

City of Columbus



2017 Annual Report

Andrea Blevins, City Clerk

Columbus, Ohio

INDEX 2017 ANNUAL REPORT

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Mayor's Office

2017 Annual Report

Mayor's Office 2017 Annual Report

Mayor Andrew J. Ginther's strategic priorities in 2017 focused city resources in the following areas to ensure the safety and prosperity of Columbus residents, to strengthen Columbus neighborhoods, and to ensure every resident in every neighborhood has the opportunity to succeed.

Fiscal Responsibility

Columbus again received AAA credit ratings with a stable outlook from all three major rating agencies.

Mayor Ginther presented his second balanced General Fund budget. The proposal reflected the City's commitment to the safety of the residents and the delivery of basic neighborhood services. The proposed 2018 budget was \$894 million. The budget was passed by Columbus City Council on February 5, 2018.

The 2018 budget will add a total of about \$2 million to its rainy-day fund, which should grow to about \$75.9 million before the end of the year.

Public Safety and Health

- Launched the Comprehensive Neighborhood Safety Strategy based on community feedback, insights from law enforcement professionals, and data-driven practices from other cities.
- Employed and trained community members to help select new police and fire recruits.
- Hired 73 new police officers and 80 new firefighters.
- Opened rebuilt downtown fire station No. 2.
- Began design of new Northside police substation and the first new fire station built in 15 years.
- Provided all new police recruits with Crisis Intervention Team Training and deployed 575 body-worn cameras.
- Launched new Safe Neighborhoods Initiative, in collaboration with the Franklin County Court of Common Pleas, to provide social services, workforce development assistance and employment as an alternative to a life of crime.
- Re-established the Teens and Police Service Academy, where at-risk youth partner with police officers and focus on responsible decision making and building positive relationships.
- Modified EMS response to better utilize personnel and place six additional medic units, one ladder truck, and one engine in service, decreasing response times and improving patient care.
- Set up Internet Purchase Zones at five police substations, making online transactions safer; installed safety cameras in nine neighborhoods, increasing the total to 222 cameras citywide.
- Launched the Franklin County Opiate Action Plan – a comprehensive approach to battling the opiate epidemic – in collaboration with the Franklin County Board of Commissioners, Columbus City Council, and the Franklin County ADAMH Board.
- Established the Rapid Response Emergency Addiction and Crisis Team (RREACT) in partnership with Franklin County ADAMH, that dispatches mental health nurses and outreach coordinators to link those struggling with addiction to resources and treatment to prevent overdoses.

Neighborhoods

- Worked with the Neighborhood Design Center and members of the community to develop a community plan for Linden.
- Demolished 299 blighted properties.
- Invested \$1.4 million in new sidewalks, including completion of Joyce Avenue project in Linden.
- Implemented water treatment upgrades at Hap Cremeans and Dublin Road plants to improve water quality throughout the city.
- Worked to incentivize investment in affordable housing, adding nearly 500 affordable rental units.
- Signed a first of its kind Community Benefits Agreement with members of the building construction unions. This enhances cooperation between workers and the city and offers benefits for the community, such as apprenticeships, focused job recruitment and diversity and inclusion plans.
- The 311 Call Center received 360,000 requests and answered 86% of all calls within 20 seconds
- Awarded 37 Columbus Neighborhood Community Grants totaling \$22,000 for National Night Out, health literacy, domestic violence prevention and anti-bullying activities.
- Awarded \$47,500 to 19 active Area Commissions.

- Hosted three Neighborhood Pride events in the Far East, Linden and Hilltop neighborhoods, and served meals to over 1,000 people.
- Hosted the My Brother's Keeper Summit and Conference for young men of color.
- Served more than 500,000 meals to children during the summer in GoLunch!
- Hosted a variety of educational, arts and recreation activities whenever school was not in session to give families the opportunity to have safe and healthy winter, spring and summer breaks.
- Offered specific Applications for Purpose, Pride and Success (APPS) programming during the school breaks at target locations (Beatty, Douglas, Glenwood and Linden Community Centers).
- Hosted the first African American Cultural Festival and the first WinterFest.
- Opened the Wyandot Lodge at the McKnight Outdoor Education Center, becoming the first non-residential, certified net-zero energy project in Ohio.
- Opened the Lashutka Event Center, renovating one of the oldest buildings in Columbus into an event space.

Economic Development

- Completed 25 business expansion projects that will leverage over \$275 million in private sector investments. These projects add 1,300 new jobs and \$191 million in new payroll.
- Added 1.9 million square feet of additional office space in the Far East, South Side and Franklinton.
- Awarded nearly \$600,000 in business revitalization grants and small business loans.
- Added online permitting to Building and Zoning Services to make obtaining permits easier and more efficient.
- Created a new partnership with Columbus City Schools and the Building Trades Education Fund, and contributed \$500,000 to encourage young people to get into building trades.
- Completed an incentives study and held community meetings to construct meaningful policy changes to encourage growth in our opportunity neighborhoods.

Early Childhood and Education

- Invested in high quality early learning programs to benefit over 900 4-year olds.
- Convened the Hilltop Early Childhood Partnership which has released a report with recommendations on how to reach our goal to double the number of children enrolled in high quality pre-K programs by 2020.
- Hosted four pre-K Connection Fairs, in collaboration with Action For Children, to connect families to pre-K opportunities in their neighborhoods.
- In collaboration with Columbus State Community College and Action for Children, provided opportunities for 150 early learning teachers to receive Child Development Associate (CDA) training.
- Worked with The Ohio State University in the development of the Teacher Pipeline that provided 16 pre-K teachers scholarships to earn the Bachelor of Arts in early childhood education.
- Hosted a first ever First Star Seminar that provided child care providers the opportunity to receive guidance and support for their Step Up to Quality application process.

Diversity and Inclusion

- Signed an executive order reaffirming and expanding the city's policies on immigration.
- Establish implicit bias training for City of Columbus employees.
- Launched a disparity study to learn what may be necessary to assure equal access to City of Columbus contracts for minority- and women-owned businesses.
- Hosted the Ohio Municipalities Business Conference which drew more than 500 attendees and exhibitors from across the state to provide tips, resources and business opportunities for start-ups, entrepreneurs and small business owners.
- Under the leadership of First Lady Shannon Ginther, seated the first Columbus Women's Commission.
- Launched the Columbus Commitment: Achieving Pay Equity, and signed 89 organizations on to work toward pay equity within their businesses.
- Researched the root causes of issues facing women in Columbus, specifically regarding eviction and workforce opportunities.

SmartColumbus

- Worked with COTA to launch the Transit System Redesign to make bus service more effective for residents, which includes CMAX that connects residents along Cleveland Avenue between Downtown and Polaris.
- Hosted 11 test-drives which gave over residents the opportunity to experience electric vehicles in an effort to encourage purchasing electric, instead of gas vehicles.
- Led Linden community engagement session focused on how Smart Columbus will improve mobility and provide new opportunities for the neighborhood.

CelebrateONE

2017 Annual Report

CelebrateOne believes every infant in Franklin County, regardless of race, zip code, or family income, deserves to celebrate his or her first birthday. CelebrateOne is a place-based, collective impact initiative to reduce infant mortality and improve health equity so more babies reach this important milestone. The goal is to reduce our infant mortality rate by 40% and decrease the racial disparity rate in half.

There are eight neighborhoods in Columbus where the infant mortality rate is up to three times higher than county, state and national averages. These neighborhoods include Linden, Southside, Near East Side, Hilltop, Franklinton, Northeast, Southeast, and the Northland/Morse Rd./161 area.

CelebrateOne has successfully leveraged public and private resources to take an urgent, multidisciplinary approach focused on proven strategies to address the factors that cause babies to die before reaching their first birthday by:

- Reducing pre-term births
- Eliminating preventable sleep related infant deaths; and
- Connecting the disconnected

Examples of key interventions, deployed through dozens of community partners, are below.

Reducing Pre-Term Births

- Provided 574 moms with educational and nutritional supports during 4,156 sessions at eight Moms2B locations.
- Increased the number of scheduled prenatal appointments through StepOne for Healthy Pregnancies by 39%, exceeding 4,000 appointments.
- Convened home visiting providers to develop a comprehensive plan to increase home visiting enrollment to 5,000 women by 2020.
- Expanded CenteringPregnancy in three CelebrateOne neighborhoods through PrimaryOne Health Centers and Heart of Ohio Health Centers.
- Improved access to birth spacing education and contraceptive counseling through the members of the Ohio Better Birth Outcomes collaboration.

Eliminating Preventable Sleep Related Deaths

- Reduced infant sleep related deaths by 46% from 2016, resulting in 12 babies saved.
- Distributed 1,396 cribs for infants without a safe sleep surface to help reduce infant mortality through over 30 community partners.
- Trained 628 Safe Sleep Ambassadors.
- Hosted safe sleep events at over 24 churches during September, Infant Mortality Awareness Month, reaching thousands of families.
- Deployed a safe sleep media campaign that featured Columbus parents who have experienced a sleep related death.
- Partnered with the birth hospitals to distribute 2,100 sleep sacks to all families with a baby born in December.

