Meeting with other health officers from the nation's largest cities to identify and address pressing issues with regard to SARS and establish common approaches where possible.
- Isolating people who displayed symptoms and met the initial case definition of a suspected SARS case. This involved addressing their health and basic needs as well as assisting them in addressing their work and social concerns over a 10-day period.
- Responding to concern and in some cases panic among the general public calling the Health Department with a range of questions.

TCL/LE
3/26/03

HUMAN RESOURCES DEPARTMENT
2003 ANNUAL REPORT

Human Resources Department 2003 Annual Report

The success of any organization is dependent upon its workforce. The City strives to provide a work environment that promotes workforce development, recognizes excellence within its personnel, and ensures fair and equal treatment to its employees, applicants and customers. The City recognizes that in order for Columbus to be the best City in the nation in which, to “live, work and raise a family”, 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 through effective human resources programming administered in an environment that embraces diversity, quality customer service and professional development.

In 2003, 32 full-time employees fulfilled Human Resources functions related to Administration; Labor Relations; Occupational Health & Safety; Employee Benefits & Risk Management; The Office of Equal Employment Opportunity; The Citywide Office of Training and Development, Employment Relations and Compensation Management Programs.

Labor and Employment Relations

The Labor and Employment Relations section of the department houses the following functions: Labor Relations, Drug Free Workplace Programs (DFWP) and Quality of Working Life (QWL).

Labor Relations

The Labor Relations section negotiates and administers six (6) collective bargaining contracts for the City. They work closely with the departments and the divisions to ensure consistent application of and compliance with the contracts.

The Labor Relations section conducts grievance and disciplinary hearings for all AFSCME, CMAGE/CWA, OLC and MCP employees within the City. The number of grievances filed by the unions was 130 by AFSCME, Local 1632; 28 by CMAGE/CWA; and none from FOP/OLC. There were 310 disciplinary hearings conducted and 107 fitness for duty hearings.

During fiscal year 2003 the City participated in negotiations with the Fraternal Order of Police, Capital City Lodge #9. The negotiations reached impasses on several issue and therefore proceeded to fact-finding and thereafter conciliation pursuant to ORC 4117. The impasses procedures concluded with the issuance of a conciliator’s award on March 29, 2004. The Labor Relations Section, in

cooperation with others within the Department, participated in negotiation with CMAGE/CWA, Local 4502, regarding a wage reopener for the period beginning August, 2003.

The Labor Relations section in conjunction with the other sections of the Human Resources Department and the Civil Service Commission utilizes the People Team committee to share information with the City representatives who perform the human resources and labor relations functions within City departments. This group continues to bring consistency to the development and application of policies and the administration of collective bargaining agreements.

➤ **Drug Free Workplace Program**

The DFWP is managed by the Drug and Alcohol Coordinator (DAC). The section oversees drug and alcohol tests of City employees in six categories: reasonable suspicion, random testing, post-accident, return to duty, follow-up and pre-employment. The section 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.

Year 2003 accomplishments include: Continuation of random alcohol and drug testing for employees of the Division of Police, the Division of Fire and Commercial Driver License holders which resulted in fewer positive tests than 2002; and the training of City employees (including supervisors) regarding the Drug Free Workplace policies and procedures.

While 2003 was the final year for participation in the Bureau of Workers' Compensation Drug Free Workplace program discounts, this office will continue to educate and train employees in the benefits of a drug free workplace. Existing programs will remain in full force and effect.

➤ **Quality of Working Life Program**

The Quality of Working Life (QWL) program continues to support labor\management cooperation in the workplace through the use of the QWL Committees. These committees are found in most departments and divisions in the City. The forum supports an open dialogue among employees and managers. There are currently twenty-eight (28) facilitators who assist the committees in their meetings. Discussions in these meetings are aimed at consensus resolution to issues and concerns in the workplace. Training is provided for committee chairpersons and vice chairpersons four times a year. A Fall Forum for the Chairpersons and Vice Chairpersons was held in September.

The City committee and the facilitators have an annual retreat to review the accomplishments of the current year and to plan goals for the next year. The QWL Program has continued to grow and expand from its inception as a single

committee in 1977 to 44 committees currently.

The other six sections, under a central management structure, of the Human Resources Department include: Employee Benefits/Risk Management; Equal Employment Opportunity; Training & Employee Development; Employee Resources; Occupational Safety and Health Programs and Compensation Management.

➤ **Occupational Safety and Health Program**

This program began operation in 2001 with the hiring of a Citywide Occupational Health and Safety Manager. It is the goal of the Department to promote a safe and healthy working environment for all City employees by designing and administering a comprehensive, integrated Occupational Safety and Health Program Citywide.

In 2003 the Division developed and implemented two additional Citywide Safety committees. The first is the Citywide Occupational Safety and Health Advisory Committee (COSHAC). COSHAC will be pivotal in identifying, reviewing, creating, and implementing safety policies, procedures and processes, with assistance from and in coordination with department and division Heads, to be administered uniformly throughout City government. The committee will play a key role in influencing and involving managers, supervisors, and employees to anticipate, recognize, evaluate, and control workplace hazards in order to reduce injuries and at-risk work practices in the City of Columbus.

The second committee is the Technical Advisory Safety Committee (TASC). This committee is made up of Safety Technicians and designated employees to help accomplish compliance with Federal, State and local regulations; coordination of technical industrial hygiene services; and coordination of employment related medical services. With the assistance, support and dedication of the two new committees, safety professionals in the departments and divisions, and the continuing effort of the Joint Union Management Health and Safety Committee, the City has begun to experience reductions in total workers' compensation claims, lost time claims and injury leave hours.

➤ **Employee Benefits/Risk Management**

Employee Benefits/Risk Management continues to administer injury leave, Workers' Compensation, unemployment compensation, COBRA and employee insurance programs in accordance with applicable laws and/or negotiated union contracts. Boiler and inspection services have been fully incorporated into this section. Property and liability insurance services were renewed in 2003, with the addition of terrorism insurance coverage. Services for this contract remain with Travelers Insurance.

In a collaborative effort with the Bureau of Workers' Compensation and the City's MCO, internal occupational injury claims processing and reporting refinements

have been ongoing. Additionally, Employee Benefits worked with various departments to pilot the Transitional Work Duty program. As a result a policy was created and implemented citywide at the end of 2003. The Employee Benefits section continues to participate in union negotiations with respect to benefit plan changes.

Health Check 2003 was held in November, with increased disease management services being offered and participation levels exceeding previous years. An annual benefits fair was conducted during 2003, with increased employee participation. EBRM was an active participant in the 2003 Citywide Human Resources Conference held in October 2003. The Employee Benefits section was responsible for communicating to citywide human resource personnel the employee benefit updates and conducting a drug-free workplace e-learning workshop.

➤ **Equal Employment Opportunity**

In 2003, the City Equal Employment Opportunity Office responded to forty-seven (47) EEO-related inquiries and investigated nine (9) formal complaints filed by City employees. EEO Office staff offered 37 training sessions on EEO-related topics to both supervisors and employees. The EEO office is working on a new General Harassment Policy and will provide training to supervisors in 2004. Also, the EEO office added a new training class for supervisors regarding the Americans with Disabilities (ADA). This is the largest number of trainings provided by a single Office on an annual basis. As a result, a significant reduction in the number of complaints has been noted, over the last two years. The Office continues to maintain productive communications with the Labor Relations section, City Attorney's offices and all City departments.

➤ **Training and Employee Development**

The Citywide Office of Training and Employee Development (COTD) is located at the Training Center on Piedmont Road. The Training Center has five designated training rooms and an in-house computer lab. In 2003, COTD offered 800 classes in over 150 courses and trained almost 9,000 attendees. City instructors trained 1,027 employees in Microsoft Office products at a savings of over \$102,700 in instructional fees while increasing employee computer skills. COTD continues to offer classes that cover a wide-range of educational needs including two GED classes, a Math Skills Lab, and a variety of courses in Communication Skills, Employment Rights, Safety and Health, Personnel Management, Leadership, and Workforce Development.

In 2003, with the assistance of City Council, Citywide training began a program to recruit employee instructors to teach Heart Association CPR/AED (Cardio pulmonary resuscitation/automated external defibrillator). The Division of Fire trained 14 employees to be certified Heart Association Instructors. Those

instructors trained an additional 100 employees in CPR/AED. To date nine AED units have been placed in various City office buildings.

In 2003, COTD offered classes in Spanish and Somali languages and Spanish and Somali cultures. Over 100 students attended either the Spanish or Somali Cultural Workshops, 10 employees completed 16 hours of training in Somali language, and 81 employees, including 22 fire paramedics, completed 12 hours of Spanish language training.

➤ **Employee Resources**

The Department of Human Resources, Employee Resources section, is responsible for the Citywide coordination of the Operation Feed and Combined Charitable Campaigns. City of Columbus employees donated 95,000 plus meals to the Mid-Ohio Food Bank and \$205,000 to the Combined Charities Campaign. The Employee Resources section continues to coordinate the City's Employee Recognition Program. Other programs such as, the annual Citywide Employee Benefits Fair; Bring Your Daughters and Sons to Work Day; Mobile Mammography and Red Cross Blood Drives, were presented to benefit and assist employees. By way of paycheck stuffers, Citywide voicemail, e-mail and other modes of communication, employees are kept abreast of the latest activities that are available to them. Such activities or events include Universoul Circus, and City of Columbus Employee Nights at the Blue Jackets, Clippers, CREW, Kings Island and Nationwide Arena to name a few.

➤ **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 a fair equitable and market driven compensation management system.

Accomplishments included: A collaborative effort with CMAGE/CWA to conduct a market analysis of select CMAGE classifications, and develop a new pay plan. The anticipated implementation of the new pay plan is mid 2004.

A Management Compensation Plan (MCP) policy was developed for consistent administration of the plan. The Policy was implemented on Jan. 4, 2004. The compensation management section also provided extensive and valuable assistance to the bargaining team during FOP conciliation proceedings.

Finally, Human Resources in collaboration with Labor Leadership, the Administration and City Council began a Continuous Improvement Training initiative (Kaizen) in an effort to identify ways to reduce City operating cost and deliver services more efficiently.

RECREATION AND PARKS DEPARTMENT
2003 ANNUAL REPORT

2003 INTRODUCTION

The Columbus Recreation and Parks Department works to create and maintain an enjoyable, safe, and healthful environment for residents and visitors. The department also promotes the preservation and wise use of natural resources as well as the enhancement of the local economy through parks, recreation programs, and special events. In other words, we work so others can play. All of this is accomplished through the department's vision of providing leisure opportunities for all ...something for everyone...naturally.

ADMINISTRATIVE DIVISION

CENTRAL OHIO AREA AGENCY ON AGING

The Central Ohio Area Agency on Aging (COAAA) provided over \$33 million in services to older adults and families in partnership with 110 local provider organizations. This included increasing enrollment in PASSPORT from 1949 clients in 2002 to 2170 clients in 2003, releasing a housing study on behalf of the Franklin County Older Adult Housing Task Force that indicates the need to provide future housing choices and details gaps in senior housing by defined area, and increasing transportation funding by 10 percent from the federal Older Americans Act.

In addition, COAAA implemented the MediCares program in Franklin, Delaware, Licking and Fairfield Counties as an education and fraud prevention tool for older adults, and provided \$100,000 in produce vouchers to 2,684 seniors in Franklin, Licking, Madison and Pickaway counties to use at the Senior Farmers Market in a partnership with LifeCare Alliance.

COAAA also was awarded a National Mature Media Award for its TV advertising campaign to promote the National Family Caregiver Program in central Ohio, hosted its first Interfaith Caregivers Conference to reach out to volunteers in the faith community and recognize caregivers month, and participated in over 136 community presentations in addition to the Healthy, Well and Wise Health Program that provided information to 337 groups.

DEVELOPMENT & MARKETING

The Development Section had another successful year in promoting opportunities through its volunteer organization. In 2003, citizens provided over 24,300 volunteer instances for a total of 186,000 volunteer hours at a value of more than \$2.6 million.

In addition, the section received a total of \$317,209 in cash, in-kind services and in-kind donations from the department's non-profit groups; tracked, coordinated and assisted in the solicitation and receipt of \$829,346 in sponsorships; monitored \$5,800,380 in grants received for the department; coordinated 148 park cleanups for a contribution of over 4,946 volunteer hours at a value of \$70,727; and increased the number of Adopt a Park, Adopt a Trail or Friends of Park Groups from 13 in 2002 to 23 in 2003.

The Development Section also raised \$59,000 for the P.L.A.Y. (Private Leisure Assistance for Youth) endowment fund to provide scholarships to children from low-income families to participate in a variety of our fee-based activities, and dispersed \$61,024 in P.L.A.Y. grants to 1,636 participants, produced the "Rec Effects" video to highlight the impact we have on kids of the community, and created commercials for many special events including *Festival Latino*, *Family Fun Fest*, and *The Bio Blitz*.

FISCAL

Always looking for new and alternative options on saving money or efficiently enhancing operations, the Finance Section continued the budget team comprised of 58 departmental members (from all levels of employees including AFSCME, CMAGE and MCP) as well as representatives

from the Mayor's Office, City Council and the city's Finance Department; transferred two full-time laborers from the warehouse operation to Park Maintenance; processed purchase orders and invoices culminating in \$5.6 million in expenditures; and administered \$3,688,984 in revenues.

GOLF

During 2003, the Golf Division implemented a new on-line accounting system; Airport Golf Course removed 30 dead trees, trimmed damaged trees, planted 50 new trees as well as 540 flowers that were donated; Champions Golf Course effectively saved part-time hours by increasing the support from volunteers, planted 38 new trees and trimmed many others to enhance safety and faster play; and Mentel Memorial Golf Course hosted a successful and profitable *Greater Columbus Amateur Championship* with player participation up by 20 percent as well as the eighth annual *North Pole Classic* to benefit the department's junior golf program.

