

Mayor's Goals and Initiatives for 2009

The 2009 budget focuses on achievement of the goals of the Columbus Covenant in order to reach our vision “to be the best city in the nation in which to live, work, and raise a family.” Those seven goal areas are:

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

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

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

In addition to initiatives in support of the seven goal areas of the Columbus Covenant, each department has created individual sets of goals, objectives and performance measures that will provide city residents and elected officials with information regarding the quality, quantity, and efficiency of the services they deliver. These performance indicators are presented in each respective departments section of the budget, along with measurement data, if available.

Some of the city's major innovations and undertakings in 2009 are also presented below, organized by goal area.

Neighborhoods

- Expand the **Home Again initiative**, by acquiring, renovating, or building an additional 50 residential structures in focused areas to advance neighborhood revitalization. Demolish a minimum of 80 residential structures that are too deteriorated to rehab, and expand the Home Safe and Sound Initiative, roof repair plus, and emergency repair programs to stabilize at least 370 occupied structures. Continue the coordinated efforts of the City Attorney and code enforcement staff by bringing 250 new cases before the Franklin County Environmental Court.
- Coordinate funding from the federal **Housing and Economic Recovery Act of 2008** with public and private sector partners to revitalize defined areas, focusing on neighborhoods hit hardest by the foreclosure crisis. Utilize the Columbus land bank and housing programs to target acquisition of foreclosed properties, demolish blighted structures, and renovate vacant homes into community assets.
- Continue work with Metro Parks and Audubon Ohio on the development of approximately one-half of the **Whittier Peninsula** into a large downtown park natural area; this site will be divided into two major parts - an urban park with an Audubon Society facility and a natural area. The remaining portion of the Whittier Peninsula will be assessed for possible recreational uses.
- The Construction Management Office will work with the Mayor's Office, the Columbus Public Health Department, Columbus Neighborhood Health Centers, Inc. and community partners on the south side to design the new **Southside Family Health Center**. The center will be located on Parsons Avenue on the former site of the Schottenstein's store. This center will not only provide much needed health services for families living on the south side of Columbus, but will also help spur economic development in the area. Funds are programmed for both facility design and construction. Construction is projected to be completed by 2012.
- Make the former **Schottenstein store** ready for redevelopment through a coordinated effort by Planning, Economic Development, Land Redevelopment, and Housing. Seek to break ground on the first phase of development by 2010.
- Improve neighborhood safety, community participation, and police responsiveness by working with other city agencies and community leaders to continue two successful neighborhood safety initiatives. The first of these initiatives will enhance the **Neighborhood Safety Academies** by increasing the number of participants and graduates. The second initiative involves working with the **Neighborhood Safety Working Group** to implement strategies related to gun violence and gang activity. This group will continue to work with other government agencies, community members and federal, state, and county law enforcement agencies to leverage additional resources.
- Implement phase three of the **Mayor's New Americans initiative** with a focus on integrating immigrant and refugee families into the community. This initiative will include orientation classes, distribution of civic guides and assistance with citizenship preparation.

- As part of the **Institute for Active Living**, Columbus Public Health will make Columbus a healthier community by working to lower the incidence of chronic diseases by implementing strategies to make Columbus an active and vibrant community. In 2009, the institute will work to expand access to fresh fruits and vegetables in the central-city urban neighborhoods where residents have limited or no access.
- Work in partnership with **Children's Hospital** and the surrounding neighborhood to plan, implement improvements and enhance the maintenance of Livingston Park.
- Continue the **King-Lincoln Redevelopment Initiative** by working with private sector partners to redevelop two mixed use structures in the heart of the Long Street Corridor.

Safety

- For the fifth straight year, the “**strike force**” program will continue to enhance the division's efforts to combat violent crime.
- Begin implementation of the new police/fire emergency call center's **computer aided dispatch (CAD)** to augment the city's ability to carry out emergency response, incident management, calls for service, and police officer/firefighter communication needs.
- The new **Police Heliport** on West Broad Street will be completed. Construction will begin for the new **Police Impound Lot** and **Parking Violations Bureau** complex near Frank Road. Design of the new **Police Property Room** will be completed and design for the **Crime Lab** will proceed. Both of these functions will be located in a building on Woodrow Avenue. Numerous **Police Substations** and other Safety facility upgrades and improvements will be completed as well.
- Complete renovation of **2077 Parkwood** and move Precinct #2 to this location.
- Complete renovations and move the **Strategic Response Bureau** to a new location on Morse Road.
- Continue to implement **Telestaff**, a computer-based staffing and overtime management program designed specifically for the complex needs of the Fire Division.
- Continue to implement the first phase of **distance learning** to enhance training efforts in the Fire Division. This program employs computer system connectivity to provide firefighters opportunities to better access information regarding fire and emergency medical services, as well as promote training that reduces the need for a physical presence in the classroom. This approach allows firefighters to remain in fire stations, ready for emergency calls while reducing overtime demands.