Connecting the Disconnected

- Reached over 13,500 women (ages 14-44) with education and referrals through the 2017 Community Connector Corps class that provide outreach in the eight CelebrateOne neighborhoods
- Recruited 28 Community Connectors for a new class that will complete a 9-month internship during 2018 through 14 partner agencies.
- Funded neighborhood partners in 3 neighborhoods (Linden, Near East and Southside) to engage community members in place-based initiatives such as the Celebrate Linden app, the "Get Real" curriculum and one-on-one mentoring .
- Secured over \$1 million for Healthy Beginnings at Home to provide 50 pregnant women with rental assistance until their child reaches his/her first birthday.
- Partnered with Smart Columbus to develop a plan to improve Non-Emergency Medical Transportation for pregnant women in Linden.

City Treasurer 2017 Annual Report

**ANNUAL REPORT
DEPARTMENT OF CITY TREASURER
FOR THE YEAR ENDING DECEMBER 31, 2017**

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 that "the treasurer shall be the custodian of all money belonging to the city and, subject to the provision of any specific 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 2017 was \$1,706,856,561.15 with cash-basis investment earnings of \$13,921,405.33 for a yield of 0.816 percent. The investment balance at year end was \$1,877,769,568.74. Schedules of all investment activity for the year, and the portfolio composition as of December 31, 2017 are presented later in this report.

Columbus City Treasurer's Office
Balance Sheet as of 12/31/17

ASSETS:

Cash in Banks	\$	66,987,411.42
Cash-in-Payroll Account		150,872.92
Cash-on-Hand		223,592.47
Receivable Items		27,697.02
Due to Others		50.00
Returned Checks		48,407.65
Treasury Investments		1,819,769,568.74
Total Assets	\$	1,887,207,600.22

LIABILITIES:

Auditor's Warrants Payable	\$	20,948,186.05
Auditor's ACH & Wires Payable		50.00
Payroll Checks Issued		150,872.92
Advance Receipts		32,914,887.93
Total Liabilities		54,013,966.90
City Fund Balance		1,833,193,603.82
Total Fund Balances		1,833,193,603.82
Total Liabilities and Fund Balance	\$	1,887,207,600.22

Columbus City Treasurer Investment Earnings-Cash Basis 1987-2017

Year	Earnings	Year	Earnings
1987	\$28,388,518.85	2005	\$18,399,091.67
1988	\$22,060,069.73	2006	\$40,592,503.35
1989	\$25,936,181.69	2007	\$54,766,454.31
1990	\$25,462,770.85	2008	\$52,196,589.58
1991	\$21,972,435.31	2009	\$18,000,322.49
1992	\$14,630,762.90	2010	\$10,794,788.99
1993	\$14,078,568.03	2011	\$9,003,587.24
1994	\$14,407,539.40	2012	\$6,686,401.60
1995	\$21,167,207.89	2013	\$5,833,439.72
1996	\$24,328,056.80	2014	\$8,484,921.04
1997	\$26,925,897.15	2015	\$10,949,577.63
1998	\$29,599,645.25	2016	\$13,542,174.00
1999	\$31,525,495.24	2017	\$13,921,405.33
2000	\$36,981,982.63		
2001	\$40,300,193.79		
2002	\$26,027,402.32		
2003	\$16,136,402.90		
2004	\$10,336,025.03		

CITY OF COLUMBUS
DECEMBER 31, 2017
INVESTMENTS BY TYPE

	Amount	Average Yield	% of Portfolio
FFCB Coupon Notes	245,010,464.48	1.04%	13.05%
FFCB Coupon Notes – Callable	0.00	0.00%	0.00%
	-----		-----
Federal Farm Credit Bank	245,010,464.48		13.05%
FHLB Coupon Notes	161,838,340.32	0.94%	8.62%
FHLB Coupon Notes-Callable	399,996,841.13	1.64%	21.30%
FHLB Discount Notes	0.00	0.00%	0.00%
	-----		-----
Federal Home Loan Bank	561,835,181.45		29.92%
FHLMC Coupon Notes	24,981,937.86	1.02%	1.33%
FHLMC Coupon Notes-Callable	524,977,903.90	1.25%	27.97%
FHLMC Discount Notes	0.00	0.00%	0.00%
	-----		-----
Federal Home Loan Mortgage Corp.	549,959,841.76		29.30%
FNMA Coupon Notes	174,118,504.07	1.23%	9.27%
FNMA Coupon Notes-Callable	145,000,000.00	1.07%	7.72%
	-----		-----
Federal National Mortgage Association	319,118,504.07		16.99%
Star Ohio	115,194,931.30	1.38%	6.13%
JP Morgan Chase Bank	83,839,000.96	0.18%	4.46%
Huntington Premier Money Market	2,749,644.72	0.10%	0.15%
Broad Meadows St Lighting Assessment	62,000.00	1.00%	0.00%
Total Investments	\$1,877,769,568.76	1.22%	100.00%

City Attorney 2017 Annual Report

The Claims Section is responsible for the collection of delinquent debt for the various city departments and divisions and the investigation and payment of personal injury and property damage claims over \$2,500 on behalf of those departments and divisions.

For 2017, a total of \$6,253,310.66 was brought into the General Fund through these collection efforts.

Both in-house and outside agency tax collections more than doubled since the time City Attorney Pfeiffer took office in 2003.

The Claims Section filed 2,611 tax cases and collected \$2,808,690 in delinquent city income taxes in-house. Outside collection agencies brought in another \$3,444,620.66. The section also collected an additional \$205,019.16 on behalf of non-tax clients through both court actions and direct phone contact. Those clients include the Departments of Finance and Management, Public Service, Public Safety, Public Utilities and Recreation and Parks. A total of 118 cases were filed to collect non-tax debt.

There were 93 new claims over the \$2,500 threshold filed through December 31, 2017. Fifty claims were settled in 2017, and 48 were denied (these numbers include some claims filed in 2016). Three claims became a litigation matter this year. The remaining cases are in progress. In total, \$120,098.26 was paid out against \$362,519.72 in demands, which is a difference of \$242,421.46 from negotiating settlements on behalf of our clients related to damage or personal injury claims filed against them through December 31, 2017.

Police Legal Advisor's Office - Jeffrey S. Furbee, Section Chief

The Police Legal Advisor Section provides comprehensive legal advice to the Columbus Division of Police for the wide range of legal issues that impact our police officers. Attorneys in this section deliver around the clock "real time" advice to police personnel as they are on call 24/7. In addition, this section provides legal training to Division of Police recruits and to current officers during yearly in-service.

Training: (300 hours in 2017) The demands made of the legal advisor section by police for legal training has continued to increase over the past several years—and more legal training was provided over the past two years than ever before. We anticipate these demands will continue to increase as more legal training is required of the police. Our advisors literally spent hundreds of hours providing legal training to current Division of Police Officers, as well as police recruits.

On-going in-service legal training of all current officers was conducted every week throughout the spring. The training took place on all shifts and afforded face-to-face contact with every Columbus Police Officer.

The advisors also provided legal training to two police recruit classes in 2017. This also involved hundreds of hours of preparation and presentation. Recruit legal training is unique in that recruits from several other Central Ohio police departments also attend the Columbus Division of Police Training Academy, which not only brings entrepreneurial training monies into the city, but also leads to unity in training for officers from multiple jurisdiction with which Columbus officers have contact. The legal advisors also provided bureau-specific training wherein they went to individual police sections and conducted training on their specific issues.

Real-Time Legal Advice: The police legal advisors receive approximately 30-40 inquiries from officers every day. These inquiries vary from brief, easily answered questions to complex legal questions. Inquiries are made via email, phone and in-person. Several hours a day are spent giving legal advice to the Division of Police.

Legal Updates, and Roll Calls: (10+ written updates/and dozens of roll-calls attended in 2017). The police legal advisors distribute legal updates to all Division of Police Officers for up-to-date legal information on a monthly basis. They also attended nearly every Division of Police Patrol Roll Call between January 2017 and June 2017 to take questions specific to those officers and the parts of town where they patrol.

Videos: (Several videos produced in 2017). The office continued providing short video presentations. These videos were required viewing for all officers. The videos are typically 2-4 minutes in length, covering important legal topics which the officers are able to watch from their substations.

Meetings: This is hard to quantify because the Police Legal Advisors are regularly asked to attend meetings where legal issues might arise, but they easily attended over 100 meetings in 2017.

Liaison: The legal advisor section continues to function as a liaison between the various sections of the City Attorney's Office and the Division of Police.