Raymond Memorial Golf Course developed a computerized spreadsheet to track daily receipts and deposits, and had tremendous success with the junior golf program including 800 golfers in the free core program, 120 golfers in the fee-based camps, over 300 golfers in the *Morty's Kids Junior Golf Days* at Walnut Hill, and more than 140 golfers in the *Greater Columbus Junior Open*. Turnberry Golf Course raised over \$2,200 in private sponsors for the *Greater Columbus Amateur Championship* and prepared for the Blacklick Sewer Project that began in October, and Walnut Hill Golf Course increased revenues for golf course over four percent, had more than 400 donated golf clubs cut down to varying lengths and distributed to our junior golfers, and received 600 grips from the PGA to re-grip the clubs.

HUMAN RESOURCES

The Human Resources Section maintained all services regarding hiring, promotions, reclassifications and reallocations, labor contract administration, grievance resolution, disciplinary action, payroll, administration of benefits, EEO, and compliance with all applicable local, state and federal employment laws. The section also assisted in reorganizations of custodial and recreation staff necessitated by decreased staff and funding, installed WebCheck software through the Bureau of Criminal Investigation and incorporated BCI criminal background checks as part of the hiring process, and trained Golf staff in timekeeping and payroll entry to compensate for lost staff in the Human Resources Section.

PLANNING AND DESIGN

The Planning and Design Section completed renovation projects at Whetstone Park including the new pond, shelter house plaza and a new floor in the recreation center's gymnasium damaged by water; replaced sidewalks around and through Goodale Park; completed the first phase of the Spindler Rd. soccer complex which will have 14 soccer fields, parking, a playground, a shelter, and storage; completed park improvements at American Addition Park; upgraded soccer fields and installed automated irrigation system in Rhodes Park; completed renovations to the Schiller Park house and Harrison House; began a \$2 million renovation of the Beatty Recreation Center; and received a Clean Ohio Grant for stream restoration in Glen Echo Park.

The section also acquired 18 new parcels equaling 52.79 acres primarily through the parkland dedication ordinance; coordinated with Metro Parks for the construction of approximately one mile of trail along Blacklick Creek through Portman Park and the 1.2-mile extension of the Scioto Trail from Grandview Ave. north; began construction on the Olentangy Trail extension from Wilson Bridge Rd. to Worthington Hills Park; started construction on the Alum Creek Trail from I-270 south to St. Rt. 161, as well as from St. Rt. 161 south to Morse Rd.; completed construction of the Scioto Trail from I-670 to Rivers Edge in partnership with Metro Parks; and continued work on the

Rt. 104 connector bikeway project that will connect Three Creeks Park to Rt. 104 including a bridge over Alum Creek.

Regarding downtown development, the Planning and Design worked with Franklin County Metro Parks and Audubon Ohio on preliminary plans for the development of the Whittier Peninsula; acquired all properties on the Scioto Peninsula with the exception of two small residential lots and completed the expenditure of the \$12 million state capital grant; developed plans for the redevelopment of the west bank walkway from Town St. to the railroad track; began construction of North Bank Park along the northern edge of the downtown riverfront; and contracted with Michael Van Valkenburgh Landscape Architects Inc. for the completion of schematic plans for the downtown riverfront from Battelle to Bicentennial Park.

PARKS DIVISION

BUILDING & PARK MAINTENANCE, AND FORESTRY & HORTICULTURE

The Northeast Maintenance Zone moved into a new maintenance facility built on a shared maintenance campus at Champions Golf Course, and 14 benches were installed around the loop road at Franklin Park. Forestry pruning efforts concentrated on hundreds of trees in the University area during the OSU spring and holiday breaks while students were away, and realignment of services was made within the Parks Maintenance, Horticulture, Building Maintenance and Forestry sections to help balance workloads. In addition, mowing plans were developed and implemented at 66 park locations for efficiency purposes.

The Friends of Schiller Park committed to planting and maintaining four large garden spaces and similarly, the homeowners associations at Mironova and Waterford Towers along with Bicentennial Plaza and Columbia Gas made a commitment to contract landscape planting and maintenance for the beds at Bicentennial Park, and nearby businesses funded the planting of the beds in Sensenbrenner Park.

Staff support was provided for *Make A Difference Day* volunteer efforts in the Weinland Park, and the 2003 *Arbor Day* celebration took place at The King Arts Complex and marked the 24th year the city has been named a *Tree City USA*. Also, staff and volunteers at the Park of Roses completed annual pruning efforts to approximately 11,000 rose plants, summer weekend litter crews focused efforts on cleaning and de-littering high use areas in 26 parks, and a comprehensive fleet assessment was completed as part of a citywide initiative to eliminate underutilized or high cost vehicles.

NATURAL RESOURCES & OUTDOOR EDUCATION

This section organized and conducted the 2003 *Ohio BioBlitz*, the first statewide, 24-hour biological inventory and public ecological celebration. The event was held in 10 cities across Ohio including Columbus at Whetstone Park in which 863 animal and plant species were found.

In addition, Natural Resources partnered with Columbus City Schools to provide three teacher trainings for more than 60 teachers, and joined with Worthington Park School, Adena Brook Community, Ohio State University, Americorp, Franklin County Metro Parks, Boy Scouts, Ohio Invasive Plant Working Group and Iuka Ravine Group on various natural resources projects including invasive species removal, wildflower landscaping, wetland restoration, land lab establishment, and nestbox installments.

Outdoor Education organized and conducted the Camp Terra and Indian Village Day Camps for 1,400 campers, and conducted over 125 programs with more than 8,600 participants.

SAFETY

During 2003, the Safety Section completed department-wide emergency evacuation drills and OSHA requirements for compliance and training, initiated strategies for implementing improvements based on the fourth safety perception survey results, updated safety manuals, completed asbestos removal projects at various recreation centers, and lowered injury leave costs through department safety involvement.

RECREATION DIVISION

AQUATICS

Maintaining an impeccable safety record, the Aquatics Section served 163,000 patrons, taught over 4,000 students swim lessons, provided indoor swim time for two Columbus Public School teams, one parochial school, and one private school team, hosted the Columbus Public Schools *City Swim and Dive Championship* and the American Red Cross regional *Lifeguard Olympics*.

In addition, the section maintained quality programming while reducing its part-time payroll by 58 percent and the full-time budget by 75 percent, and completed the renovation of the indoor Aquatic Center.

ARTS

The Davis Center produced nine performances through its drama groups Park Playhouse Theatre, The Children's Drama Company, the Davis Dance Ensemble, and the Lab Theatre. The Columbus Youth Jazz Orchestra performed at three European jazz festivals and held a "24-hour *Jazzathon* at the Columbus Music Hall with special guest Wynton Marsalis.

Music in the Air produced *Festival Latino* with 200,000 in attendance, created new Spanish-language website www.FestivalLatino.net, and coordinated the *Topiary Garden Concert Series*, *Rhythm on the River* outdoor concerts in Genoa Park, *Short North Jazz Series* in Goodale Park, and *Magical Musical Mornings* in Whetstone and Franklin Parks.

The Cultural Arts Center offered 56 adult visual arts studio classes with over 3,500 registrations, hosted and installed 45 exhibits, produced the month-long citywide celebration of the making and wearing of hats titled *Hey, Columbus... What's On Your Head?*, and completed its sixth and final year of Public Art Inspires New Talent (P.A.I.N.T.) mural and arts programming for youth-at-risk through several grants from the Ohio Arts Council.

COMMUNITY RECREATION

The Community Recreation Section developed partnerships with the Salesian Boys and Girls Club and the Center for Vocational Alternatives to provide teen workers in the department's recreation centers at no expense to the city, received a \$17,000 grant from the Columbus Blue Jackets Foundation to fund the summer *Learn to Skate* program for more than 1,600 youth, and was awarded \$50,000 in equipment from the National Hockey League Players Association for the department's youth hockey program.

The section also raised over \$300,000 through summer camp fees, directed 49 summer playground programs and operated 28 community recreation centers, provided leadership for the Weinland Area COLAB Project along with OSU, raised more than \$6,000 for the Mid Ohio Food Bank through the *Empty Bowls* project, and continued the *Quest* after-school program for youth with special needs through the Therapeutic Recreation Section.

MULTI-GENERATIONAL ADULT PROGRAM

This section served 169,686 in recreational programs specifically designed for citizens over 50, provided regular cardiovascular and strength training programs supervised by certified staff to over 2,059 citizens in which six percent were over the age of 75, conducted the *All Comers Track Meet* in conjunction with The Ohio State University for 778 participants, and provided 22 sanctioned and five unsanctioned events for 553 participants in the *Central Ohio Senior Olympics*.

PERMITS

The Permits Section repaired a large damaged section of the gym floor at Big Run Athletic Complex to restore this site's revenue generating service to full capacity, increased the public marina cleaning service from once every two weeks last year once a week this year, developed a new lottery system to allow existing public marina customers to switch docks or marinas, and used the city's and department's web pages to successfully increase revenues in shelter house and wedding rentals.

The section also coordinated with the city's Water Division and Police Division on special waterway permits and other marine related matters, issued over 250 activity permits for Columbus parks, authorized over 140 street closure permits for block parties, issued over 40 permits for waterway events, and developed signs and information about section procedures in Spanish to accommodate Spanish-speaking customers.

SPECIAL EVENTS

This section completed revisions to "2003 Event Planning Guide" for event planners and distributed more than 250 copies throughout the community, secured \$36,500 in sponsorships, and more than \$80,000 in in-kind services to support 27,00 people at the third annual *Grange Insurance family Fun Fest*, and provided assistance to continue the tradition of celebrating free community festivals along the downtown riverfront with the *Arts Festival*, *Festival Latino*, *Red, White & Boom*, *Jazz & Rib Fest*, and the *Pride Festival*.

In addition, Special Events helped support the addition of five new neighborhood community events including the *Central Ohio Black Expo*, *Short North Via Colori*, and the *Reeb Hosack Community Festival*, raised \$8619.76 in revenue through three new fundraising partnerships, and hosted 2,600 participants at the seventh annual *Fall Harvest Jamboree* at Smith Farms.

SPORTS

The Sports Section solicited bids and contracted with Concessions by Cox for two years to operate the Berliner Park concession operation, solicited and contracted with Central Parking Corporation to charge for parking at Berliner Park on tournament weekends, organized basketball leagues into four different seasons to help reduce the program fee for participants, converted Rhodes Park from a softball to a soccer facility to accommodate the large interest from the Latino and Somalia communities, started new "elite" softball leagues for women and mixed teams in which they pay \$512 per team instead of \$375 for non-elite teams, hosted the *Hershey State Track Meet* at Jesse Owens Memorial Stadium, conducted the *Pepsi NFL Sectional Punt, Pass & Kick Competition* with more than 100 youth competitors, and raised the participation level for soccer leagues totaling 1,500 youth participants in 2003.

**PUBLIC SAFETY DEPARTMENT
2003 ANNUAL REPORT**

DEPARTMENT OF PUBLIC SAFETY

The Department of Public Safety manages the operations for the divisions of Police, Fire, Communications and the License and Weights and Measures sections for the City of Columbus. Its' mission is to provide quality, dependable public safety service to the residents of Columbus.

2003 Highlights

Mayor Michael B. Coleman announced a comprehensive Anti-Violence Plan in 2003 and it was implemented under the leadership of Safety Director Mitchell J. Brown.

Mayor Coleman's Safety Plan includes three major initiatives. First, the Police Hot Spot campaign uses crime mapping, technology tools, and tips from residents to reduce a specific crime problem in a neighborhood. The Hot Spot campaign resulted in more than 400 arrests and significantly reduced crime issues ranging from burglary to auto theft. Second, the Neighborhood Safety Academy brings police officers, code enforcement officials and other city staff to neighborhoods to train residents on everything from personal safety and how to identify gangs to how to create a block watch group. Finally, the Neighborhood Safety Working Group, chaired by Capital University Law Professor Kent Markus, is working on a long-term plan to reduce gun violence and gang activity in Columbus.

In addition to these crime prevention and safety initiatives, the Safety Department made significant progress on safety projects that will improve training and bring more police officers and fire fighters to neighborhoods. Community members and city officials came together to break ground for the new Police Training Academy, which is due to be completed in 2005. The Northwest community saw the completion of Fire Station #34, which will provide better fire and EMS services to the area. The Columbus Division of Fire also completed the renovation of Fire Station #19 in Clintonville.

As a result of the hard work of the Communications Division, the City of Columbus was awarded a \$2.5 million Homeland Security grant to enhance the interoperability among first responders in Columbus, Franklin County and the six neighboring counties.

Division of Police

Strategic Response Bureau

Employing a number of specialized bureaus and units has allowed the Columbus Division of Police to capitalize on the vast experience within its ranks. Specialized bureaus and units utilize expert investigative skills pertinent to specific areas of crime. Below are just a few examples of the results accomplished as a product of this specialized expertise.

The Strategic Response Bureau (SRB) consists of three sections: Community Liaison, Enforcement and Investigative. Although each section is responsible for separate law enforcement services, together they form a basis for the Division's community policing movement. Through the partnerships built upon collaboration, the Strategic Response Bureau focuses on crime and crime-related issues at a neighborhood level.

The Criminal Information Unit focuses on the interdiction of criminal street gangs. In 2003, they assisted in the investigation of the gangs in the Weinland Park Community and developed intelligence information on gang members and their associates citywide that resulted in a number of felony arrests. Beginning in 2002 and continuing through 2003, the Criminal Information Unit

served as one of the pilot agencies in assisting the Ohio Attorney General's Office in the entering of gang intelligence information into GUARD, a statewide street gang database. The Criminal Information Unit also assists the Detective Bureau and Franklin County Prosecutors Office with witness protection and relocation.

The Career Criminal Liaison Unit serves a dual role within the Strategic Response Bureau by tracking felon arrest records and conducting covert investigations. During 2003, the Unit reviewed 3755 arrest reports identifying 287 arrestees as serious habitual offenders through Crime Point Analysis. As a liaison with the Prosecutor's Office, the unit provided investigative packages for each of those serious habitual offenders for enhanced vertical prosecution.

In 2003, the Career Criminal Liaison Unit began a long-term investigation as part of the Ohio Organized Crime Investigations Task Force involving homeland security and insurance fraud. Members of the Unit also participated in a joint investigation with the Franklin County Sheriff's Office that resulted in the arrest of 138 individuals for drug trafficking on the west side of the City.