- Continue departmental and community planning to prepare and respond to a range of disasters or emergencies, including bioterrorism and a potential pandemic influenza outbreak. Community leadership, public education and staff training will continue in 2009 with an emphasis on providing the highest level of public health protection possible for all Columbus residents.

Economic Development and Technology

- Coordinate and support key **economic development projects** including Northland Village, Gowdy Field, Parsons Avenue, West Broad Street, Port Columbus Joint Development Area, and the King-Lincoln District.
- Continue to support growth of the **Rickenbacker multimodal hub** with strategic investments and supporting economic development.
- Continue to implement an **economic development system** focused on business retention, expansion and attraction of primary jobs and investment.
- Continue implementation of the **Get Green Columbus** initiative by focusing on green development, green business incentives, and encouraging green residential development. Continue implementation of the city's environmentally preferable purchasing.
- Continue to support **regional economic development strategies** of advanced logistics, small business development, and technology-based companies.
- Continue to refine the development of and implement portions of a **citywide connectivity plan** that will outline the most efficient means by which to connect to city facilities for data exchange and telephone voice traffic. Continue researching and implementing wireless/fiber optic/broadband network technology and integrating it with the overall city network when practical. As a next step, the Department of Technology will use the information from this plan to determine the extent to which connectivity can be used as an incentive for economic development.

Education

- Sustain **after-school** and **summer initiatives** that expand the educational opportunities available to the children within the City of Columbus.
- Support **summer workforce employment** opportunities for youth.
- Enhance the **safety infrastructure** near and around schools through the installation of sidewalks, signage, and flashing signals through "operation safewalks".

Downtown Development

- Support the Ohio Department of Transportation (ODOT) during construction of the **Main Street Bridge**, and in planning for the **Rich Street Bridge** in conjunction with the **Scioto Mile**.

- Continue to collaborate with the State of Ohio, the Mid-Ohio Regional Planning Commission (MORPC), Franklin County, and key stakeholders in the **Interstate-70/71** planning process.
- Work with government partners (ODOT, MORPC, and the Franklin County Engineer's Office) on **downtown circulation** and **mobility efforts**.
- Explore ways to make downtown more **environmentally welcoming** by incorporating features such as bicycle amenities, rain gardens, recycling options, and improved pedestrian mobility.
- Continue to implement the **comprehensive business plan** for downtown development, including strategies for housing, retail, parking, transportation, recreation, and economic/office development. Focus on specific recommendations for workforce housing and downtown amenities/programming.

Customer Service

- Provide citizens with access to city services and city information through the operation, support, and promotion of the **311 Call Center**.
- Implement the co-located **One-Stop-Shop (OSS)** initiative and work on delivering the concept of a true one-stop-shop by improving the allocation of resources and personnel, including refining financial and tracking reports for the OSS.
- The Division of Sewerage and Drainage will continue its comprehensive plan for Columbus' sewer system to mitigate the city's **wet weather overflows** and basement backup problems. Committing in 2005 to a \$2.5 billion dollar investment over the next 40 years, the plan will bring Columbus into full compliance with two Ohio Environmental Protection Agency (OEPA) consent orders. In 2008, the Division of Sewerage and Drainage will begin construction on all remaining wastewater treatment plant capital improvements per OEPA-approved portions of the Wet Weather Management Plan.

Peak Performance

- **Columbus*Stat**, a forum for the Mayor and his chief administrators to meet with department managers through a systematic process of performance analysis, will continue in 2009, focusing on accountability using performance management dashboards to review performance.
- A major priority for FY 2009 will be the successful implementation of the **Columbus Human Resources Information System (CHRIS)**. This will be accomplished as part of an interdepartmental project team that includes Civil Service, the City Auditor, Technology and Human Resources.
- Develop and utilize a standard citywide system **to track the progress of various capital infrastructure improvement projects** to help departments keep their capital projects on-time and within budget, ensuring that city tax dollars are spent efficiently and that projects are proceeding as expeditiously as possible.

Mayor's Goals

- Continue the roll out of transferring most city telephone services to a **Voice over Internet Protocol (VoIP)**. This will take advantage of the city's current data network infrastructure investment by providing the latest technological advancements that will allow the city to dramatically reduce telephone line costs while providing enhanced telephony service. Telephone calls will travel over the city's data network rather than a phone company's network.
- Continue to implement the recommendations in the **space needs study/master plan**. The design will be completed, and construction possibly begun, on the renovation and reuse of 120 West Gay Street, the Old Police Headquarters. Various city departments and divisions will be relocated from obsolete, high maintenance buildings to this facility upon project completion.
- Continue to implement the city's **environmentally preferable purchasing program** by incorporating language in appropriate bid documents, adding website information regarding environmentally preferable purchasing, researching environmentally friendly products and communicating and educating vendors and city agency staff on the program.