Review of Division Directives/SOPS: Division Policies are regularly reviewed for legality and to assure that the Division of Police can maintain its accreditation status. This, too, is difficult to quantify, but the advisors spent at least 80 hours reviewing/rewriting such policies.

Prosecutor Unit - Lara N. Baker, Chief Prosecutor & Bill Hedrick, Chief of Staff

According to Section 68 of the Columbus City Charter, "[t]he city attorney shall be the prosecuting attorney of municipal court. He may detail such of his assistants as he may deem proper to assist in such work. He shall prosecute all cases brought before such court and perform the same duties, so far as they are applicable thereto, as are required of the prosecuting attorney of the county."

The Prosecutor's Division prosecutes criminal misdemeanor offenses in the Franklin County Municipal Court for the City of Columbus, the State of Ohio, the unincorporated areas of Franklin County and, under contract, for the municipalities of Canal Winchester and Worthington and the villages of Riverlea, Urbancrest and Valleyview.

The Prosecutor Unit—consisting of 17 courtroom prosecutors, five domestic violence prosecutors, two arraignment team prosecutors, one environmental prosecutor, an administrative assistant and four legal support staff—prosecuted 116,161 misdemeanor cases initiated in the Franklin County Municipal Court in 2017. With an average of 6622 total cases set for post-arraignment hearings each month, the trial staff handled courtrooms that had an average of 441 active criminal cases per docket per month.

Prosecutions initiate in the four arraignment courtrooms of the Franklin County Municipal Court. In 2017, approximately 29 percent of all OVI cases were resolved in the arraignment courtrooms, primarily by Assistant City Prosecutor Michael Allbritain, with a 73 percent conviction rate; meaning that over 1,300 OVI cases did not have to be assigned to a courtroom docket. First offender Petty Theft cases are likewise resolved at an early stage through the Theft Diversion program. In 2017, 404 individuals qualified for the Theft Diversion program.

This unit also is responsible for processing requests for production of public records in the Prosecutor Division, and for processing municipality billing for prosecution services. In 2017, 116 requests for public records were responded to in a timely fashion. The division also generated \$35,880 in revenue by providing legal services to area municipalities.

Legal Assistant Unit - Tiffany Kinder, Coordinator

This 10 full-time and one part-time person staff processes and maintains prosecutor case files for the 15 judges of the Municipal Court. In 2017, 46,008 cases were processed to closure and stored. Overall, the unit initiated approximately 127,332 cases (5,968 of which were OVIs).

Prosecution Resources Unit - Robert Tobias, Director

The Prosecution Resources Unit provides a variety of services to citizens seeking to resolve conflict that may rise to the level of a misdemeanor criminal violation. Consisting of the Intake Section, the PRU Mediation Program and the Check Resolution Program, this unit is involved in day-to-day interaction with crime victims.

- **Intake Section** – *Jessica Cain, Lead Legal Intake Counselor*
Offering citizens the opportunity to have allegations of misdemeanor criminal violations reviewed by a prosecutor, the Intake Section processed 2,294 citizen complaints, resulting in the filing of 467 criminal charges. With a staff of approximately 18 intake officers, the Intake Section averaged 191 criminal complaints a month.
- **PRU Mediation Program** – *Mercedes Wiley, Coordinator*
This program operated in the evenings with volunteer mediators from the Moritz College of Law, Capital University Law School, Nationwide Insurance and members of the alternative dispute resolution community in an effort to resolve disputes without resorting to criminal prosecution. The program scheduled 263 mediation hearings, resulting in 102 hearings conducted. Of these 102 mediation hearings, 62 percent resolved with an agreement.
- **Check Resolution Program** – *Barbara Williams, Coordinator*
Seeking to resolve disputes where checks are dishonored without resorting to the filing of criminal charges, this program scheduled a total of 3,323 first and second hearings resulting in the recovery of \$134,525 on dishonored checks. This process diverted 1,097 check writers from the criminal justice system.

Domestic Violence and Stalking Unit - Anne Murray, Director

The Domestic Violence and Stalking Unit provides services to victims of misdemeanor domestic violence and stalking related crimes.

- Domestic Violence Advocacy Two lead advocates and 14 full-time victim advocates, including two Spanish speaking advocates, attempt to make contact with every victim before each court date and escort them to court hearings in every courtroom. They provide advocacy, safety planning, referral information and assistance with obtaining protection orders. The unit employs four support personnel.
- Stalking Advocacy A cybercrime investigator and a grant-funded stalking advocate work with victims experiencing repeated unwanted, distressing contact. The stalking staff assists victims with safety planning and protection orders, escorts them to court dates, and works closely with law enforcement as they build cases.
- Specialized Prosecutors The unit includes five specialized domestic violence prosecutors who prosecute all of the office's DV related cases. They are specially trained to handle the most-involved, high risk cases (most often involving repeat offenders, weapons used or brandished, severe injuries and children, elderly or pregnant victims).
- Other Resources The unit houses one part-time legal advocate from CHOICES; a Franklin County Children Services worker; and a branch of the Capital University Law School's Family Advocacy Clinic to help with protection orders.

According to data compiled internally, in 2017 the Domestic Violence & Stalking Unit resolved 4,796 cases and served over 5,500.

Appellate Unit - Melanie Tobias, Director

The Appellate Unit consists of a director, an assistant city prosecutor, a paralegal and a staff of approximately seven-to-nine law clerks. In 2017, the Appellate Unit completed 14 briefs: 12 filed in the 10th District Court of Appeals; one contra *certiorari* to the Ohio Supreme Court; and one answer to a petition for writ of *habeas corpus* in the 10th District Court of Appeals. Thirteen oral arguments were completed. Overall, the unit was successful in 63 percent of its cases. The Appellate Unit also was responsible for the filing of nearly 500 objections to applications for record sealing as well as responding to over 1,300 defense motions.

Traffic Diversion Program

The Traffic Diversion Program is a coordinated effort of the PRU and the Appellate Unit designed to allow for a diversion alternative for traffic offenders. Of the 1,364 participants in 2017, 1,086 (80 percent) successfully completed the requirements of the program allowing for case resolution at the arraignment stage. Of the 1,333 minor misdemeanor-only participants, 1,071 or (80 percent) successfully completed.

Real Estate Division - Dave Peterson, Chief Real Estate Attorney

The Real Estate Division is responsible for the acquisition of all real property interests needed by city departments, the provision of legal assistance with regard to all real estate matters—including the sale and leasing of property—utility easements, right-of-way dedications and matters related to real estate property taxes. The Real Estate Division also provided legal and negotiating advice for a number of major transactions, including the acquisition of 1465 Oakland Park for a future fire station; approximately 59 acres at 4625 and 4645 Westerville Road for future Recreation and Parks soccer fields and other recreational uses; and the sale of 174 E. Long St. for economic development.

In 2017, the Real Estate Division provided legal advice, instrument preparation, ordinances, resolutions and negotiating services involving projects resulting in more than 264 permanent land acquisitions, not including temporary easements, all of which will contribute to the city's development. Major public improvement projects included acquisitions on North High Street Phases 2 & 4; James Road; Lazelle Road Phases A, B & C, Polaris Parkway; ADA Ramp 2017 Projects; Ohio Health Boulevard; and Warner Road Phase 2.

The Real Estate Division handled deed and instrument preparation and other assistance related to the city's land bank activities involving 321 deeds and 125 releases. The Real Estate Division also prepared and submitted approximately 17 real estate tax exemption applications for new construction and newly acquired properties.

The Real Estate Division participates in and provides guidance to the City's Land Review Commission, including the preparation and valuation of city property being considered for sale and the preparation of promissory notes, mortgages, subordination agreements and releases all in connection with the Department of Public Utilities' Septic Elimination Program (STEP).

Zone Initiative Unit □ Assistant City Attorney Steve Dunbar

Working closely with the Division of Police, Code Enforcement, Columbus Public Health, Sanitation and community organizations, this unit focuses on the elimination of public nuisances that blight the city's neighborhoods. Whether it is abandoned and deteriorating houses, open dumping, street prostitution, boot joints, excessive noise or trash and debris, this unit seeks to eliminate these problems.

To that end, the five attorneys assigned to this unit were visible in the community attending meetings and making presentations on how citizens and city government can work together to improve the quality of life in Columbus's neighborhoods.

Using the statutory jurisdiction of the Environmental Division of the Franklin County Municipal Court, this unit files complaints for injunctive relief, seeking equitable solutions to persistent problems.

City Attorney Pfeiffer and members of the Zone Initiative continued to make a concerted effort to bring neighborhood blight, vacant and abandoned properties, and the drug epidemic to the forefront of public discourse in 2017.