Hot Spot Initiatives

The Columbus Division of Police conducts weekly crime strategy meetings to discuss current crime trends and how best to address those trends using available resources.

In the summer of 2003, it was predicted that certain crime patterns were occurring in specific neighborhoods. These trends required a response beyond what available resources could provide within the Division. Accordingly, the City of Columbus identified additional funds to provide for overtime expenditures that would address predicted crime patterns.

In order to effectively utilize these overtime funds, a basic strategy was put into place to determine which neighborhoods could best benefit from this effort. Crime analysts within the Division gathered information from community members and Division personnel to determine specific issues and verified those issues through statistical analysis. Specific, measurable goals were then projected for each area of concentration. Staffing levels were determined in relation to the scope of each problem being addressed. Next, the focus of each project was put into problem-oriented terms in order to create long-term solutions. Finally, costs for each project were tracked and recorded for analysis.

A number of projects were developed to address various trends in several areas of the city. The scope and nature of each project mirrored the needs of the individual problems in the respective neighborhoods.

Projects were initiated in Weinland Park, Mount Vernon Avenue, Clintonville, Eastmoor, 19 Precinct, 2 Precinct, Hungarian Village and again in the Weinland Park area. One specific project was initiated on an issue-specific problem that occurs across the entire city, not just in one area of town. This project addressed domestic violence suspects across the entire city.

Auto Squad

The Auto Theft Unit is responsible for investigating motor vehicle thefts, title frauds, thefts of license plates and other related offenses. In 2003, the Auto Theft Unit implemented a program where patrol officers processed on-view arrests and completed felony packets for related auto theft charges. This allowed detectives more flexibility and time for proactive and undercover investigations.

Focusing on repeat offenders and ‘chop-shop’ operations resulted in 26 search warrants being executed and a 15% increase in the motor vehicle recovery rate. One long-term investigation concluding in the summer resulted in 81 count federal and state indictment on 10 individuals responsible for the theft of millions of dollars in stolen vehicles and property.

A ‘bait car’ was also introduced this year, allowing auto theft officers to monitor and track a ‘stolen’ vehicle via satellite. The specially equipped vehicle is capable of being remotely shut down, locking the thief inside until arrested by officers. The theft is audio and video recorded for use in prosecution, which has yielded a 100% conviction rate. The versatility of the bait car allows it to be placed in a myriad of settings where a vehicle might be stolen. Limited use during this first year of operation yielded 56 felony Grand Theft-Auto arrests.

Training Bureau

The Training Bureau is responsible for the basic training of police recruits, the advanced training of incumbent personnel, Ordinance Units, as well as overseeing the Columbus Police Reserve Program.

A June 20 groundbreaking ceremony unveiled the first phase of the new Training Academy project. Aside from the traditional classrooms and lecture halls, the new 166,288 square foot main facility will house scenario rooms for experiential based training; a science lab room for evidence collection, preservation and processing; areas specifically geared toward defensive tactics; and an auditorium that will seat over 500 people. Work on future phases of the training complex continued. Architects and engineers made substantial headway in planning the “Tac Town” and driving components of the overall project. The Division currently provides outstanding basic and advanced training. When completed in 2005, the new training complex will truly be a state-of-the-art facility and the citizens of Columbus will enjoy the benefits of its’ officers receiving even better training.

Division of Fire

The Division of Fire ended the year with 1,539 uniform members staffing 32 fire stations with 34 paramedic engine companies, 15 ladder companies, 5 heavy rescues, and 32 medic units, as well as 37 civilians staffing our administrative offices. In July, a class of 39 recruits graduated from our training academy. We also had a class of 33 recruits start in December.

In 2003, the Columbus Division of Fire had 120,022 emergency runs, of which 82% were Emergency Medical Service (EMS). The average response time for EMS runs was 5.4 minutes, and the average response time for non-EMS runs was 4.2 minutes. The Columbus Division of Fire also provides HAZMAT services and operates the largest non-military Bomb Squad in the United States.

This year was highlighted with change, growth and achievement. On January 1, 2003, the City of Columbus implemented a new computerized EMS Data Collection and Billing Program. Designed to collect reimbursement from insurance companies or the Federal Government for the cost of emergency medical transport services, the City of Columbus collected \$3.7 million dollars in this first year of operation.

New Fire Station 34, which is located at 5201 Wilcox Road, was dedicated on October 31, 2003. It will serve the citizens who live in the northwest quadrant of the city. Station 19, located at 3601 North High St., was completely renovated and re-dedicated on December 19, 2003. The historic style of old Station 19 has been preserved and will compliment the surrounding structures.

We received a grant award from FEMA for \$750,000 that, together with matching funds, will enable us to replace our Self-Contained Breathing Apparatus and become compliant with latest NFPA and Weapons of Mass Destruction standards.

At our annual Awards Banquet, 75 Firefighters and civilians were recognized for acts of bravery and heroism. The "*Fire House Magazine*" recognized the Columbus Division of Fire as being the 11th busiest fire department in the nation.

Communications Division

The main priorities for the Division of Communications continue to be services to the Department of Public Safety, Police and Fire Communication Systems. The Division is responsible for the engineering, purchasing, installation and maintenance of the Police and Fire Division's 800 MHz Radio, Microwave, Data, Telephone, Recording, and Security Systems throughout the City of Columbus. Additional responsibilities include Police Substations and Firehouses, E911 System, Emergency Operation Center (EOC), and Police and Fire Dispatching Facilities. In addition, the Division continues to provide engineering and maintenance support for radio, telephone, data and security systems to other city agencies.

There were 34 personnel assigned to the Division, with six in the Administrative section and the remaining 28 in the Technical Support section.

2003 Highlights

- The Division of Communications was responsible for the engineering and installation of computers & modems into 32 Fire Division medic vehicles. This equipment will be used in generating wireless on-scene emergency medical billings. In addition, the division completed the wiring and installation of radios, telephones and public address equipment into the new Fire Stations 19 & 34; provisioned the "East Side Pride" building for telephone and data; and completed the wiring and equipment installation for the Fire Division's "Logistics Warehouse".
- The Division continued to upgrade Police and Fire "data" radio tower sites to allow for better coverage throughout the Columbus area. These sites, which total seven, are the infrastructure for transmitting and receiving of data for the "Mobile Data Computers" (MDC) within the Police cruisers and Fire apparatus. In addition, all new computer hard drive imaging was performed on 225 police "Mobile Data Computers". Additional projects include completing the installation of radio equipment to all City of Columbus fire stations, which will provide backup communications for dispatching emergency calls.
- The September 11, 2001 tragedy continues to bring additional security issues to be dealt with within the Division. Remote CCTV monitoring of all critical police & fire radio towers; card reader entry system at the division's main office building; and security video cameras to the Licensing Sections were all purchased and installed in 2003. The Division of Communications was instrumental in the City of Columbus receiving a "Department of Homeland Security" funding grant administered through the "Office of Community Oriented Policing Services" (COPS) Program. This funding (\$2,506,913) will explore uses of equipment and technology to increase interoperability among the first responders in the City of Columbus, Franklin County, and all six neighboring counties.

- The division was instrumental in assisting the Franklin County Emergency Management Agency (FCEMA) with their “Urban Area Security Initiative” (USAI) and “Federal Emergency Management Agency”(FEMA) grant programs; by providing engineering and ideas for improving communications and interoperability for police and fire first responders throughout the Franklin County area.
- The Division’s Public Safety Web Site pages were updated and the Division’s labor and management QWL committee implemented several programs to better the work place, such as obtaining email for all personnel and making work areas more comfortable and efficient. The Division’s Safety Manager conducted personnel training on “Hydrostatic Test For Bucket Truck”, “HAZCOM”, and “Blood Bourne Pathogens”. In addition, safety workshops were conducted on “Heat Stress”, “Fire Extinguisher”, “Drug Free Workplace” and “Hearing Conservation”.
- There were an additional 124 data drops installed at various Police and Fire Facilities bringing the total number to 1,716. An additional 151 telephones were installed bringing the total amount to 3,056. In addition, the Division received a total of 14,792 service requests during the year consisting of 64 percent radio and 36 percent telephone related. The service garage section installed/stripped communications equipment from 157 police, 61 fire, and 21 other City of Columbus divisions’ vehicle/apparatus during the year.
- The City of Columbus Public Safety 800 MHz Radio System currently has 118 agencies from Columbus, surrounding cities, townships and counties with 7,508 active radios. There were a total of 40 agencies billed for communications services on the 800 MHz Radio System in 2003 with revenue totaling \$295,477. The overall Division revenue billings totaled \$441,400.

License Section

The License Section’s function is to provide, administer and enforce all laws and rules and regulations relating to licensing requirements for various types of businesses and users of burglar and fire alarm systems.

The License Section generated \$965,582.60 in total revenue and handled a total of 55,039 transactions in the year 2003.

- • **The Alarm Unit Activity:**

Issued and tracked 12,817-alarm user permits, 296 alarm dealer and agent permits. Tracked 25,907 false alarm reports. Collected \$275,490.00 in penalties from negligent alarm users. Processed 1,943 written appeals. Conducted 122 revocation hearings. Revoked 1 alarm user permit. The Alarm Unit generated \$694,015.00 in total revenue for the year 2003.

- • **The Vehicle for Hire and General Regulatory Units' Activity:**

Conducted 1188 pushcart, taxi, livery and horse carriage inspections. Licensed 948 vehicles for hire, 1124 drivers, 77 pushcarts, 1150 peddlers and peddler promoters, 8 itinerant vendors, 93 massage technicians, 7 closing out sales, 133 establishments and transferred 236 licenses.

- • **The Vehicle for Hire Unit:**

Investigated 58 citizen complaints.

Transacted business at 8 Vehicle for Hire Board meetings, which revoked 1 license and suspended 1. Transacted business at 1 License Appeals Board hearing and administered Taxi Test to 248 taxi driver applicants.

- • **General Regulatory Unit:**

Investigated 48 citizen complaints, transacted business at 8 Charitable Solicitations Board meetings, issued 275 charitable solicitation permits and 31 professional fundraiser permits. Issued 770 weapon transaction permits, 67 parade permits and 17 permits for carnivals.

Processed 176 indigent burial requests totaling \$127,133.81 in payment to local funeral homes. The License Section issued 15 citations/summons.

Weights and Measures

- In the year 2003, the Weights and Measures personnel inspected and tested 11,747 measuring devices (scales, gas pumps, taximeters, vehicle tank meters, laundry dryers, parking clocks and car washes). Three hundred-one (301) devices were rejected and taken out of commercial use. The total fees generated were \$283,348.00.
- We performed 1,688 tests on random and standard packages. Four hundred-seventy (470) packages were ordered off sale for short weight.
- We performed price verification tests in 88 establishments. Three thousand-six hundred (3,600) items were checked, 73 items were over charges and 114 items were under charges.

04-93-MJB/BS:dli-03

**PUBLIC SERVICE DEPARTMENT
2003 ANNUAL REPORT**

Public Service Department Fleet Management Division 2003 Annual Report

The Fleet Management Division maintains the City's motorized equipment, operates repair facilities at multiple locations, and develops vehicle utilization and replacement policies. An internal service division, Fleet Management bills other city agencies for services rendered. Highlights of 2003:

- Hired a consultant who assisted in establishing a methodology for rates and charges involving central ownership of city equipment, along with final drafts on fleet policies and service-level agreements
 - Implemented a policy based on an Executive Order of the Mayor that departments and divisions obtain approval of Finance and Fleet Management before proceeding with repairs exceeding the wholesale value of the vehicle, and before the acquisition of used vehicles
 - Looked at underutilized vehicles with less than 8,600 miles per year with the goal of eliminating equipment not being used and to reduce inventory
 - Working on establishing a car pool and charge-back procedures comprised of underutilized vehicles being turned in to Fleet from departments and divisions
 - Reduced take-home vehicles and continuing to monitor same
 - Reduced parts inventory by 8% from 2002
 - Evaluated on-site system of parts inventory management, which could simplify the purchasing process for parts and supplies by establishing an on-site relationship with one vendor who furnishes these materials and reduces the invoicing and procurement process to one
 - Expanded preventive maintenance outsourcing services on light-duty vehicles
 - Established goals for Fire's maintenance program through a Task Force
 - Sold 147 obsolete vehicles and pieces of equipment at auction, and 93 obsolete vehicles and equipment through the mail sale. The mail sale generated \$233,978.
 - Held 16 formal competitive bids for parts, supplies, accessories and services resulting in 24 contracts. A total of 77 contracts are currently in effect for Fleet purchases.
 - Checked in and brass tagged 157 on-road units and 216 off-road units
 - Implemented full electronic billing to Fleet customers, eliminating hard copies
 - Developed four major Performance Measurement programs with the mission of structuring Fleet Management's operations into an excellent service organization
 - Continued Quarterly Safety Award and Employee of the Quarter programs
 - Worked with BWC toward the goal of reducing lost work time due to accidents
 - Transition to Genesis electronic timekeeping system
- Provided numerous training classes on vehicle and equipment maintenance and safety; 23 employees were ASE Certified.

**Public Service Department
Division of Facilities Management
2003 Annual Report**

The Division of Facilities Management provides safety, security and general maintenance and custodial services for most general-fund facilities, including City Hall, Beacon Building, 99/109 N. Front Street, Municipal Court Building, Central Safety Building and Refuse facilities. The Division also oversees contractual and professional services at the above facilities, as well as at the Health Department, the I-71 North Complex, the former Lazarus Warehouse, and Bryden House. In 2003, the division:

- Began construction of the new \$20 Million Police Training Academy at 1000 N. Hague Avenue in the northwest quadrant of Columbus.
- Began design for the new Fire Station # 18, located in the Linden area at 1628 Cleveland Avenue. The new structure will replace the existing facility that was built in 1934.
- Completed the \$2.7 million renovation work in December 2003 to enlarge Fire Station 19 on North High Street. The Clintonville Area Commission requested the former fire station be incorporated into the new design and addition. The project was completed on time and on budget.
- Completed \$3.4 million new Fire Station #34 in the northwest quadrant of the city at 5201 Wilcox Road
- Leased the old Model Neighborhood facility to Columbus Compact Corporation as the master tenant. The City now receives annual rent and a savings of approximately \$100,000 in general maintenance and utility cost.
- Began a total restructuring of the custodial section to maximize coverage in the general fund facilities.
- Continued the Self-Help Gas Procurement Program, which has provided a citywide cost avoidance of more than \$3.3 million since its inception in 1986.
- Began tracking all work orders against identified performance measures, and linked work to the inventory control system.