Meetings attended

- Approximately 200 community meetings
- Approximately 155 police meetings
- Approximately 150 Code Enforcement meetings

Ohio Revised Code Chapter 3767 – Criminal Nuisance Abatement

- Twenty-one houses closed due to drug activity
- Three bars and two markets closed due to violent crime, drug sales and illegal alcohol sales

Columbus City Code Title 47 – Housing / Building Code Nuisance Abatement

- 375 code enforcement nuisance abatement cases filed
- 134 properties referred to the Vacant & Abandoned Property (VAP) group for demolition

Liquor Permit Violations

- Objected to twelve liquor permits in December 2016
- All twelve objections were upheld in 2017 by the Ohio Division of Liquor Control
- Objected to eight liquor permits in December 2017
- All eight are pending

Hotel/Motel Permit Objections

- Objected to two hotel/motel permits in December 2016
- One closed and the other came into compliance and reopened
- Objected to five hotel/motel permits in December 2017
- Three came into compliance and reopened
- Two are pending

City Auditor

2017 Annual Report

March 12, 2018

Mr. Shannon G. Hardin
President
City Council
Columbus, Ohio 43215

Dear President Hardin:

Submitted herewith is the annual report of the Department of City Auditor, City of Columbus, Ohio, in accordance with Section 231 of the Columbus City Charter for calendar year 2017.

The Auditor is the City's chief accounting officer. She keeps in accurate, systematized detail, a record of the receipts, disbursements, assets and liabilities of the City and presents such facts periodically to officials and to the public in summaries and analytical schedules as prescribed in the City's charter.

An independent audit is conducted of the City and its chief accounting officer. This audit for 2017 is now in progress. An annual financial report of the total City for the year ended December 31, 2017 containing the independent auditor's report will be issued in the near future.

The following report simply details certain data applicable to the Department of City Auditor, Accounting and Reporting Division 22-01. A separate report will be filed with the Council by the Department of City Auditor, Division of Income Tax 22-02.

Very truly yours,



Megan N. Kilgore
City Auditor

MNK/dmw
Enclosure

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

Total Expenditures

	2017
Personal services	\$3,229,782
Materials and supplies	28,910
Services	1,416,275
Other disbursements	-
Capital outlay	-
Total Expenditures 22-01	\$4,674,967

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.

<u>Year</u>	<u>(in thousands)</u>
2017	\$ 22,354
2016	21,332
2015	20,497
2014	18,507
2013	17,511
2012	16,455
2011	15,027
2010	13,781
2009	12,727
2008	14,679

	<u>Miscellaneous Data</u>				
	2017	2016	2015	2014	2013
Vouchers Paid	139,482	129,123	102,158	100,495	96,488
Receipts Posted	12,806	10,349	10,880	9,387	9,730
Disbursing Warrants Written	73,499	71,582	77,975	73,742	71,051
Funds and subfunds accounted for:					
General Funds	8	8	8	8	8
Special Revenue Funds	56	55	55	53	53
Agency Funds	27	27	24	24	23
Debt Service Funds	26	25	25	24	24
Internal Service Funds	15	13	7	7	7
Capital Projects Funds	80	78	61	61	60
Enterprise Funds	43	43	43	43	42
Total	255	249	223	220	217

Income Tax 2017

Annual Report

**2017 ANNUAL REPORT
COLUMBUS INCOME TAX DIVISION**

The Columbus Income Tax Division is charged with the collection, audit, and enforcement of the 2.5% municipal income tax pursuant to Chapters 361 and 362 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 2017:

	(in thousands)
Gross collections in 2017 via Income Tax Division	\$ 901,800
Transfers to other cities	(1,512)
Collections in transit 12/31/2016	15,246
Collections in transit 12/31/2017	(14,760)
Refunds paid in 2017	<u>(20,789)</u>
Income tax revenues (budgetary basis)	<u>\$ 879,985</u>

The funds collected from the tax are allocated for municipal purposes as set forth in Chapter 362.013 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 contributed to	81.9% of the total tax revenue for Columbus in 2017.
Business accounts contributed to	12.9% of the total tax revenue for Columbus in 2017.
Individual accounts contributed to	5.2% of the total tax revenue for Columbus in 2017.

By contract, this Division administered the collection of the municipal income tax for the following municipalities in 2017: Brice, Canal Winchester, Groveport, Harrisburg, Marble Cliff, and Obetz as well as the Northern Pickaway County Joint Economic Development District (JEDD), the Prairie Obetz Joint Economic Development Zone (JEDZ), the Prairie Township Joint Economic Development District (JEDD) and Grandview Yard. For the administrative service of collecting the income taxes for these entities, the Columbus General Fund received collection fees based on a formula incorporating the gross income tax collections for each of these political subdivisions of the State of Ohio. Fees collected during 2017 for administering the income tax collections of the administered political subdivisions of the State of Ohio amounted to \$638,170.59. This is to be compared to \$553,213.32 in fees collected in 2016. 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 Northern Pickaway County JEDD, the Prairie Obetz JEDZ, the Prairie Township JEDD and the Grandview Yard have separate formulae for calculating the cost of administering their respective tax.

The total expenditure to operate the Income Tax Division during 2017 was \$9,916,718.18. This includes salaries, fringes, income tax forms, new equipment, data processing charges and miscellaneous supplies including postage. This represents administrative service for income tax collection for Columbus and six satellite communities as well as three JEDD/JEDZ entities. The authorized strength of the Income Tax Division in 2017 was 81 full-time and 1 part-time employees.

City Income Tax receipts processed in 2017 through the Delinquent Section amounted to \$7,849,280.60. This amount included delinquent tax, penalty and interest charges for Columbus and all administered cities. This figure represents delinquent collections through the Tax Division, the City Attorney's Office and the outside collection agencies.

During 2017, the Income Tax Division referred 2,836 cases to the City Attorney's office for filing civil suits on delinquent assessments totaling \$8,864,599.77.

On December 31, 2017 the Division had 1,331,514 accounts on its tax files. This total is comprised of 1,209,837 "Direct" and 121,677 "Withholding" accounts.

	ACTIVE	INACTIVE
CORPORATE	16,521	71,052
FIDUCIARY	203	2,416

INDIVIDUAL	46,44	1,062,045		
PARTNERSHIP	0	4,824	Required to file as entities.	
ENTITY/PRTSHIP	8,976	26,973		
COURTESY	-0-	25,913		
TOTAL – DIRECT	72,146	1,193,223	TOTAL	1,265,369
- WITHHOLDING	24,413	100,661	TOTAL	125,074
GRAND TOTAL	96,559	1,293,884	TOTAL	1,390,443

The total number of accounts on the tax database increased by 58,929 in 2017

Submitted by: Melinda J Frank
Income Tax Division Administrator
MJF/MDJ

Franklin County Municipal Court Judges 2017 Annual Report

THE FRANKLIN COUNTY MUNICIPAL COURT
2017 ANNUAL REPORT

The Franklin County Municipal Court's geographic jurisdiction covers all of Franklin County and those portions of the City of Columbus that extend beyond the boundaries of Franklin County. The Court has 14 judges in the General Division and one judge in the Environmental Division. Judges serve six-year terms, unless appointed or elected to fill a vacancy. Annually, they elect one of their peers to serve as the Administrative and Presiding Judge.

The judges who served the Franklin County Municipal Court during the year 2017 were Judge Michael T. Brandt who served as Administrative and Presiding Judge, and Judges James Green, H. William Pollitt, Jr., Ted Barrows, Paul M. Herbert, Amy Salerno, Andrea C. Peeples, David B. Tyack, Mark A. Hummer, James P. O'Grady, Cindi Morehart, Cynthia L. Ebner, Eileen Paley, Jodi Thomas and Environmental Court Judge Daniel Hawkins. Judges are elected countywide for a term of six-years.

Judges preside over civil, criminal, and traffic cases and conduct both jury and non-jury or court trials. In jury trials, judges interpret the law and the jury determines the facts. Court trials are the most common trials in this Court. In these trials, 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; and impose sentence when a defendant is found guilty of a traffic or criminal charge. The judges hear civil cases with an amount in controversy of \$15,000 or less, and cases that are transferred from the Small Claims Division to the General Division of the Court. Other civil disputes resolved in this Court included evictions, rent escrow proceedings, and proceedings to aid in the collection of judgments. Each week a different judge is assigned to the Duty Session to handle a variety of responsibilities, such as applications from law enforcement officers for search warrants, probable cause hearings, and civil wedding ceremonies.

The Environmental Division of the Court has exclusive jurisdiction over criminal cases involving violations of the local housing, building, fire, zoning, health, waste collection, animal licensing, animal abuse, and pollution codes. This Division also hears civil cases involving nuisance properties, local appeals, and landlord/tenant disputes.

The Court has seven magistrates who preside in traffic arraignments, eviction cases, and small claims cases; approximately 240 employees; and an annual operating budget of more than 18 million dollars.

ASSIGNMENT OFFICE

The Assignment Office (Assignment) is responsible for the judicial assignment of criminal, traffic, and civil cases as well as provides case management for all cases assigned to the 15 Judges of the Court from the time of case assignment until the time of case termination. Assignment is responsible for assigning cases for trial. Assignment also schedules and monitors probation hearing requests as well as the sealing of record requests. The Assignment Commissioner manages all cases heard by visiting judges from the time of their appointment through the termination of the cases, and any subsequent probation hearings.

Court cases are required to be assigned to judges in a random manner. Random assignment occurs at the time a defendant enters a "not guilty" plea in criminal and traffic cases, and upon the filing of a motion or an answer in civil cases (see Local Rule 1). The Court also employs a single assignment system (see Local Rule 8). This means that when a person is charged with a criminal or traffic offense and already has a pending criminal or traffic case, or the person is on probation to this Court, the new charge(s) will be assigned to the Judge who presided over the previous case.

Once a case is assigned to a Judge, Assignment is responsible for management of the case as it proceeds through the Court system which includes the pleadings and other information for criminal and traffic cases. Assignment reviews and will record the pleadings, motions, and entries for each assigned civil case and assists in the monitoring of the Judges' motion lists.

In 2017, Assignment processed 2,256 civil cases, 981 environmental civil cases, 19,444 criminal cases, 25,395 traffic cases, 1,790 environmental criminal and traffic cases, and 2,374 sealing of record and/or expungement cases. Assignment also scheduled approximately 185,000 hearings and mailed approximately 750,000 notices of hearings.

Assignment is responsible for completing the monthly judges' report for the Ohio Supreme Court. For 2017 the General Division's yearly clearance rate was 98% and their 5 year average clearance rate is 100%. The Environmental Division yearly clearance rate for 2017 was 93% and has a 5 year clearance rate average of 96%.

BAILIFFS

Bailiffs coordinate activities in the courtrooms, schedule cases, provide docket management, provide information to the public about the status of cases, and act as liaisons between their assigned judge or magistrate and attorneys, court personnel, and the general public. Each judge has an assigned courtroom bailiff, there is an unassigned or "floater" bailiff who rotates among the judges when a judge's bailiff is absent, and there is a Duty Room Bailiff. Each magistrate also has a bailiff.

COURT ADMINISTRATION

Court Administration oversees the administrative and operational functions of the Court. It carries out the non-judicial policies of the Court. In addition to providing overall support and direction to the Court's nearly 250 employees, some of its specific functions include personnel management, budgeting and fiscal management, purchasing, liaison with other courts and agencies, public information, appointment of counsel, court support services, court security, interpreter services, vehicle immobilization, and volunteer services. The Court Administrator is the chief non-judicial officer.

The Court's General Fund Operating budget for 2017 was \$18,382,224 with an additional \$1,331,697 Secure Facilities Fund budget and \$468,355 Computer Fund budget.

COURT REPORTERS

Court Reporters make a verbatim record of court proceedings, prepare a transcript from the record of court proceedings upon request, and maintain records of 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. In 2017 there were 11 full-time Court Reporters and 2 part-time Court Reporters and they produced 180 requested transcripts.

COURT SECURITY DEPARTMENT

The Court Security Department maintains a safe environment in the courthouse for elected officials, employees, and all others visiting the courthouse. There are 27 staff members on the first shift, plus a control room operator on each of the second and third shifts. The Court contracts with a private security company to provide evening, weekend, and holiday coverage. During 2017 approximately 920,645 visitors to the Court were screened at the Court's entry points by Security Officers.

COURT SUPPORT SERVICES

The Court Support Services unit that helps defendants resolve matters such as extensions of time to pay fines and court costs, delaying the start of court-ordered incarceration, issuance of or change in limited driving privileges, withdrawal of warrant or order-in that has been issued, assistance with impounded vehicle, assistance with Bureau of Motor Vehicle problems, and continuance of a court date. This Unit also processes the immobilization or forfeiture orders of vehicles for defendants who are convicted of the following offenses: repeat OVI offenses (operating a vehicle while under the influence of alcohol or drugs) and driving under certain court or BMV related suspensions. Immobilization or forfeiture of vehicles involved in suspension cases related to the Financial Responsibility Act or wrongful entrustment of a vehicle are at the Court's discretion. This Unit also acts as a liaison and are responsible for the communications to and from the courts, law enforcement and defendants to ensure compliance with the court's orders involving the defendant's vehicle.

For 2017 this Department handled: 5,976 OVI cases (an increase of 1.5% from 2016), 5,886 OVI cases, 8,200 Driving Under Suspension (an increase of 1.2%) Of the 8,200 DUS cases filed 449 (5.48%) of these cases involve driving under an OVI suspension. This charge has a mandatory 30 day vehicle immobilization law. The Department released 590 vehicles, relocated 295 vehicles and immobilized 55 vehicles. There were 91 cases that the Prosecutor and Court were seeking Forfeiture of the vehicle and the Unit actually forfeited 6 vehicles.

ENVIRONMENTAL COURT

In the Environmental Division, Judge Daniel R. Hawkins has successfully integrated a series of unique sentencing strategies to combat vacant and abandoned properties, along with chronically offending landlords in Franklin County. Property owners are ordered to bring their properties into compliance, under the supervision Court's Chief Environmental Specialist and the Field Services staff of the Environmental Court. Penalties range from daily fines, jail time, to even being sentenced to live in one of their own dilapidated properties until compliance is met.

The Environmental Division presides over Nuisance Abatement cases filed within the County. These cases include derelict hotels, liquor establishments in violation of the law, drug houses, and any other properties hosting nuisance activities. This Division also hears cases involving other environmental crimes, violations, and similar matters filed within the County. Some example of these cases involve animal abuse and neglect, dog fighting, vicious animals, wildlife violations, poaching, littering, dumping, unlicensed tire transportation, air pollution, water pollution, hoarding, health, zoning, property maintenance, and park district violations. In 2017, 4,579 criminal cases and 715 civil cases were filed in the Environmental Court.

In 2017, the Environmental Division along with the Franklin County Municipal Court's Probation Division partnered to provide supervision of all non-Code Enforcement related cases resulting in a guilty disposition and probation. A dedicated probation officer has been assigned to supervise these cases with the assistance of the Environmental Court's Field Services to provide inspections and investigations required by the sentencings of those cases.

The Environmental Division's Community Cleanup Crew –serves as a sentencing alternative that not only holds individuals accountable for their actions but provides them an opportunity to make our communities a better place to work and live in. Whether it's cleaning up along our roadways and alleys, working side-by-side with neighborhood volunteers at community gardens, assisting in the cleanup of properties affected by hoarding, or cleaning up our parks and waterways, those who complete their court-ordered community service will contribute something that is both beneficial and constructive – and they will have paid their debt to society by using their own time and talent.

The Environmental Division plans to expand the program to offer its services to more community partners: area commissions, block watch groups and neighborhood pride organizations would have the opportunity to have regularly-scheduled clean-ups in their respective areas. Additionally, services such as waste removal of City & County-owned vacant properties and graffiti clean-up will help assist the City and County in its efforts to provide clean, safe neighborhoods for the residents of Franklin County.

Finally, the Environmental Division will continue its education and outreach programs throughout Franklin County. Over the past three years, Judge Hawkins and the Environmental Court staff appeared and presented information at over 60 different community events, reaching thousands of citizens. The Environmental Court also maintains its website – www.EnvironmentalCourt.us – to provide helpful information to the public and serve as a resource to area agencies.

JURY COMMISSIONER'S OFFICE

It is the duty of the Jury Commissioner's Office to summon, orient and assign prospective trial jurors to courtrooms when needed. The Jury Commission tracks *voir dire* (a preliminary examination of prospective jurors to determine their qualifications and suitability to serve on a jury, in order to ensure the selection of fair and impartial jury) results and trial verdicts, and collects demographic data to ensure the jury venire (those summoned for jury service) is a true sampling of all cognizable groups in Franklin County's qualified population.

Jury service is limited to two weeks, except in those cases for which additional days are required to reach a verdict. In certain instances, jurors will serve for one week only. Several different reporting times are offered to accommodate parking issues and work schedules. The Franklin County Municipal Court provides vouchers to help offset the cost for parking in two local garages and also provides passes for Cota. The number of jurors summoned in 2017 was 3,675. The reporting percentage for 2017 was 91.23% (adjusted yield from expected) while the failure to appear rate was 4.38%, which is still below national average of 15.00% for courts of similar size and jurisdiction. Jurors are paid \$15.00 per day for each day they are in attendance.

LANGUAGE SERVICES

During 2017, the Court employed two full-time Spanish language interpreters and one full-time Somali, MayMay, and Swahili language interpreter and contracted for one part-time Spanish and one part-time Somali language interpreters. Together they completed an estimated **5,337** requests for service (**4,299** in Spanish and **1,038** in Somali, MayMay and Swahili). The Court has multiple contracts with outside vendors to provide foreign language and ASL interpreters. There were **1,695** requests for interpreters in **43** other languages, **1,588** requests were filled by **onsite interpreters** and **148** requests in languages of lesser diffusion like **Timie, Kinyarwanda, Krio, Oromo, Soninke, Vai, Shona and Malayalam** were covered through remote interpretation. The foreign languages for which interpreters were most requested were **Spanish, Somali, Nepali, Arabic, French, Tigrinya, Mandarin, Amharic, and Vietnamese**. Additionally, the Court filled **215** requests for **American Sign Language** and **Certified Deaf** interpretation. The Language Services Program continues to offer a mentoring program and training opportunities for judiciary interpreters to better serve the Court and all parties.