Public Service Department Division of Refuse Collection 2003 Annual Report

The Division of Refuse Collection provides weekly residential solid-waste collection services to approximately 316,000 households and administers programs for waste reduction, recycling, litter prevention and volunteer cleanup, and graffiti removal.

- The City of Columbus disposed of 352,784 tons of municipal solid waste, which represents a 5% increase from 2002. The City's recycling program "Recycle Columbus!" diverted 14,476 tons of recyclables from the landfill in 2003. The yard-waste program diverted 31,854 tons of yard waste from the landfill in 2003. A combined total of 12% of the city's residential waste stream (46,330 Tons) was diverted from the landfill in 2003. The City's goal for diversion is 15% by the year 2006.
- As larger capacity trucks have come into the fleet, the division has increased the number of households per route. The division purchased \$3.4 million worth of Refuse vehicles.
- The division's Customer Service Center completed quarterly random method surveys. The average favorable response percentage from the 2003 surveys were cleanliness of alleys, 79%; trash collection, 94%; timeliness of service, 95%; bulk service, 90%; and responsive customer service, 97%.
- Arranged and conducted Household Hazardous Waste Collection events at four (4) collection points, with three (3) at City transfer stations. Diverted more than 164,710 pounds of hazardous material from the Franklin County Landfill. The HHW events were sponsored by the Solid Waste Authority of Central Ohio.
- Keep Columbus Beautiful (KCB) received two National Awards presented by Keep America Beautiful – 3rd place for Community Improvement and Beautification and 3rd place for Waste Reduction Efforts. KCB also:
 - Received a State Award for best Litter Prevention Program. This Community Pride and Partnership Award was presented by the Ohio Department of Natural Resources, Division of Recycling and Litter Prevention.
 - Received a Hall of Fame Award from Keep Franklin County Beautiful for their continued outstanding efforts in Litter Prevention and Graffiti Removal.
- In 2003, KCB organized 406 litter cleanups using 10,749 volunteers, who contributed 27,500 volunteer hours. They collected 397,800 pounds/198.9 tons (13,271 bags) of litter. KCB organized 16 volunteer graffiti paint-overs on private property, and KCB:
 - Continued its partnership with Neighborhood Pride
 - Supervised 39 community service worker cleanups, where 270 workers collected 45,160 pounds of litter (i.e. 1,505 bags).
 - Removed 7,183 square yards of graffiti from 3,735 sites.

- Continued a partnership pilot program with the Ohio Bureau of Workers' Compensation for city agencies to improve worker safety, reduce injuries and lessen the amount of lost work time.
- In March 2003, The Department of Technology completed the development of an application, which replaced and integrated the existing customer service, tonnage and container and vehicle inventory applications. This system is known as the Refuse Collection Information System (RCIS). This Oracle based application was developed to improve efficiency.

Public Service Department, Transportation Division 2003 Annual Report

The Transportation Division plans, designs and inspects road and highway improvements. It also maintains the City's streets, highways, alleys, bridges and traffic-control systems. It assures that construction within the right of way is in accordance with the City's plans and specifications.

- Began the Linden Area Traffic Management Plan pilot project. This pilot project is expected to define the City's template for community mobility, going forward.
- Completed the 2002 Top 20 High Accident Locations report and developed a tracking process to assure recommendations for improvement are followed up on
- Constructed 182 traffic-calming devices in 16 neighborhoods for \$750,000 through the Traffic-Calming 2003 program.
- Performed 71.8 lane miles of resurfacing
- Oversaw the design and installation of 7 new traffic signals designed in-house and 9 new traffic signals installed by contractors and accepted by the City. Three signals were removed by the City.
- Accepted 80 Private Development Agreement projects into the public right-of-way, totaling 111,408 LF of paved streets; 318 ADA ramps; 472 street lights; 104,218 LF of water line; 266 fire hydrants; and 86,154 LF of storm sewer with 927 storm drainage structures. Five (5) of the agreement projects accepted were traffic-signal related.
- Reviewed 292 plans containing 3,650 sheets; 30 plans were within the standard (25 days), with an average review time of 18.7 days; 29 plans were outside the standard with an average review time of 34.7 days. Overall average review per plan was 26.6 days
- Constructed .30 miles of sidewalk, which included 2 curb ramps
- Upgraded school 20 MPH flashers, school signing, and pavement markings at 13 schools citywide and installed 30 "LOOK BEFORE CROSSING" mats
- Installed 12 new loading zones, increasing the total to 152 loading zones, which will bring in approximately \$85,000 in revenue
- Set speed trailers at approximately 550 locations
- Implemented ADA policy regarding the application of detectable warning devices and retrofitted 1,179 curb ramps out of a total 1,340. The remaining ramps will be retrofit in early 2004.
- Moved management of ADA curb ramp program in-house
- Signed Memorandum of Understanding between the Public Service Department and the Public Utilities Department for the inspection and construction administration of Public Utilities capital improvement projects
- Inspected and tested 12 Roller Compacted Concrete (RCC) projects. Product being evaluated as an alternative to Item 306, residential base. Lane Avenue was the first arterial project to use roller compacted project.

- Began working with ODOT District personnel on creating a Playbook for Incident Management. This is to help coordinate responsibilities and procedures in the event of major accidents etc. on the interstate and freeway system in the city.
- Continued to train personnel from Transportation, other City divisions, contractors, utility companies, and special event organizations as to the best temporary traffic-control methods
- Worked with the Safety Department on an evacuation plan for the downtown area in case a major incident would occur
- Surface Treated 11.11 linear miles of alleys; swept 11,284 curb miles; collected 87.5 tons of litter
- Completed 6 Neighborhood Pride locations, which included sweeping 282 curb miles and cleaning 1 homeless encampment. Conducted 5 special event cleanups.
- Installed the first two video detection cameras and trained three technicians; screened 12,195 signs and fabricated 7,875 street-name signs

DEPARTMENT OF TECHNOLOGY
2003 ANNUAL REPORT

Department of Technology
2003 Annual Report to Columbus City Council

MISSION STATEMENT

The Department of Technology will leverage technology to make Columbus the best-performing municipality in the Mid-West.

The Department of Technology (DoT) supports the local government information infrastructure that promotes the delivery of exceptional customer service, increased efficiency and the achievement of peak performance by:

- Providing and sustaining uninterrupted, secure, and reliable information systems
- Developing and instituting information management policy and procedures
- Ensuring digital equity to eliminate the digital divide that exists in city government and in our communities

DoT provides these key service offerings:

- Maintenance of the City's information management systems
- Development and management of MetroNet
- Citywide telephone services support including cell phones and pagers
- Citywide mail services support
- Design and maintenance of the City's website (www.columbus.gov)
- Desktop computer support
- Operation of public, educational, and government access television channels
- Mayor Coleman's Action Center

EVOLUTION UPDATE

The City of Columbus continues to reap the benefits of the 2001 technology consolidation. In 2003 the department sustained momentum by focusing on finding ways to save the City money, expanding 24/7 service accessibility and delivery to our citizens while affirming our dedication to improved customer service, and extending our internal and external partnerships.

DoT attained successes in these major program and Covenant Goals areas:

- Operations
- Customer Service/eGovernment
- Peak Performance
- Digital Equity

Operations

Shown below are the accomplishments that were realized in 2003 within the Operations area of DoT.

2003 Budget Successes- \$1,122,593 in savings and cost avoidances

The 2003 cost savings/avoidances, which total \$1,122,593 million, result from consolidation of citywide IT resources and reductions in operations and maintenance costs. We had personnel savings in of \$441,593.00 as a result of not filling budgeted vacant positions and late hires.

Additionally, we had a net savings of \$681,000 from the cancellation of the Computer Associates contract. Combined with DoT Evolution savings-to-date, a total of \$4,909,086 in annual savings has been achieved since the beginning of the Evolution.

Enterprise Data Center incorporates UPS

An uninterruptible power supply system (UPS) is a vital part of any data center power system. The purpose of a UPS system is to convert incoming power from electric lines from raw power subject to voltage fluctuations to a continuous stream of conditioned power for use by all the various information technology and networking infrastructure equipment at the data center. It also provides “ride through power” for any power disturbances and in doing so, maintains application availability at high levels. Technical specifications for an upgrade to the current uninterruptible power supply system at Arlingate were incorporated in a request for proposal which was successfully let and awarded. Implementation of the new UPS will be completed in 2004.

Customer Service

eGovernment

In accordance with the Columbus Covenant, DoT’s goal is to provide quality and efficient service delivery to our customers. In 2003, DoT matured its eGov architecture and web-based technology that links citizens, government and businesses. The columbus.gov websites boast over 250 downloadable forms and receives more than 500,000 hits per month. Most importantly, citizens can do business with city 24 hours, 7 days a week, improving customer service and service delivery simultaneously. New features included on-line water bill payment and three months viewable water payment history, the ability to pay parking tickets online, apply for a city jobs online, on-line acceptance of Fire Fighter applications and on-line registration for the City’s softball leagues. Now that department registers all adult sports leagues through on-line registration in which approximately 75% of the teams utilize. Some 33 websites were from OARnet to the iUpload servers, then to the newly purchased server housed at IPOutlet. The e-cards site, the traffic cams stream, and the streaming video are now going through servers at IPOutlet, we have all of the web application databases located on the city servers at IPOutlet also. The Recreation and Parks site was moved into our new content management system, several more sites are soon to follow. The security for the new servers is the state of the art, the server are the state of the art, and the software is the latest version.

One-Stop Shop

Accela Upgrade

In October, a new release of the Accela software was put in place. It included enhancements that had been requested by One Stop Shop personnel in Building Services, Public Service and Public Utilities. These upgrades allow staff checking tasks assigned to them for review of plans in the one-stop shop can view the name of each project associated with applications; staff can now search for plan review tasks completed by disposition date and the last contractor license and registration renewal date. Numerous application bugs were also fixed and now function properly.

Legistar Implemented

Continuing the 2002 effort, Legistar was successfully implemented into production citywide in **June** of 2003. Currently, over 300 city employees use this application to draft, process, track, and transmit legislation for their departments or agencies. As an outgrowth of this effort, DoT installed PCs in Council Chambers to allow the City Clerk to securely access Legistar during meetings. One PC provides the ability to display zoning information on a large overhead screen

during Council Meetings. DoT worked in cooperation with Council to plan the enhancement of Council Chambers in 2004 with additional desktop monitors and televisions for better audience viewing of meetings.

Progress on new video server for the PEG station

During 2003, the Cable Broadcast section and the Cable Interconnect cooperated in specifying and recommending a video distribution head-end to replace the twenty-year old system currently utilized for playback of the three cable access channels. A request for proposal was let and the respondents evaluated by the evaluation team. The new system relies on digital technology and incorporates video server storage. The system will provide capability for an internal training channel.

Cable Broadcast Station Programming

The Government Television Channel produced 500 programs to air on cable channel 3. 2003 programming included the Martin Luther King, Jr. Celebration, the State of the City, Black History Month, both City and County Budget Hearings, regular Council meeting coverage well as regular coverage of two Council Committees and regular coverage of the Ohio legislature. GTC-3 also produced City 3 Magazine on a bi-weekly basis.

Peak Performance

System availability remains reliable

During 2003 DoT generally met or exceeded its service commitments documented in Service Level Agreements. The network uptime service level requirement was maintained or exceeded 100% of the time. The application service level requirement was attained or exceeded more than 99% of the time, with only one of over 110 applications falling below a service level commitment for the year and 70% of all applications achieving 100% uptime. DoT customers were provided with reports and the post processing of documents to meet their business needs.

ADDITIONAL 2003 ACCOMPLISHMENTS

Neighborhood Pride

DoT serves neighbors with pride; Two Neighborhood Pride Centers Established

The Far East Neighborhood Pride Center was opened in 2003 and planning and implementation activities started for the Eastside center, which opened in early 2004. In addition, DoT installed a wireless PC at the Southside Pride Center to ensure network connectivity to the City.

Fire Station Connectivity Project

In 2003 DoT's network group looked at alternatives to connect all 34 Fire stations to the City's private network MetroNet. The Division of Fire has the need to connect all the Fire Houses so that several key applications can be accessed and maintained from each location. Among these are the Fire Hydrant Inspection System, e-mail and ultimately access to the FEAM asset management system. In May of last year a proposal was presented to the Division of Fire and Safety Department to establish a network connection for voice and text data. The network approach that was designed and advanced, when implemented in the first Quarter of 2004, result in greater network capacity at a lower annual cost. A one time capital cost, borne by the Department of Safety will result in an annual savings of almost \$80,000 in network costs for

connecting ten Fire Stations currently. Capital expenditures will be paid back in less than three years with annual savings thereafter.

Billing/Charge back Enhancement Implemented

In April 2003, Management Partners conducted a survey of all Department of Technology personnel in an attempt to quantify what services DoT provided to all city agencies. From this survey, a new billing model was developed in conjunction with the Finance Department and implemented during the 2004 Budget process as the base year.

During the course of the Management Partners study for the Fiscal Section within the Department of Technology, it was determined that all bill payment for telephony, cellular and pager communications, voice mail, printer supplies and maintenance and long-distance charges should return to the various agencies as there was no value added in this endeavor.

FEAM (Fire Warehouse Medical Supplies Inventory System) Application Implemented

DoT initiated, planned and implemented the Fire Warehouse Medical Supplies Inventory System (FEAM) during 2003. This effort was led by a team comprising members of our project manager group, applications development, fiscal section and functional members from the Division of Fire. This system supports intelligent management of the Division of Fire's Emergency Medical System (EMS) by keeping inventory of all supplies used to support the EMS mission. This browser-based system integrates the use of barcode technology to track the use of, expiration dates and other key information associated with medical supplies. This system gives both the senior management of the Division of Fire as well as the medical supplies technician a useful tool that supports the EMS billing initiative. It is hoped that this tool can be distributed to other City offices including the Division of Police as well as the Health Department.