LEGAL RESEARCH

The Court employs a Legal Research Director who provides legal research, supervises the work of part-time law clerks, and serves as a part-time magistrate. The Director and Law Clerks research and prepare memoranda on issues pending before the Court, maintain research and reference materials, review new case law to ensure the Court's compliance with the decisions, review pending legislation that may affect the Court, and advise the Judges and Employees regarding new legal developments and applications of current law to Court procedures. The Legal Research Director also serves as a part-time Magistrate and liaison to the Court's Self Help Resource Center.

MAGISTRATES

The Court employs an Administrative Magistrate, five full-time General Division magistrates, and one part-time magistrate who preside over traffic arraignments, landlord-tenant actions, wage garnishments, small claims cases, and other civil matters. The Court also employs one Environmental Division magistrate who presides over criminal and traffic arraignments and hearings, all civil pre-trials and status conferences, other civil hearings and manages the civil docket of the Environmental Division. Judges may also refer specific cases to magistrates to take testimony, make legal rulings, and render decisions that are subject to final approval by the referring judge. Magistrates have the authority in misdemeanor cases to accept guilty and no contest pleas and to impose penalties. If the parties agree, magistrates may also hear contested criminal cases and preside

over civil cases heard by a jury. Consent is not required from either party for a magistrate to hear a minor misdemeanor criminal case or any civil case tried without a jury.

DEPARTMENT OF PRETRIAL AND PROBATION SERVICES

The Department of Pretrial and Probation Services (DOPPS) serves the Franklin County Municipal Court Judges under the immediate direction of the Court Administrator. At eighty eight staff, the DOPPS is the largest division of the Court. The vision of the DOPPS is *excellence in rehabilitation through evidence based practices* and the mission is to *promote community safety by reducing recidivism, changing offender behavior, and fostering accountability through effective use of evidence based practices*. The DOPPS follows an evidence-based paradigm that utilizes validated risk assessment tools and a differentiated, risk-based supervision construct. The DOPPS works with those under its supervision to gain compliance with court-ordered conditions and the development of supervision goals that are aimed at addressing assessed risk factors. These assessment-driven, supervision requirements can include any of the following: residential programming, cognitive-behavioral based interventions, behavioral health assessments, educational programs, counseling for mental health and/or substance abuse needs, and random urinalysis.

During 2017, the Department supervised a total of 10,946 cases, including 6,071 new supervision placements. At years end, a total of 14,308 cases remained assigned to, or on warrant status with, the Department.

The Department is comprised of the following Units:

- Supervision
- Investigation
- Pretrial Services Program
- Support
- The Probation Assisted Victim Empowerment Division (PAVED) Program.
- Community Sanctions Unit (CSU)
- Community Resource
- Electronic Monitoring/Home Confinement (EMHC) Program
- Work Release Program (WRP)
- Vivitrol Program
- Partnership for Advocacy, Care and Treatment (PACT) Program

SELF HELP RESOUCCE CENTER

The Franklin County Municipal Court Self Help Resource Center assists pro se litigants with navigating the Court. Created in 2016, the Center's main objectives are to improve the quality of court filings filed by pro se litigants, increase access to the justice system for individuals who cannot afford attorneys, and provide a positive point of contact between the Court and the community. It can assist Visitors with civil issues in Municipal Court, but does not give legal advice. The most common issues served at the Center are the sealing of criminal records and landlord/tenant disputes. In early 2018, the Judges approved a move from 369 S. High Street to the sixth floor of the Municipal Court building. This move has greatly increased access to Center resources. In the first two months of 2018, the Center has already surpassed the total number of Visitors served in 2016.

SERVICE BAILIFFS

Service Bailiffs assist litigants, attorneys, and the Court by delivering court documents to parties and enforcing both pre-judgment and post-judgment remedies. Responsibilities include service of complaints, summonses, criminal and civil subpoenas, garnishments, juror letters, and probation revocation hearing notices. Writs of replevin are enforced through seizure of property to be returned to the rightful owners, and writs of execution through levy and sale of personal property for the purpose of satisfying judgments. Additionally, Service Bailiffs supervise the set-out of tenants' property during evictions.

The Service Bailiffs' Department processed or served in excess of 41,088 legal documents in 2017 and supervised 1,420 set-outs. The Department currently employs 15 full-time individuals.

SMALL CLAIMS DIVISION AND DISPUTE RESOLUTION DEPARTMENT

The **Small Claims Division (Division)** assists individuals and businesses file claims for money damages up to \$6,000. Small Claims Court is less formal than the General Division of the Municipal Court and individuals do not necessarily need an attorney. The Small Claims Court and its processes are governed by Ohio Revised Code Chapter 1925.

The Division provides information, forms, instructions, and videos for small claims cases and collections. The Division maintains a user-friendly website that contains all of the information required to initiate and complete a small claims case (smallclaims.fcmcclerk.com). The Division also maintains an online negotiation and mediation platform to facilitate case

resolution. **The Ohio State Bar Association awarded the Court's Online Dispute Resolution service the 2017 Innovative Court Programs and Practices Award.**

Division staff initiate, assign, and schedule small claims cases for trial. Staff also process notices and summonses for hearings. In addition to managing and processing cases for the small claims docket, Division staff answer questions about Small Claims Court and other court services.

The Court's **Dispute Resolution Department (Department)** coordinates and facilitates mediations for the General and Small Claims Divisions. The Department facilitates in-person, telephone, and online mediations.

The Small Claims Division and Dispute Resolution Department continue to work with the community to enhance access to court information and services. The Division recently hosted a webinar for courts in the United States and around the world on Online Dispute Resolution and the Department was selected to present on its Online Dispute Resolution service at the first Supreme Court of Ohio Dispute Resolution Conference.

SPECIALIZED DOCKETS

The mission of the Specialized Docket Department is to enhance public safety, rebuild lives, and reduce recidivism through restorative justice, while providing community education and support.

The vision of the Specialized Docket Department is to link participants to behavioral health treatment providers, encourage independent recovery, set individualized goals, and monitor personal progress, while providing trauma competent services and balancing accountability for criminal actions.

Our goal is to provide high quality programming for high risk, high need individuals using promising and evidence based practices. We are committed to building strong community treatment teams, working to enhance the knowledge of our stakeholders, and the larger community. We strive to become a model for the state and to advance the mission of Specialized Dockets wherever possible.

The Specialized Docket Department is made up of five specialized dockets, which are certified by the Supreme Court of Ohio, to provide intensive, two year programs, to high risk, high need defendants. Admission to a specialized docket requires a referral by a defense attorney, prosecutor, or judge. The defendant must be assessed for eligibility, and volunteer to plead guilty to an active charge to enter the program. Some cases are eligible for sealing and expungement upon successful completion of the program. The Specialized Dockets are: Mental Health, CATCH (Changing Actions to Change Habits), MAVS (Military and Veterans Services), OEP (Opiate Extension Program) and ADAP (Alcohol and Drug Addiction Program). There are also two educational programs, CATCH 101 and DEP (Drug Education Program), which are short term sentencing options for misdemeanor and felony charges. Additionally, the Department manages forensic restorations for the entire Court.

The underlying philosophy of restorative justice informs the model of Specialized Dockets. The programs are based in a treatment team approach. The team consists of the presiding judge, the coordinators, the designated probation officer, public defender, prosecutor, and representatives from community treatment providers. The treatment team meets weekly to review potential admissions, progress of current participants, make referrals, evaluate individualized treatment plans and determine appropriate interventions and dosage. The goal is to move participants through the phases of the program as they demonstrate their ability to internalize concepts and apply coping skills in their daily lives. Rewards are frequently used and sanctions up to and including limited jail can be imposed.

The Supreme Court of Ohio requires all Specialized Dockets to become fully certified. There are two stages to the certification process. First, submission of documentation, including the administrative order, the program description, the participation agreement, and the participant handbook. Secondly, Supreme Court staff complete a site visit to observe the treatment team meeting, the Status Review Hearing, and to provide feedback to the presiding judge and the staff. All certification standards and current practice guidelines must be met or exceeded to receive full certification.

The Department remains committed to the use of evidence based practices and is continually participating in trainings and pilot projects to implement promising practices and provide research data to establish evidence based practices. The Supreme Court of Ohio called the Franklin County Municipal Court Specialized Docket Department a model of current practice. The Specialized Docket judges and staff have provided approximately fifty local, state, and national trainings on the topics of trauma, human trafficking, the opiate epidemic, Specialized Dockets, and restorative justice.