Six New Classifications Established; 10 additional in process

As part of a continuing multi-year project, DoT continues to work with Civil Service and Human Resources to establish "best practices" job families in all the disciplines practiced in the department. The goal is to establish classification families in logical career sequences that contain Civil Service approved classifications established by Council and Mayoral action. These classifications will also have pay ranges that are competitive in the market place. In establishing these families the City will be more able to compete for the information technology skills that it requires to maintain complex IT infrastructures. In 2003, six new classifications were established and added to their appropriate families. Ten additional classifications were started and are currently in progress.

Performance Series V. 2.4 Upgrade

The Department was instrumental in the annual upgrade of the City's Performance Series System. This project moved the current system to version 2.4 of the client and host software. Members of the project manager group, application development and end-user computing group participate in this upgrade. In addition to fixing known bugs within the system, this release added additional functionality to the system. Additional functionality included asset management system and prior year commitments capability.

Clinical Application

The Clinical Application project will provide the Columbus Health Department (CHD) with software that will track, control and coordinate the activities of all the clinics within CHD. A request for proposal (RFP) was successfully bid and awarded to Medical Manager during 2003. DoT guided the procurement process and saved the customer over \$150K by acquiring the service from a local hospital instead of a vendor. DoT steered the contract negotiations, assisted in the legislation and provided other technical expertise especially regarding connectivity and redundancy.

WASIMS/IVR Systems Upgrade

The Department of Technology provided the project management for the upgrade of the Division of Water's Interactive Voice Response (IVR) system. This voice-activated system providing telephone customer service to Water Department customer on a 24x7 basis. Basic water bill account inquiry is provided by this application. This project modernized a crucial business tool of the Division of Water by upgrading the underlying operating system from Windows NT 4.0 to Windows 2000 as well as upgrading the functional software from version 1.3 to version 2.2. This project also instituted redundancy. The old system consisted of one processing platform whereas the new system has two platforms with built-in fail-over capability.

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DEPARTMENT OF DEVELOPMENT
2003 ANNUAL REPORT

**Development Department
2003 Accomplishments**

Neighborhood Services Division

Code Enforcement:

This section accomplished many tasks in 2003. The code enforcement officers have become an integral part of the Pride program and Pride Centers. They continue to work with the Police Department providing inspections during a drug raid, which we call the Building Enforcement Team (BET). Inspections increased from 2002 from 56 inspections in 02 to 131 in 03. An intense project for code enforcement is the Vacant Structure Initiative, which involves the development of the ordinance, which re-structures the Nuisance Abatement Board and registering vacant structures. In 2003, weed and solid waste orders number increased to 5,586, a 30 percent increase from 2002. The time it takes to abate the weeds and solid waste was reduced from 2002. Code enforcement complaints increased in 2003 increased to 23,255 from 17,255, but fewer notices were issued in 03.

Three staff members answer the code enforcement phone line. In 2003, we received 35, 609. This number decreased from last year's 41, 844 calls. More than 23, 000 resulted in complaint calls and were forwarded to code officers.

Neighborhood Liaisons:

The community has come to rely on the presence of city staff at their meetings. Liaisons are establishing close relationships with their respective area commissions, blockwatches, civic associations and neighborhood groups.

Neighborhood liaison staff continue to respond to the high volume of phone calls and emails received and attend area commission, civic association, civic coalition and blockwatch and various neighborhood meetings which includes about 120 area commission meetings and more than 200 to 250 civic association meetings.

Agency Services:

Agency services staff served over 65 social service agencies in 2003 and administered 3.5 million dollars allocated to the agencies. Staff provided technical assistance, completed site visits and monitored the agencies to ensure contract compliance.

Pride Centers:

The Neighborhood Services Division is responsible for establishing and managing the Neighborhood Pride Centers. There are three centers that are fully operational in Franklinton, on the South Side and the Far East Side Pride Center, which opened late 2003. The centers are staffed with employees who provide the critical and essential city services such as code enforcement, police and fire, health services; refuse collection, and neighborhood liaisons.

Pride Program:

In 2003, Pride visited six neighborhoods, which brings the cumulative total to 30 neighborhoods in four years. Neighborhoods toured in 2003 were: Devonshire, Shepard/Eastgate, Save our Southside, Berwyn East II, East Columbus Gateway (Krumm Park) and Reeb Hosack/Hungarian Village. The Pride program staff made presentations at 26 pre-pride weeks outreach meetings and interacted with 515 citizens. Ninety-six hundred (9600) brochures were distributed door-to-door in these areas.

The **Pride Partners** program grew in 2003 to include 101 companies, an increase of three times the amount of the previous year. Thirty-nine (39) neighborhood-based companies contributed \$58, 221.69 in donated goods and services to the six Neighborhood Pride areas. The National Association of the Remodeling Industry donated \$18,641.69 in labor and materials for the renovation of a fire damaged home in Berwyn East II Pride neighborhood.

Historic Preservation:

The Historic Preservation Office made positive strides in 2003. Two full-time staff members were hired to continue to serve five architectural review districts. Staff also began research on conservation districts, resumed quarterly historic preservation leaders meetings, completed the GIS data base, processed 106 reviews and drafted legislation that attempts to standardize historic preservation guidelines for all five districts.

Office of Land Management

In 2003, The Office of Land Management continues to forge the way to redevelop vacant, abandoned or underutilized properties in Columbus' neighborhoods. A total of 728 foreclosure requests were submitted to the County Prosecutor, resulting in payment of \$1,821,655 in tax revenue. Sixty-eight properties were acquired, and 17 were sold, which included 10 single-family homes built on infill lots and 2 doubles rehabbed and converted to occupied single-family homes. Quiet title actions were completed on 16 parcels in 2003 that will be marketed in 2004. Passage of House Bill 127 which reformed ORC577 (Land Reutilization Program) eliminated the 5-year delinquency required prior to requesting foreclosure. The most important aspect of this bill for the city is that it will prevent delinquent owners from redeeming their property unless they can obtain certification that their property meets the city's housing codes.

Major initiatives from Land Management staff included: 1) lead role in development of Hilltop "state lands" resulting in 104 market rate single-family homes; 2) coordination role in the University Gateway Project 3) creation and design of summary reports on the City's surplus lands which will be used to redevelop them; 4) participation in Vacant Housing Initiative, including tracking and reporting vacant housing data in the Neighborhood Incentive Districts; 5) lead role in overseeing development of King-Lincoln District; 6) streamline and development of RFQ/RFP proposal process and implementation of step by step application which will save time and costs to the developer.

BUILDING SERVICES DIVISION

In 2003, staff at the Customer Service Center served 18,663 customers and responded to 25,461 telephone inquiries. 30,333 permits were issued for residential and commercial buildings, graphics, and mechanical permits, fire alarm and fire suppression and certificates of registration. 2,020 new contractor licenses and registrations were issued, including but not limited to Electrical, HVAC, Plumbing and Refrigeration.

The Building Inspection Section completed 171,741 structural, electrical, HVAC and plumbing inspections while the Structural Emergency Response Team (SERT) made 4,593 inspections. Same day inspections were 97.6%. Total construction valuation for 2003 was \$970,972,881.65.

The Plans Examination Section reviewed 5,070 single family projects, up 1.6% and 2,574 projects on the commercial side, up 3.8% from the previous year.

Zoning Clearance was issued for 7,335,801 square feet of commercial construction and 18,258,830 square feet of residential construction. The Council Activities section completed 109 zoning ordinances affecting an aggregate of 1746 acres and 49 Council variances, while the BZA/Graphics section processed 169 appeals, special permits, variances and graphics cases.

Downtown Development

In 2003, 12 companies agreed to relocate their business to Downtown and four companies agreed to stay and expand Downtown as a result of the Office Incentive Program. Combined these 16 companies are creating 759 new Downtown jobs.

Also in 2003, 470 new housing units were completed and 2,428 additional units were under development as of 12-31-03. Since the city began offering incentives in 2002, private capital invested Downtown totals more than \$142 million. Federated Department Stores, Inc, the Cincinnati-based corporate owner of Lazarus-Macy's donated the downtown store to the Columbus Downtown Development Corporation.

Economic Development Division

The Economic Development Division continued to support Mayor Coleman's 21st Century Economic Development vision for Columbus by:

- Helping create 1,093 full-time jobs, retaining 1,989 jobs and triggering over \$116 million in private sector investment through the Business Development Office's successfully brokering of 15 tax incentive deals
- Establishing the New Era Economic Development Policy which clearly established and delineated the "triggers" for public sector business assistance and the areas of the City where these incentives can be applied
- Expanding the Columbus Enterprise Zone to provide a larger geographic area of the City where business assistance incentives are available.
- Conducting a thorough and comprehensive Tax Incentive Review Council (TIRC), which reviewed all tax incentive deals currently on the books. The results were impressive: 100% of the job creation leveraged by the incentives has been achieved; 108% of the private sector investment has occurred, 96% of all jobs have been retained; and there has been over \$1.58 billion invested in new real and personal property investment (121% of goal).
- Visited over 70 Columbus area companies during the year noting important trends and issues concerning the business community through the Division's Retention and Recruitment Program
- Successfully obtained over \$6 million in Clean Ohio Funds for the City through the Brownfield Development Office thereby triggering two of the largest brownfield development projects in the history of the City: the \$42 million, AC Humko housing project and the \$200 million Jeffery Place mixed use project.
- Administered the Urban Infrastructure Recovery Fund, the Neighborhood Revitalization Program and Economic Development Capital Improvements Programs resulting in 60 resurfaced alleys, 1 complete intersection reconstruction, 3 streetscape projects, 11 resurfaced streets and the installation of 99 different traffic calming devices, let 5 major engineering contracts, and administered a total of \$14.5 million in capital improvement funds
- Lent over \$1.13 million to local Columbus businesses through the Division's Office of Business Finance and directly created 40 new jobs while successfully responding to a HUD audit of the program.

PLANNING DIVISION

In 2003, the Planning Division completed a number of noteworthy planning projects

- Staff developed the award-winning Tri-South Plan, one in a series of significant public planning initiatives for Columbus' south side and secured City Council adoption.
- A major revision to the Rocky Fork – Blacklick Accord set the stage for ongoing negotiations among Columbus, Plain Township, and New Albany to create a Metro Park in the northern part of Plain Township.
- Staff prepared and secured adoption of the Northwest Plan Amendment, North Linden Plan, South Linden Plan and the Franklinton Plan Revision.
- **The Planning Division completed an update of the Riverfront Vision Plan: Whittier Reach in anticipation of the establishment of an Audubon Center on the Whittier Peninsula.**

The Planning Division completed plan initiatives in 2003 directed toward improvements in the neighborhood commercial business environment.

- Community and stakeholder support was secured and led to City Council's adoption of the Olentangy River Road Urban Design Plan and Indianola Avenue Corridor Plan.
- In support of several tax increment financing districts, City Council adopted the Rocky Fork Economic Development Plan, Crosswoods Economic Development Plan, Alum-Watkins Economic Development Plan, and the High/Seventh Blight Study.
- Staff continued its support of the Rickenbacker-Woods Technology Center through membership on the board of trustees and staff support.

- At their request, the Planning Division conducted and submitted to City Council a study of zoning activity involving manufacturing districts.
- In cooperation with the City of Grandview Heights, the Planning Division conducted a parking study of Grandview Avenue.

Other Planning activities include:

- Supporting the efforts of the U.S. Army Corps of Engineers and the Department of Public Utilities by providing design services for the West Scioto Floodwall.
- Supporting and participating on the Columbus Public Schools Shared Facilities Panel and with the group working to establish Columbus Public Schools outside the outerbelt. Staff also prepared the City Investment in Columbus Public Schools report.
- The Columbus INFObase website provided more than 72,000 unique visitors with direct access to meeting notices, capital improvement maps, Census data, and adopted plans. The 2003 performance is nearly double the 2002 performance level. Nearly 200 persons accessed Columbus INFObase each day.

HOUSING DIVISION

Our Residential Tax Incentive Program since it began August 2002 has resulted in nearly \$2.1 million new investment. All told 20 of 52 applications have been certified to the Franklin County Auditor for tax abatement. Most are new infill single-family housing and most also received Housing Division gap financing. Most activity occurred in the Linden and North of Broad Neighborhood Revitalization Districts where the Four Corners and the King-Lincoln redevelopment investments are happening.

Tax Incentive Financing agreements for Waggoner Grove and Watkins Road and the creation of the Wilson Community Reinvestment Area provided incentives for the development of an additional 175 affordable multifamily rental housing, (also assisted by the City Housing Division) on Waggoner Road, 100 affordable senior apartments on Wilson Road and 142 new affordable single family homes on Watkins Road. Ultimately 40 new senior apartments will be constructed at Watkins Road.

Our homeowner programs helped 858 homeowners with repairs or emergencies. Twenty-eight disabled persons were helped with adaptations to their apartment or home and 70 homes or apartments were made safe from the hazards of lead-based paint.

Gap financing for affordable rental housing helped create 350 units of affordable rental housing. National Church Residences completed 175 rental units at Waggoner Grove and Columbus Housing Partnership completed 63 four-bedroom rental homes in their Mariemont Homes and Joyce Avenue Homes. MiraCit bought and rehabilitated a 12-unit apartment building on Mock Road. Our commitment to Rebuilding Lives resulted in National Church Residences completing the 100-unit apartment complex at Commons-as-Grant.

The Division helped finance 308 opportunities for homeownership: 146 first time low-and-moderate income homebuyers obtained down payments assistance and 28 new or rehabilitated infill homes were developed and sold by developers. Lastly, developers participating in the Housing Initiative Capital Improvements Program built and sold 134 new homes in the Columbus School District.

Relocation is a very important part of City services. Relocation provided moving expense assistance to 25 residents of Poindexter Towers when that facility closed. Staff also helped 37 other individuals who received City orders to vacate their home or apartment.