The Specialized Docket Department manages all forensic restorations for the entire Court. The duties include, administrative management of competency evaluations, probate commitments, and restorations. There has been a significant increase in

competency management in the last year. **For more detail concerning the 2017 Franklin County Municipal Court's Operations and Reporting please refer to <http://www.fcmclerk.com/reports/annual-reports#annual-reports>.**

Franklin County Municipal Court Clerk 2017 Annual Report

**FRANKLIN COUNTY MUNICIPAL COURT
COLUMBUS, OHIO
ONE HUNDRED [and] SECOND
ANNUAL REPORT
2017**

Letter from Clerk Lori M. Tyack

Welcome to the 102ND Annual Report of the Franklin County Municipal Court and Clerk's Office. As your Clerk, my commitment is to strategically improve daily operations, effectively collect debt owed the court, and vigilantly monitor applicable legislative changes. My office works daily with other agencies of the criminal justice system and the community to ensure access to justice. This report reflects the dedication and commitment to service demonstrated by the staff of the Clerk's Office and the Court.

New case filings for 2017 totaled 180,299 compared to 177,744 in 2016 for an increase of 1.44%. Costs, fines and fees collected equaled \$40.3M compared to \$40.8M in 2016 for a decrease of 1.23%. The total amount referred to collections in 2017 was \$5.5M, an increase of 15% over 2016. Overall collection of court-ordered fines and costs through the efforts of four collection agencies increased by 18%. The collection of court-ordered bond forfeiture judgments increased approximately 2% from 2016 to 2017.

Changes in state laws and local court rules continued to affect processes and procedures in the Clerk's Office through the end of 2017. A few highlights:

- House Bill 388 - Annie's Law – April 6, 2017. Realized significant changes to the law governing vehicle seizure for OVI; lookbacks for administrative license suspensions/OVI penalties; procedures for installation of interlock, and the manner in which interlock violations are sanctioned. Also authorized courts to grant unlimited driving privileges with interlock to first-time OVI offenders.
- Ohio Bureau of Motor Vehicles – Implemented a new process to transmit registration blocks.
- Administrative Order Number 05-2017 - removed warrants and remanded balance owed to collections on 2,750 old Probation cases.
- Senate Bill 227 – April 6, 2017 Civil Dormancy Judgments
- Probation Courtesy Fee Program – collection/disbursement of probation fees from defendants serving on probation in other Ohio counties.

In February 2017, the Clerk's Office began an electronic-filing pilot for civil cases. Partnering with the Columbus City Attorney's Office, the Clerk's Office began receiving electronically filed documents for Small Claims, contract complaint cases, and tax cases including subsequent filings. By the end of 2017, electronic filing had been expanded to include Environmental complaints and subsequent filings by the City of Columbus Zoning Division.

The annual audit was again performed by Plante & Moran, PLLC. Auditors inspected a sampling of accounting/financial transactions, file integrity, checks and balances of duties performed, and personnel records including time sheets. Zero infractions incurred for the 7th year!

Thank you for taking the time to read our 2017 Annual Report.

Administration Division

The Administrative Division of the Clerk's Office is comprised of the Office of the Clerk, Chief Deputy Clerk, Executive Director Public Relations, Executive Director Fiscal Administration, Director Human Resources, Administrator Payroll & Benefits, Administrator Procurement, and Administrative Assistant. This Division oversees the day to day operations of the Clerk's Office and is governed by directives as set forth in the Annual Budget and the Ohio Revised Code. Additionally, all new programs, contracts, projects, and grants are established and implemented within the Division. It conducts all public relations and internal communications for the Clerk's Office. Accomplishments for the Administration Division in 2017 are as follows:

- Directed & guided projects, initiatives and process changes for the entire office
- Facilitated and participated in the following:
 - Courthouse to the Community
 - Steering Committee, Civil Division & OIS to launch E-filing
- Procured licensing to make images available for E-filing users
- Managed (6) six separate budgets totaling more than \$14.5M
- Prepared and processed ordinances totaling \$1.2M – for approval by Columbus City Council
- Processed over 282 vendor contracts for materials, supplies, and services

Office of Information Services Division

The Office of Information Services provides services related to information technology to the Franklin County Municipal Court and Clerk's Office staff. This Division's responsibilities include: Maintaining a stable electronic work environment, collaborating with other staff to use information technology to better serve the Franklin County Municipal Court, identifying emerging technologies for the Court's investment in technology, and providing training to staff on the proper use of software programs and equipment. Accomplishments for OIS in 2017 are as follows:

- Assisted Court with implementation of Kiosk for Jury sign-ins
- Created data sharing process for Ohio Community Supervision System
- Began project to upgrade clerk-side data sharing switches
- Contracted with a new vendor for data backup service
- Installed three new servers for maximum redundancy of CourtView Case Management System
- Set-up two new servers for the VOIP system
- Began work on a new VM F5 system to replace our old VPN server
- Set up two new floors (5 and 6) with network access for Courtside departments (specialized dockets and probation)
- Installed and configured new DAX system components
- Installed new high volume scanners for Imaging
- Automated jail list checks
- Performed Public Access Website upgrades
- Created web-based interpreter request option for defendants

Audit and Internal Controls Division

The Audit and Internal Controls Division is responsible for minimizing erroneous data through a system of real time process assurance and monitoring, audit reporting and quality management. The objective is to achieve operational effectiveness and efficiency, assure reliable and accurate financial reporting in compliance with state and local laws, regulations and policies.

The main purpose of the division is to help direct and protect resources of the office while improving internal processes and services that the Franklin County Municipal Court Clerk's Office provides to its customer base, the Court, law enforcement, all external partners and most importantly, the public. Accomplishments for Audit and Internal Controls for 2017 are as follows:

- Completed second year of PCI Compliancy
- Directed external audit - 7th year, zero infractions
- Monitored and balanced four (4) bank accounts
- Coordinated and managed E-filing project for Civil cases
- Approximately 18,000 Civil cases audited or reviewed
- Reviewed and audited approximately 17,000 cases; Criminal/Traffic, TVB, Expungements, CSG, and Criminal/Traffic Accounting
- Determined a necessary change in procedure and processing of the “Notice of Waiver” based on inconsistencies
- Created new audits for E-Filing Module

Civil Division

The Civil Division is responsible for accepting, filing, issuing service, docketing, processing, and maintaining records for Civil cases. Civil cases include: contract disputes, personal injury, property damage, evictions, small claims, certificate of judgment, cognovits, declaratory judgments, and housing/safety code issues. The Civil Division also processes applications for driving privileges. Accomplishments for the Civil Division in 2017 are as follows:

- Launched E-filing pilot – accepting small claims cases, contract complaints, and subsequent filings
 - Environmental complaints and subsequent filings by the City of Columbus Zone Initiative
- Incorporated informational docket codes to inform parties of garnishment sent back to parties
- Implemented policy and training for staff regarding canceling alerts for clear releases on re-issued garnishments
- Implemented change to our waiver processing policy during the issuing of new cases
- Provided eviction information and participated in community discussions with the Franklin County Collaborative to Prevent Family Homelessness and the City of Columbus Women’s Commission Committee on Eviction Prevention
- Added three certified notaries to our staff to assist customers
- Provided trainings on Legal Advice vs Legal Information and Legal Terminology
- Partnered with Columbus State Paralegal Program to provide internships and volunteer opportunities
- Collaborated with Court regarding the legislative changes to civil dormancy judgments

Collection Division

The Collection Division oversees and coordinates the collection of debts owed to the Court, with the primary objective of seeking monies due to the City of Columbus taxpayers. The Collection Division operated in conjunction with four (4) outside agencies in 2017. Additionally, the Collection Division is responsible for securing surety bond agent registration, monitoring compliance of State and Local Statutes, and processing monthly billing statements. Accomplishments for Collections in 2017 are as follows:

- Collected \$1,206,223.71
- Continued generating past due notices in-house for payable tickets.
- Generated notices when a partial payment is received on a payable ticket and refer to collection.
- Bond money forfeited by the Court for 2017 - \$78,660.00
- Bond Forfeiture Judgments paid for 2017 - \$6,757.25
- Managed billings and compliance for twenty one (24) active bond companies and over one hundred (100) surety agents.