**PUBLIC UTILITIES DEPARTMENT
2003 ANNUAL REPORT**

DEPARTMENT OF PUBLIC UTILITIES 2003 ANNUAL REPORT

Division of Electricity

The Division of Electricity's mission statement reads, "*We will enhance the quality of life in Columbus by providing excellent service to our customers and the community through the reliable delivery of competitively priced energy, modern street lighting and related services.*"

Under the direction of Mayor Michael B. Coleman, Project 2020, the city's long-range street lighting program to improve security in all neighborhoods, made significant progress in 2003. An additional 880 lights were added to the system, bringing the total number of neighborhood lights to more than 46,322 lights. Streetlights installed by commercial and residential developers added 368 lights to the division's system. The division also maintains more than 4,477 freeway lights under contract with the state.

Major street lighting projects included 146 decorative lights in the first half of the Clintonville II assessment project, 83 decorative lights in the Eastmoor II assessment project and 27 in the Woodstream East subdivision.

The division, through an aggressive marketing program, added 180 new customers to the distribution system and began realizing the associated revenues. As of the end of the year the division provided reliable, competitively priced electricity to 13,449 retail customers. The division now has 9,589 residential, 2,893 commercial, 587 industrial and 380 customers in other categories such as security lights.

With the construction of a new electrical substation at the Hap Cremean substation, and the addition of two major circuits, the division was able to add the water plant and the Radisson Airport Hotel on Stelzer Road as two major sources of revenue. The new circuits also allowed the division to improve service reliability to other customers in the area. Another major source of revenue for the division is the West Edge industrial park on the near west side. This unique development replaced a blighted housing project with new buildings offering jobs and an economic boost for the west side. The Renaissance condominiums at 3rd and Mound Street downtown became a city customer and another piece of Mayor Michael Coleman's pledge to bring more affordable housing downtown. The Short North, long a stronghold of city electric customers, was again a focus in 2003. The division will serve the new businesses that will sit on top of the I-670 cap, which spans the freeway. The division installed a new circuit on N. Hague Avenue to service the new Columbus Police Academy.

Customer megawatt hour electricity sales rose from 809,672 MWH to 814,945. Total system load in 2002 was 880,063 compared with 879,491 MWH in 2003. The division's system peak was stable with 150.80 megawatts in 2002 compared to 149.30 megawatts in 2003.

Electric operating receipts in 2003 were 54,830,574 while in 2002 they were \$52,379,268, an increase of 4.68 %. The 2002 special income tax transfer was \$150,000 while in 2003 none was required. The division was back on a self-sustaining status and boasted a cash carryover of \$418,300.

New customer charges for line extension and hardware helped boost the new customer development fund by \$706,607. A more consistent, and effective, collection policy continued to be a focus in 2003.

In conclusion, the division continues to reinvent itself while continuing to focus on customer service and streetlights. Under the leadership of Mayor Coleman, the division expects to add to its successes in 2004.

Division of Sewerage and Drainage

The Division of Sewerage and Drainage (DOSD) is responsible for various, vital services including the treatment of wastewater generated in the City of Columbus and 22 contracting suburban communities. Additionally, DOSD is responsible for maintaining the sewer collection system in Columbus, stormwater management, and water quality protection.

The Kaizen Express continuous improvement program continued, while not reducing the level of service. Total cumulative savings since the program began in 2000 stands at approximately \$11.4 million.

A major initiative in the division became known as Project Clean Rivers, an umbrella title encompassing the various services DOSD provides toward that end goal. This initiative includes various Capital Improvement Projects such as the estimated \$220 million Big Walnut Augmentation Rickenbacker Interceptor set to begin construction in early 2004, and other ongoing projects to rehabilitate an aging collection system and reduce inflow and infiltration during wet weather. A major focus in 2003 was the early development phase of the division's "CMOM" program, which stands for Capacity, Management, Operation and Maintenance of a sewer system. Other components under the Project Clean Rivers umbrella include updating of the city's Combined Sewer Overflow Long Term Control Plan, an Industrial Waste Pre-Treatment Program, water quality monitoring at the plants supported by our Surveillance Laboratory, a comprehensive stormwater management program and public education initiatives such as the "We All Live Downstream" program.

Sanitary sewer and stormwater utility rates were raised 5% at the beginning of 2003 to meet the increasing demand for capital improvements. The division's capital budget again was concentrated heavily on solving wet weather problems such as basement backups and sewer overflows, updating of infrastructure at the city's two wastewater treatment plants, and solving neighborhood flooding problems such as in the Eastmoor area with the long-awaited Bliss Run Storm Trunk Sewer. Phase I of that project was completed, with Phase II underway and Phase III entering engineering design. The record summer rains of 2003 and the flooding they caused created more demand for capital improvement projects, and staff dedicated many hours to directing residents to the proper channels for development of improvements, and various public meetings were held above and beyond those normally provided for capital projects underway. Some of the storm frequency levels during the year reached 100-200 event levels, well beyond what sewer systems can normally be designed to accommodate.

Flows at our plants were higher than normal, reflecting the unusually wet year, averaging 183.8 million gallons per day, up from 161.7 MGD in 2002. A total of 67,112,550,000 gallons were treated and put back into the Scioto River in 2003.

The Franklinton Floodwall was 95% complete by the end of the year, with a spring dedication planned. Once completed, the floodwall will provide 2800 acres of flood protection and will enable almost all property owners in the Franklinton area to no longer carry flood insurance.

Columbus' sewer line inventories continued to grow, adding another 98 miles in 2003, for a new total of 4,357 miles of sanitary, storm and combined sewers.

To protect the wastewater treatment facilities and ultimately the water quality of the Scioto River, the division's Surveillance Laboratory tested 52,751 compliance parameters from 5,195 samples. Over half of the samples originate from industrial customers, as monitored by the division's Industrial Waste Pre-Treatment program.

The public information office coordinated the second regional watershed litter clean-up event called Central Ohio River Pride during the National River Cleanup Week in May. Six cleanups were organized in six watersheds.

The Sewer Maintenance Operations Center performed a total of 16,861 work orders, which include requests for utility locates, repair needs on the system, and televised inspections.

During 2003, the Sewerage System Enterprise Fund collected \$126,830,860 and expended \$126,378,032. The Stormwater Management Enterprise Fund collected \$21,916,814 in revenue and expended \$18,752,383.

Division of Water

The Columbus Division of Water provides an ample supply of safe drinking water to 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. In 2003, the Division delivered 51.4 billion gallons of potable water, in compliance with all applicable quality standards, to citizens living in the Columbus Metropolitan Area. With an estimated service area population of 1,051,000 the average per-capita consumption was 134 gallons per day. And the average daily water pumpage was 140.8 million gallons (with no restrictions). This consumption is below the national and regional averages for water utilities and reflects well on the conservation efforts of the community and the Division of Water.

Following Mayor Coleman's lead, the Division of Water continues to proactively enhance performance for its customers, as well as its competitiveness within the drinking water industry. During 2003 the Division's committees, sections and individuals supporting the competitiveness effort started implementing the final remaining recommendations set forth by the Strategic Organization and Re-Engineering (SOAR) Plan.

When the Division started the program in 1999 its authorized strength was 611, budgeted strength was 592 and the actual full-time employment was 566. Currently the Division's authorized strength is 546, budgeted strength is 535 and full-time employment

stands at 516. The Division has significantly streamlined its organization and achieved its goal of becoming more competitive within the drinking water industry.

In addition to the primary SOAR Plan initiatives, Kaizen and Hot-Wire programs were completed, and the Managing-to-Measures Program is currently underway to instill an ongoing culture of review and innovation. Performance Standards for the Executive Staff have been re-written to include the measures, and this tool for accountability is also being incorporated in the remaining staff Performance Standards well. This “scorecard” process of evaluation is being used throughout the Division and it is proving to be a tremendous success.

The Pitometer Water Waste Survey located 45 breaks in the distribution system while investigating 744 miles of pipeline. The repair of these breaks has reduced our underground leakage by 3.05 million gallons per day. The Main Line Repair Crews repaired a total of 796 main-line breaks and repaired 1,395 damaged hydrants. The Cross-Connection Control and Backflow Prevention Program completed 6 surveys on new construction to assure proper protection was in place. A total of 5,605 inspections for new construction, existing structures and backflow prevention surveys were completed by this activity. We now have 17,964 backflow prevention devices listed in our database where we record the installation records and monitor the required maintenance schedule.

There were 3,442 new service connection permits issued; 2,241 in Columbus and 1,201 issued in the suburban service areas. Twenty-eight miles of waterline were added to the distribution system in 2003, bringing the total to 3,334 miles.

In 2003, the Division had 260,875 accounts. Customer Service Representatives answered 316,000 calls. Customer Service Representatives in the Public Office assisted a total of 32,128 customers. The Revenue Reception Office, Authorized Payment Agents and the City’s Lock Box collected and processed \$220,810,477.00. \$3,005,391.00 was received at our Authorized Payment Agent locations, and \$135,300,893 came in through our Lock Box.

The Public Information Office coordinated media correspondence and distributed news releases regarding leak detection, inside meter reading schedules, water conservation, water quality, and EPA notifications. The Staff Support Services Group provided vital training to Division personnel. Programs and courses offered included, personal and professional development, extraordinary customer relations, continuous improvement, enhanced writing skills, first aid and CPR, defensive driving, time management, various computer courses, and safety and health. In 2003, we had 534 employees participate in various forms of training. A total of 3,695 classes were taken totaling 13,489.05 hours of instruction. Therefore, each employee who participated averaged approximately three days worth of training during 2003.

The Division of Water continues to be financially sound. In 2003, the Division began the year with a cash balance of \$39,544,729. During the year the Division had receipts totaling \$96,659,355, yielding total available resources of \$136,204,084. Disbursements totaled \$102,030,375, leaving an ending cash balance of \$34,173,709. An additional \$10,305,856 was encumbered, leaving the Division with an unencumbered cash balance of \$23,867,853.

The Division of Water will continue to provide an adequate supply of safe drinking water, a life sustaining resource for the well-being and economic vitality of the community, and will continue to be a recognized leader in providing quality service.

THE TRUSTEES OF THE SINKING FUND
2003 ANNUAL REPORT

OFFICE OF THE TRUSTEES OF THE SINKING FUND CITY OF COLUMBUS, OHIO

The City Council of Columbus
Columbus, Ohio

Submitted herewith is the Report of the Trustees of the Sinking Fund of the City of Columbus, Ohio, for the year ended December 31, 2003. This report includes debt transactions under our jurisdiction undertaken by the City during 2003. The entries contained within this report have been found to be in balance with the accounts of the City Auditor.

Sincerely,

Mark J. Howard
President

OFFICERS AND STAFF

		TERM EXPIRES
President	Mark J. Howard	January 31, 2005
Vice President	Stanley A. Uchida	January 31, 2004
Trustee	Kathleen A. Chapin	January 31, 2006
Trustee	Jonathan H. Young	January 31, 2007
Executive Secretary	David J. Irwin	
Deputy Administrator	Tamara R. Athey	
Administrative Assistant	Cecelia J. DiPasquale	

Debt service on General Obligation indebtedness issued prior to July 1, 1983 is payable at the Office of the City Treasurer of the City of Columbus, Ohio, exclusive of the City Auditor. The Office of the Trustees of the Sinking Fund is the transfer agent for these issues. General Obligation indebtedness issued after June 30, 1983, is in book entry form. All book entry only (BEO) issues are serviced by the Office of the Trustees of the Sinking Fund, the paying and transfer agent. All Revenue issues, with the exception of Tax Increment Financing Bond, Series 1999 and Adjustable Rate Tax Increment Financing Bonds - TIF's (issued in 2001 and 2002), and all refunded issues are serviced through the office of the City Auditor.

The addresses are shown below.

City Treasurer
Room 111 City Hall
Columbus, Ohio 43215

City Auditor
Room 109 City Hall
Columbus, Ohio 43215

Trustees of the Sinking Fund
Room 113 City Hall
Columbus, Ohio 43215

STATEMENT OF TOTAL DEBT
December 31, 2003

GENERAL OBLIGATION DEBT

GENERAL CITY BONDS AND NOTES

<u>Rate %</u>	<u>Amount</u>
Bonds	
3.000 to 12.375 \$	1,188,090,000
Mortgage	
Revenue Notes	
6.630	41,589
Total	\$ 1,188,131,589

ASSESSMENT BONDS AND NOTES

<u>Rate %</u>	<u>Amount</u>
Bonds	
4.300 to 6.250 \$	1,938,613
Notes	
1.600 to 1.800	1,693,000
Total	\$ 3,631,613

NON-ENTERPRISE REVENUE DEBT

<u>Rate %</u>	<u>Amount</u>
Bonds	
4.250 to 5.300 \$	29,900,000
Bonds - (TIF)	
Adj. Rate	5,555,000
	\$ 35,455,000

TOTAL GENERAL OBLIGATION DEBT

General	\$ 1,188,131,589
Assessment	3,631,613
Non-Enterprise	35,455,000
Revenue Bond	
OPWC Loans	3,500,650
Total	\$ 1,230,718,852
Net Sinking Fund	
Assets	1,098,473
NET GENERAL	
OBLIGATION DEBT \$	1,229,620,379

OTHER DEBT (Not Sinking Fund Jurisdiction)

REVENUE DEBT (Administrator-City Auditor)

	<u>Amount</u>
Electricity	\$ 0
Water	44,110,000
Sewer	112,300,000
Total	\$ 156,410,000

OPWC LOANS (Administrator-City Auditor)

(Included in G.O. Debt) \$ 3,500,650

REFUNDED DEBT (Administrator-City Auditor)

<u>Issue</u>	<u>Trustee</u>
Sewer No. 26	Chase Manhattan Bank
Various Purpose 05-94	Huntington National Bank

PUBLIC LIBRARY REVENUE BONDS

(Administrator-Columbus \$ 1,320,000
Worthington Branch

BONDS, NOTES & LOANS ISSUED AND RETIRED DURING 2003

	<u>General Obligation</u>	<u>Assessment</u>	<u>Revenue (Ent & Non-Ent)</u>	<u>Total</u>
ISSUED				
Bonds	\$ 114,255,000	\$	\$	114,255,000
Notes		1,693,000		1,693,000
Loans				0
	<u>\$ 114,255,000</u>	<u>\$ 1,693,000</u>	<u>\$ 0</u>	<u>\$ 115,948,000</u>
RETIRED				
Bonds	\$ 248,849,272	\$ 91,500	\$ 17,070,000	\$ 266,010,772
Notes				0
Mortgage Rev Notes	24,912			24,912
Loans	167,804			167,804
	<u>\$ 249,041,988</u>	<u>\$ 91,500</u>	<u>\$ 17,070,000</u>	<u>\$ 266,203,488</u>
Increase/ (Decrease) in debt	<u>\$ (134,786,988)</u>	<u>\$ 1,601,500</u>	<u>\$ (17,070,000)</u>	<u>\$ (150,255,488)</u>

Total Debt December 31, 2002	\$ 1,537,384,340
Issued 2003	115,948,000
Retired 2003	<u>266,203,488</u>
Total Debt December 31, 2003	\$ 1,387,128,852

NOTE: All figures reflect obligations RETIRED as opposed to physically REDEEMED.
 The RETIRED totals include all defeased debt which is no longer considered as a City obligation. Any maturities that have not been presented for redemption are encumbered below.

STATEMENT OF CHANGES IN FUND BALANCES
 Year Ended December 31, 2003

	<u>General City</u>	<u>Assessment</u>	<u>Trust Funds</u>	<u>Total</u>
Balance Jan 01	\$ 2,931,898.38	\$ 31,896.79	\$ 426,687.91	\$ 3,390,483.08
Receipts	<u>318,920,803.33</u>	<u>94,780.13</u>	<u>7,633.44</u>	<u>319,023,216.90</u>
	\$ 321,852,701.71	\$ 126,676.92	\$ 434,321.35	\$ 322,413,699.98
Disbursements	<u>319,038,315.76</u>	<u>102,419.25</u>	<u>0.00</u>	<u>319,140,735.01</u>
Balance Dec 31	<u>\$ 2,814,385.95</u>	<u>\$ 24,257.67</u>	<u>\$ 434,321.35</u>	<u>\$ 3,272,964.97</u>
Encumbered	\$ 1,732,620.44	\$ 128.12	\$ 434,321.35	\$ 2,167,069.91
Unencumbered	<u>1,081,765.51</u>	<u>24,129.55</u>	<u>0.00</u>	<u>1,105,895.06</u>
	\$ 2,814,385.95	\$ 24,257.67	\$ 434,321.35	\$ 3,272,964.97

STATEMENT OF RECEIPTS AND DISBURSEMENTS
Year Ended December 31, 2003

	<u>General City</u>	<u>Assessment Fund</u>	<u>Trust Funds</u>	<u>Total</u>
RECEIPTS				
Assessment				
Taxes Collected	\$	94,780.13		\$ 94,780.13
Mortgage Revenue Note				
Debt Service				
Note Principal	24,912.16			24,912.16
Note Interest	3,516.79			3,516.79
Non-Enterprise Rev (TIF)				
Bond Debt Service				
Bond Principal	1,450,000.00			1,450,000.00
Bond Interest	1,599,557.87			1,599,557.87
Division of Income Tax				
Bond Debt Service				
Requirements				
Fixed Rate	160,969,376.57			160,969,376.57
Variable Rate	2,928,896.31			2,928,896.31
Division of Electricity				
Bond Debt Service				
Requirements				
Fixed Rate	6,352,602.24			6,352,602.24
Variable Rate	975,260.12			975,260.12
Division of Water				
Bond Debt Service				
Requirements				
Fixed Rate	59,377,512.78			59,377,512.78
Variable Rate	3,550,485.85			3,550,485.85
Division of Airports				
Bond Debt Service				
Requirements	5,857,457.19			5,857,457.19
Division of Sewers				
Bond Debt Service				
Requirements	75,767,506.74			75,767,506.74
Investment Interest	57,879.96		7,633.44	65,513.40
Miscellaneous Income				
Unclaimed funds from	118.75			
State of Ohio				
Office supply rebate	20.00			
Group insurance refund	5,700.00			5,838.75
Total Receipts	\$ 318,920,803.33	\$ 94,780.13	\$ 7,633.44	\$ 319,023,216.90

STATEMENT OF RECEIPTS AND DISBURSEMENTS
Year Ended December 31, 2003 (Continued)

	<u>General City</u>	<u>Assessment Fund</u>	<u>Trust Funds</u>	<u>Total</u>
DISBURSEMENTS				
Division of Income Tax				
Bonds Redeemed				
Limited Tax	\$ 36,548,400.00		\$	\$ 36,548,400.00
Unlimited Tax	86,449,837.00			86,449,837.00
Limited Tax-Income Tax	1,165,000.00			1,165,000.00
Division of Electricity				
Bonds Redeemed				
Limited Tax	1,691,300.00			1,691,300.00
Unlimited Tax	4,114,300.00			4,114,300.00
Assessment	231,111.00			231,111.00
Trust Refunds			0.00	0.00
Division of Water				
Bonds Redeemed				
Limited Tax	11,935,000.00			11,935,000.00
Unlimited Tax	39,913,480.00			39,913,480.00
Division of Airports				
Bonds Redeemed				
Limited Tax	4,005,000.00			4,005,000.00
Unlimited Tax	905,000.00			905,000.00
Division of Sewers				
Bonds Redeemed				
Limited Tax	28,691,875.00			28,691,875.00
Unlimited Tax	35,296,658.00			35,296,658.00
Assessment	83,161.00			83,161.00
G.O. Bond Interest				
Fixed Rate	63,997,380.04			63,997,380.04
Variable Rate	759,642.28			759,642.28
Assessments				
Bonds Redeemed		91,500.00		91,500.00
Bond Interest		10,919.25		10,919.25
Mortgage Revenue Note				
Principal Paid	24,912.16			24,912.16
Note Interest	3,516.79			3,516.79
Non-Enterprise Rev (TIF) Bond				
Principal Paid	1,450,000.00			1,450,000.00
Bond Interest	1,599,557.91			1,599,557.91
Administrative Expenses				
Personal Services	169,337.67			169,337.67
Materials & Supplies	102.69			102.69
Contractual Services	3,494.24			3,494.24
Capital Outlay	249.98			249.98
Total Disbursements	\$ 319,038,315.76	\$ 102,419.25	\$ 0.00	\$ 319,140,735.01
Total Receipts Over/ (Under) Disbursements				
	\$ (117,512.43)	\$ (7,639.12)	\$ 7,633.44	\$ (117,518.11)

FRANKLIN COUNTY MUNICIPAL COURT
CLERK
2003 ANNUAL REPORT

FRANKLIN COUNTY MUNICIPAL COURT CLERK

Michael A. Pirik, Municipal Court Clerk
645-7657

The Franklin County Municipal Court operates under state law and has county-wide jurisdiction. The Municipal Court Clerk is responsible for the processing and safekeeping of court records and court funds. These responsibilities are a constant challenge, especially since the Franklin County Municipal Court is the busiest of its kind in the State of Ohio. The Clerk's Office serves the court's fifteen (15) judges, six (6) magistrates, and numerous internal and external stakeholders throughout the County and the State, to help deliver an efficient and accurate judicial system to the community.

The Clerk maintains the records of all civil, criminal, environmental and traffic cases. Some of the daily tasks performed include: processing journals, records, bonds, and legal filings belonging to the court; maintaining records for public inspection; issuing, and signing of writs; processing summons, subpoenas, and various papers of the court; accepting and processing cash, surety, appearance, and recognizance bonds; accepting affidavits, motions, and other legal documents for filing.

The Clerk is responsible for collecting all fines, court costs, fees, bails, and other monies, as well as for issuing receipts and distributing the collected funds. In 2003, the Clerk processed in excess of 38 million dollars. These dollars were distributed to the State, County, and various cities and municipalities throughout the County, as well as to the Victims of Crime Fund, the Public Defender and Legal Aid Funds, Law Enforcement and Education (D.U.I.) Funds, Law Library Fund, Child Restraint Law Fund, and the Seat Belt Safety Fund, to name a few.

ADMINISTRATION

The Administration Department ensures a smooth operation of the seven (7) other departments of the Municipal Court Clerk's office by preparing, submitting, and tracking the Clerk's annual budgets; interviewing, evaluating, and hiring all deputy clerks; providing training and job enrichment opportunities to all levels of personnel; purchasing, and maintaining repair of all equipment; managing personnel matters; maintaining payroll records; and directing the Office of Information Systems.

The Administration Department is also responsible for overseeing legal compliance with applicable statutes, rules and case law; preparing statistical reports required by law; planning, developing and implementing programs and policies to improve the efficiency of the office; reviewing and referring cases to the appropriate authorities for collection proceedings; and evaluating, investigating and responding to inquiries by the public.

ACCOUNTING/FINANCE DEPARTMENT

General Information 645-6121

The Accounting/Finance Department is responsible for the collection and accounting of all fines, court costs, fees, and bail for criminal, environmental, and traffic charges filed in the Franklin County Municipal Court. This department is also responsible for accepting and disbursing all Civil Department funds paid to the Court for costs and fees, as well as judgment and garnishment amounts. The distribution of collected funds involves not only the payment to the appropriate parties, but also release to individuals in satisfaction of judgments, attachments, garnishments and executions. Additionally, the Accounting/Finance Department administers the following subdivisions: Time Payment Program, wherein a defendant may be permitted to pay fines and court costs in monthly installments instead of the entire amount at one time; Trusteeship, which gives aid to individuals heavily in debt by collecting a percentage of the debtor's wages, then disbursing these funds to consenting creditors; and Rent Escrow, where a tenant with complaints regarding housing conditions may deposit rent due into an escrow account until the matter is resolved.

The Accounting/Finance Department also prepares receipts for all monies collected; distributes all funds to the proper political subdivisions, and parties; and makes a general accounting of all monies received and disbursed in the Clerk's Office.

In 2003, this division received \$38,013,026.96 and made disbursements of \$38,269,505.40. A total of \$16,058,610.75 was paid into the City of Columbus General Fund.

CIVIL DEPARTMENT

General Information 645-7220

The Civil Department of the Municipal Court Clerk is responsible for accepting, docketing, and maintaining all records for every pleading and motion filed in each civil case over which the Franklin County Municipal Court has jurisdiction. The court has monetary jurisdiction in civil disputes where the amount in controversy does not exceed \$15,000.00. The subject matter of this civil jurisdiction includes actions in contract, accounts, notes, personal injury, property damage, forcible entry and detainer, replevin, attachment and civil environmental requests for injunctive relief. This court also has jurisdiction over small claims cases, and appeals from determinations by the Ohio Bureau of Motor Vehicles for twelve point accumulation suspensions, the Columbus Parking Violations Bureau and appeals of administrative decisions.

In 2003, the department processed all attendant paperwork in 52,873 new cases and 371,203 ancillary proceedings.

COMMUNICATIONS CENTER

General Information 645-3855
www.fmcclerk.com

The Communications Center was created in 1999 to further promote ongoing communications and delivery of excellent public service to the general public, law enforcement agencies, attorneys, court personnel, other courts, and governmental entities. In that effort, the Communications Center was appropriated the following responsibilities: opening, logging, and processing of all mail for the Clerk's Office, which includes the Civil Department, the Criminal/Traffic Department and Traffic Violations Bureau, accepting and processing all traffic and criminal fax correspondence including case payments, filings and public record requests, accepting and processing payments transmitted through the Clerk's Office website on the Internet, preparing traffic and criminal cases for the Accounting/Finance Department to accept payment, returning traffic and criminal payments which are inaccurate, and responding to public record requests pertaining to the status and disposition of cases.

CRIMINAL/TRAFFIC DEPARTMENT

General Information 645-8186

The court has jurisdiction over criminal misdemeanors and traffic violations of state law and city ordinances committed within Franklin County and the corporation limits of the City of Columbus. This includes minor misdemeanors and traffic citations where a court appearance is not required. The court also holds preliminary hearings on all felony arrests in the County. Arrests in Franklin County by Columbus Police, Ohio State Highway Patrol, Franklin County Sheriff, and other law enforcement agencies are processed through the Criminal/Traffic Department.

The Criminal/Traffic Department is also responsible for processing and accurately reporting all applicable records to the Ohio Bureau of Motor Vehicles, and processing applications for the expungement of records and maintaining and securing records ordered expunged.

The Criminal/Traffic Department is open to the public twenty-four (24) hours a day, including weekends and holidays. In 2003, the department processed 266,805 criminal, traffic, and environmental charges.

ENVIRONMENTAL DIVISION

General Information 645-6417

The Environmental Division of the court began operations in January of 1992. This division has exclusive jurisdiction over criminal and civil actions to enforce building, housing, health, or safety codes applicable to premises intended for use as a place of human habitation. As in the court's general division, the Clerk's Office serves this division by performing tasks associated with case and financial management. A deputy clerk is assigned to the arraignment sessions and maintains the arraignment dockets for this unique and vital division.

In 2003, 6,010 new environmental-type cases were filed.

OFFICE OF INFORMATION SERVICES

Help Desk 645-7421

The Office of Information Services (OIS) is responsible for the management, security, maintenance and enhancement of all computer systems for the Clerk and Court. The municipal court operates in a stand-alone client server environment. This includes a LAN, multiple servers and nearly 500 users. Additionally, OIS must support the court's software application, as well as a robust Internet facility. The Office of Information Services continues to develop the use of new technology to transform old methods and outdated technology into new and efficient ways of conducting business.

TRAFFIC VIOLATIONS BUREAU

General Information 645-8166

The Traffic Violations Bureau keeps records of, and processes all, traffic citations issued by the Columbus Division of Police, the Ohio State Highway Patrol, Franklin County Sheriff, the Ohio State University Police, Port Columbus Police, eight (8) Franklin County Townships, and other municipal law enforcement agencies when a court appearance by the defendant is not required by law.

In 2003, a total of 171,978 payable traffic citations were processed by the Traffic Violations Bureau.

FRANKLIN COUNTY MUNICIPAL COURT
JUDGES
2003 ANNUAL REPORT

THE FRANKLIN COUNTY MUNICIPAL COURT COLUMBUS, OHIO

2003 ANNUAL REPORT

JUDICIARY

The Franklin County Municipal Court was established in 1916 by section 1901.01 of the Ohio Revised Code. 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 fourteen judges in the General Division and one judge in the Environmental Division. Judges serve six-year terms, unless appointed or elected to fill an unexpired term. Annually, they elect one of their peers to serve as the Administrative and Presiding Judge.

The judges serving on the Court at the end of 2003 were Judge Charles A. Schneider, Administrative/Presiding Judge, and Judges Marvin S. Romanoff, Steven B. Hayes, Teresa L. Liston, Janet A. Grubb, Anne Taylor, W. Dwayne Maynard, James E. Green, Scott D. VanDerKarr, H. William Pollitt, Jr., Michael T. Brandt, Mark S. Froehlich, Harland H. Hale, Julie M. Lynch, and Carrie E. Glaeden. 2003 saw the retirement of two long-serving judges, Judge Bruce Jenkins and Judge James Fais. In addition, Judge Richard Pfeiffer, Jr. resigned to assume the position of Columbus City Attorney.

Judges preside over civil, criminal, and traffic cases and conduct both jury and non-jury trials. In jury trials, judges interpret the law and the jury determines factual matters. In non-jury trials, by far the more common, 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; impose sentence when a defendant is found guilty of a traffic or criminal charge; and preside over civil cases where the amount in controversy is \$15,000 or less.

The jurisdiction and powers of the Environmental Division differ from those of the General Division in several important respects. Only the Environmental Division judge hears housing and building code cases, as well as health, sanitation, fire, safety, air pollution, and zoning matters, and there is no monetary limit on the cases that fall within the Environmental Division's exclusive jurisdiction.

COURT ADMINISTRATION

Court Administration oversees the administrative and operational functions of the Court. It is the vehicle by which the non-judicial policies of the Court are carried out on a daily basis. The Court Administrator operates under the direction of the Administrative/Presiding Judge, implementing the policies adopted by the Court. Some of the specific functions of Court Administration are: personnel management; budgeting and fiscal management; purchasing; liaison with other courts, governmental entities and private agencies; public information; appointment of interpreters; appointment of counsel for indigent defendants; statistics; security; and special projects. The Court has approximately 190 employees and its 2003 operating budget was \$11,856,906.

The year 2003 saw the retirement of long-time Court Administrator A. Richard "Bud" Capretta, who had served the Court for more than 30 years, and the appointment of Keith Bartlett as his successor.

Units within Court Administration include Court Investigation, Court Security, Spanish Interpreters, the Vehicle Immobilization Program, and the Volunteer Services Program.

Court Investigation

Court Investigation is a unit that assists defendants in their attempt to obtain relief in the following areas: extension of time for enforcement to pay a fine and court costs; extension of time for enforcement of days in the Franklin County Correction Center; issuance of or change in limited driving privileges; withdrawal of warrant or order-in that has been issued; and assistance with impounded vehicles.

Three of the most serious and time-consuming problems that the unit encounters are: (1) when a defendant's name has been used fictitiously by another person when charged or convicted of a traffic or criminal offense; (2) when an innocent person's driver's license has been suspended for the reason stated above; and (3) when a defendant has multiple cases before different judges with numerous sentencing requirements.

Court Security

The Court Security Program was established to comply with the Court Security Standards adopted by the Supreme Court of Ohio in 1994. The purpose is to establish and maintain a safe environment in the courthouse for elected officials, Court employees, and all others having business in the courthouse.

All of the Court's security staff have been trained by the Ohio Peace Officer Training Academy and certified by the Ohio Peace Officer Training Council, or qualified through military police academies and other state or federal law enforcement agencies. The staff consists of a supervisor, control room operator and 13 security officers on the 1st shift, plus a control room operator on the second and third shifts. In addition, the Court contracts with a security company that provides evening, weekend, and holiday coverage.

During an average week, over 24,000 persons are screened and over three hundred and fifty prohibited items are detected and retained.

Spanish Interpreters

Two part-time Spanish interpreters are employed to meet the growing needs of Spanish-speaking people in this community. The interpreters are available for courtroom proceedings, related court events, and communication between the probation department and its clients. The interpreters' caseload has increased from approximately 2,100 cases in 1999 to more than 4,000 in 2003.

Vehicle Immobilization Program

State law mandates the immobilization or forfeiture of vehicles operated by defendants who are convicted of the following offenses: repeat OMVI offenses (operating a motor vehicle while under the influence of alcohol or drugs); driving under court-ordered suspension; Financial Responsibility/Accountability (FRA) suspensions; and wrongful use of a vehicle. The program employs two full-time people.

Volunteer Services Program

The Volunteer Services Program was developed to augment and enhance services to the Court and the community. The volunteer coordinator recruits, screens, and places volunteers in appropriate positions by matching their interests, skills, and scheduling requirements. While volunteers serve in a variety of positions, such as mediators in the Small Claims Division and bailiffs' assistants, the greatest impact has been realized in the Department of Probation Services, where they serve as case aides and provide records management, office coverage, and other clerical tasks as needed. In 2003, 18 volunteers served in various positions throughout the Court, providing a total of 1,976 hours of service at an estimated cost savings of \$33,964.

ASSIGNMENT OFFICE

The assignment office is responsible for assigning cases to the judges and for the management of cases until they are terminated. The Court uses a single assignment system, which means that when a person is charged with a criminal or traffic offense and already has a pending criminal or traffic case, or has a case that is currently being supervised by the probation department, the new charges will be assigned to the judge who presided in the previous case.

BAILIFFS

Each of the 15 judges has a courtroom bailiff. There is also an unassigned, or floater, bailiff who rotates among the judges when an assigned bailiff is absent; four bailiffs to serve the five magistrates; and a bailiff who is assigned to the Duty Room.

Bailiffs coordinate activities in the courtrooms, schedule cases, provide docket management, provide information to the public regarding the status of cases, and act as liaison between their assigned judge or magistrate, attorneys, court personnel and the general public.

COURT REPORTERS

The 16 court reporters make verbatim records of all court proceedings, read back portions of court proceedings at the request of counsel or the court, prepare verbatim transcripts of court proceedings when requested, and maintain 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.

JURY COMMISSIONER'S OFFICE

It is the duty of the jury commissioner's office to implement and maintain compliance with the Trial Court Jury Use and Management Standards adopted by the Ohio Supreme Court in 1993 and the Jury Use and Management Plan adopted by the Franklin County Municipal Court in 1994. The office assigns prospective trial jurors to courtrooms when needed and tracks voir dire results and trial verdicts. The jury commissioner is responsible for the welfare, comfort, and morale of the jurors during their service.

Jury service is limited to two weeks, except in those cases in which additional days are required to reach a verdict. Jurors are paid \$20 per day, which by law is set by the county commissioners, for each day they are in attendance. The number of jurors in attendance in 2003 was 1,578.

LEGAL RESEARCH

The Court employs a full-time legal research director and part-time law clerks. They research and prepare memoranda on issues pending before the Court; maintain the law library, review new case law to ensure the Court's compliance with the decisions; review pending legislation that may affect the Court; and update local court rules.

MAGISTRATES

A magistrate is an attorney employed by the court to whom a judge may refer a case to take testimony, make legal rulings, and render a decision, subject to final approval of the decision by a judge. General responsibilities of magistrates are established in rules adopted by the Ohio Supreme Court. Local Court Rule 7.01 specifies particular duties of the magistrates, which include landlord-tenant actions; damage hearings on default judgments; motions for orders of recovery of specific personal property either before or after judgment; motions for orders of attachment of personal earnings after judgment; trusteeships; judgment debtor hearings; small claims cases; and parking violation appeals. The Court employs five full-time magistrates.

DEPARTMENT OF PROBATION SERVICES

The chief probation officer, assisted by the deputy chief probation officer, is responsible for managing and administering the various units within the Department of Probation Services. Administrative functions include assuring consistent and quality recruitment, employment screening, and training, and providing a safe and productive work environment that encourages staff retention.

Supervision Unit

The probation officers assigned to regular probation supervision are responsible for supervising all types of cases that are referred by the judges, and for enforcing the conditions imposed upon the probationers. Conditions of probation may include: serving time in the county jail, Intensive Supervision Residential Program (ISRP), or Home Incarceration Program; payment of fines and court costs; completion of a three-day residential Driver Intervention Program for OMVI offenders; completion of an alcohol, drug, or mental health assessment, and,

if warranted, a recovery or care program; testing for alcohol or drug use; domestic violence or anger management counseling; adherence to “stay away orders”; attending a Defensive Driving Course, Anti-Theft Course, or Underage Drinking Program; community service work; restitution to victims; attending The Art of Positive Parenting Classes (TAPP); and following directions of Franklin County Children Services. As of December 31, 2003, there were 4,916 active supervision cases.

Specialized Units and Services

Domestic Violence Unit. This program offers judges a viable sentencing option in those cases involving domestic violence, where specialized probation supervision can be used instead of incarceration. It also offers defendants an opportunity to secure treatment for their behavior and to be held accountable for their actions in a community setting rather than a jail setting.

Two victim assistance officers assist victims of domestic violence cases by: helping them complete victim statements; providing crime victim compensation applications; making plans to ensure the safety of the victim; making referrals to support groups, counseling, shelters, and the Prosecutor’s Office; offering support at court hearings; and keeping victims informed of court proceedings.

Specialized Probation Supervision Programs - Chemical Abuse Program (CAP), Multiple O.M.V.I. Offender Program (MOP), Sex Offender Program, and Mental Health Officer. These specialized probation supervision programs offer judges viable sentencing options in cases involving drug usage or chemical dependency, sexually deviant behavior, or mental health issues, whereby specialized probation supervision can be utilized instead of incarceration. To enhance public safety, specialized/intensive probation supervision is designed to assist clients in achieving recovery through the fullest possible use of all available treatment resources.

Investigation Services. The Investigation Unit prepares presentence reports, post-sentence reports, and sealing of records (expungement) investigations. These reports provide critical information for the court to consider in making an appropriate disposition based on the particular defendant and facts.

Supervised Community Service. This sentencing alternative allows for placement of convicted offenders in unpaid positions with nonprofit or governmental agencies, where they perform a specified number of community service hours in lieu of incarceration. Community service allows the offender to repay a debt to society in a meaningful way, by working in the community at one of several court-approved agencies. In 2003, probationers completed nearly 27,000 hours of community service.

Restitution Program. The restitution program illustrates the Court’s philosophy of serving the needs of victims and the community at large. When a judge orders a defendant to make restitution to a victim, the restitution officer determines, collects, and disburses the monies to victims of crime. In 2003, the unit collected \$377,631 in restitution that was paid to victims.

The Provided-No-Convictions Program. PNC is a special conditional sentence where all or part of a sentence may be suspended, provided there are no other convictions for a specific period of time, not to exceed five years.

Support Services. The Support Services Unit includes receptionists; intake assignment coordinators, who conduct intake interviews and assign cases to probation officers; transcriptionists, who transcribe probation reports, presentence and post-sentence investigations, statements of violation, and correspondence; and support relief officers, who perform the duties of receptionist, intake assignment coordinator, or transcriptionist as the need arises.

Assessment Referral Services Program (ARSP). This program is staffed by clinicians paid by Netcare, a local mental health agency, who assess probationers for chemical dependency abuse, dual diagnosis (substance abuse and mental health issues), and basic mental health issues. They also assist in the referral process when probation officers have difficulty with a particular agency or need assistance concerning where to refer a probationer.

SERVICE BAILIFFS

Service bailiffs assist litigants, attorneys, and the Court by delivering court documents to parties and enforcing judgment remedies. Service bailiffs serve complaints, summonses, subpoenas, and garnishments; enforce orders of attachment and seizure of personal property; attach bank accounts; enforce writs of execution and restitution; and supervise the set-out of tenants' property during an eviction.

There are 20 full-time employees in the department: a chief service bailiff, 13 general service bailiffs, 5 set-out crew service bailiffs and a secretary/receptionist.

SMALL CLAIMS DIVISION

The Small Claims Division was created in 1967 through the enactment of Chapter 1925 of the Ohio Revised Code. Its purpose is to enable individuals to pursue claims for money in amounts up to \$3,000 in a more informal and expeditious forum without the expense of retaining an attorney. Cases generally are heard within 30 days by magistrates. A judgment obtained in Small Claims Court may be enforced and appealed in the same manner as any other civil judgment rendered by the Court.

The Small Claims Division provides litigants with the required legal forms and publishes informational handouts, brochures, and booklets explaining how to file, prepare for trial, and collect a judgment. The office has five full-time staff members and disposed of 10,540 cases in 2003.

The Dispute Resolution Program

The Dispute Resolution Program was established within the Small Claims Division to provide mediation services for the Court. Mediation is a process where a neutral third party, a mediator, meets with disputing parties in an effort to achieve a voluntary settlement of their controversy. It is very different from adjudication or arbitration in that the mediator does not have the responsibility or authority to impose a resolution upon the parties. Mediation affords the parties an opportunity to vent all of their concerns, even if not legally relevant, and to arrive at a creative plan for settlement that is not bound by jurisdictional or judicial constraints. In this way, all concerned win: the Court avoids a number of potential trials, the parties solve their differences privately and inexpensively, and the community, hopefully, gains from the lasting peace between the parties.

The mediators in the Program are chiefly law students and community volunteers who have received specialized training. Most disputes are mediated prior to the filing of formal legal action; others may be mediated at any stage of their progress through the system. In 2003, more than 2,400 mediations were held.

INFORMATION SERVICES OFFICE

The Franklin County Municipal Court Judiciary and the Clerk of Court operate a shared computer system that is funded by court costs and filing fees. The Office of Information Services supports the computer network, which includes 550 computers, 80 printers, a case management system, and a web page. The staff consists of eleven employees: two paid from the Court's computer budget and nine paid from the Clerk's computer budget.