Criminal/Traffic Division

The Criminal Traffic Division processes and maintains Criminal, Traffic, and Environmental cases. The Criminal/Traffic Division provides a multitude of services to the general public, law enforcement, and the Court. This Division plays an integral role in the promotion of public safety by providing support twenty-four (24) hours per day to law enforcement agencies throughout the County. The Criminal/Traffic Division is also responsible for collection and disbursement of bail/bond monies for defendants who are in custody. This process includes providing documentation to the Franklin County Sheriff’s Office so that defendants may be released from custody. The Criminal/Traffic Division is responsible for electronically reporting several types of Traffic violations to the Ohio Bureau of Motor Vehicles (BMV). The Division also processes applications for the expungement of case records as well as maintaining and

securing records which have been ordered by the Court to be sealed. Other examples of service include administering oaths, accepting criminal and traffic charges, filing motions, filing search warrants, providing information about court cases, dispositions, future court dates, as well as assisting in the courtroom. Accomplishments for Criminal/Traffic in 2017 are as follows:

- Updated bond surrender forms and created a new process regarding Franklin County prisoners
- Identified more than \$200,000 of unpaid debt owed the Court
- Assumed maintenance of past due payable traffic citations
- Initiated all cases using CourtView generated case numbers
- Attended Courthouse to the Community events
- Installed an after-hours security system for the second floor
- Represented the Clerk's Office at the Franklin County Fair
- Created a list to identify active warrants for current prisoners to dispose of cases more efficiently
- Worked home OSU football games in cooperation with the Franklin County Sheriff's Office

Courtroom Services Group

The Courtroom Services Group (CSG) is a select group of highly skilled Deputy Clerks in the Criminal/Traffic Division responsible for the daily processing and updating of all cases on the Criminal/Traffic dockets. A CSG Deputy Clerk is assigned to each of the fifteen (15) judges as well as the traffic arraignment courtrooms (1A and 1B). On a daily basis, CSG Deputy Clerks docket subpoenas and motions, process unpaid fines and costs, enter sentencing information, issue/recall warrants, process continuances, enter limited driving privileges, add Temporary Protection Orders, and update bond information along with all other entries in CourtView. Additionally, CSG Deputy Clerks are responsible for routing files to the Assignment Office, Probation Department, Accounting/Finance Department, Expungement Department, Prosecutor's Office, Collections Department, and to the Vehicle Immobilization Coordinator. They also time stamp, docket, and route Statement of Violations filed by the Probation Department. In addition, CSG Deputy Clerks run and process case management reports. Each CSG member acts as a liaison between Court personnel and the Clerk's Office. After court, CSG Deputy Clerks provide assistance to other divisions of the Clerks' Office. Accomplishments for Courtroom Service Group in 2017 are as follows:

- Worked on cleaning up old cases with open enforcement ticklers
- Initiated all cases using CourtView generated case numbers
- Implemented a new process regarding H.B. 388 or "Annie's Law"
- Assisted Prosecutor's Office with dismissal of 15,977 old cases
- Aided in breaking down files for imaging efforts
- Began utilizing a new process to transmit registration blocks to the BMV
- Implemented Administrative Order Number 05-2017 – setting aside warrants and referring balance owed to collections for 2,750 old probation cases
- Held an internal informational meeting regarding BMV processes and procedures
- Trained a new Deputy Clerk on the processing of witness fees, at the BMV desk, Environmental Court, and E-filing certain documents to Common Pleas Court

Accounting/Finance Division

The Accounting/Finance Division oversees the collection of and accounting for all fines, court costs, fees, bail, garnishments, and judgments issued by the Court. The Division oversees the disbursement of collected funds to the appropriate parties, and releases funds in satisfactions, judgments, attachments, garnishments, and executions. The Accounting Division also has three internal payment programs in compliance with the Ohio Revised Code and Local Court Rules. The programs are as follows:

Time Payment Program

This program under authorization by the sentencing Judge allows a defendant to make monthly payments on court fines and costs up to twelve months or until balance is paid in full. Total number of sign-ups in 2017: 2,244
Total cases on program that were paid in full in 2017: 1,042

Rent Escrow Program

This program allows tenants with complaints regarding their residential housing conditions to deposit rent due into an escrow account until the matter has been resolved. Cases filed in 2017: 287

Trusteeship Program

This program allows a debtor to deposit a portion of the personal earnings with the Clerk of Courts to avoid legal proceedings by creditors. The funds collected are disbursed to creditors equally until all debt is paid in full.

Cases filed in 2017: 20

EPAY Online Payment Service

This is an online payment convenience that is offered by the Clerk's Office for payments of payable citations, and also payment of fines and costs incurred once adjudicated. Total cases paid in 2017: 45,961 Amount collected in 2017: \$8,688,190.32

Restitution Program

This program was implemented February 1, 2015. It is under the authorization of the sentencing Judge and allows the defendant to make monthly payments for the set restitution amount. The Clerk's Office ensures the payments are then forwarded to the victim. No extra fees are charged for this process. New payment sign-ups in 2017: 160 Payments forwarded to victims in 2017: 1,710 Totaling: \$308,815.23 / Cases with restitution paid in full in 2017: 371

The Accounting/Finance Division is responsible for preparing a monthly general accounting for all funds received and disbursed by the Clerk's Office. These records are audited annually by a licensed certified public accounting firm and approved by the State Auditor's Office. Accomplishments for Accounting/Finance in 2017 are as follows:

- Created a Crystal Report to discern the Time Payment terminations from the Restitution payments
- Implemented DAX spreadsheet for monthly disbursements
- Implemented a new procedure for the armored car service pick up
- Added Restitution payments to the unclaimed funds process
- Implemented the collection of the Probation Community Service Fee to cover Workman's Comp for the City
- Partnered with Common Pleas to designate a contact person for the transfer of bond money for bind over cases
- Participated in the on-going development of the Civil E-file process
- Implemented the Probation Courtesy Fee Program for the Probation Department
- Maintained accounting deadlines for the auditor's annual review to include but not limited to daily deposits, monthly government disbursements to over 42 agencies, and the unclaimed funds to the City

Traffic Violations Bureau

The Traffic Violations Bureau manages all tickets and complaints issued by twenty-one (21) Municipal Law Enforcement agencies and eight (8) Townships within Franklin County which includes: Columbus Division of Police, Ohio State Highway Patrol, Franklin County Sheriff, Ohio State University Police and Port Columbus Police. Our office has jurisdiction in three (3) counties: Franklin, Delaware and Fairfield. Within the Traffic Violations Bureau, is the Communications Department. The function of the Communications Department is to further promote ongoing communications and the delivery of excellent public service to the general public, law enforcement agencies, attorneys, court personnel, other courts and governmental agencies. Accomplishments for Traffic Violations Bureau in 2017 are as follows:

- New cases filed: 133,167 (traffic, criminal, and environmental)
- Prepared and mailed 8,052 certified summonses (traffic, criminal, and environmental)
- Logged 106,322 pieces of Civil mail and Criminal/Traffic payments combined
- Initiated all cases using CourtView generated case numbers
- Continued effective communication with Police Agencies, Prosecutors, Common Pleas Court, Juvenile Court, Mayor Court Clerks, and Courtroom Clerks to ensure quality work
- Prepared all mail logs for Imaging

- Attended Internal/External Office Training Classes to gain additional knowledge of professionalism and customer service to successfully attain our mission statement
- Took part in community outreach programs
- Continued with the new hire training schedule
- Cross-trained staff to ensure all daily responsibilities were met
- Held weekly staff meetings to keep the lines of communication open due to policy changes, questions, or concerns
- Assisted with the breakdown of Civil and Criminal/Traffic files for imaging

Columbus Public Health 2017 Annual Report

Columbus Public Health (CPH) protects the health and improves the lives of nearly 1 million Columbus and Worthington residents through more than 40 programs. We protect the health and safety of the community through diverse services such as restaurant inspections, STI testing and treatment, women's health and wellness services, newborn home visiting, immunizations and much more. Together with our community partners, we also are working to address the opiate epidemic, reduce infant deaths, prepare for and respond to emergencies, prevent the spread of disease, address the social determinants of health, lower disparities to achieve health equity, reduce chronic diseases and increase access to affordable health care. Through these services and collaborations, CPH is a nationally accredited leader that identifies health priorities, mobilizes resources and ensures the conditions in which ALL residents can be healthy.

MULTI-DISCIPLINES

Violent Crime Review – Successfully convened and launched the Violent Crime Review Group as part of the Mayor's Comprehensive Neighborhood Safety Strategy.

Opiate Epidemic – Helped lead a multi-faceted community response by: collecting and reporting data to understand the epidemic; educating residents on the dangers of opiates and available resources; providing comprehensive harm reduction programs that include access to syringes, treatment, naloxone, and infectious disease testing; and advocating for expanded and coordinated treatment services.

ENVIRONMENTAL HEALTH

Food Protection

- Conducted 17,000 inspections of 7,700 food facilities.
- Implemented Tobacco 21 to reduce approximately 90% of new smokers from starting the dangerous and addictive habit in the first place, issuing more than 800 Retail Tobacco and Paraphernalia Licenses and conducting underage buy attempts and 1,105 sign checks to ensure compliance.
- Developed an internal system to standardize sanitarians in the Food Protection Program to ensure high quality and consistent inspections.
- Educated 2,370 participants in food safety and increased the pass rate from 82% to 84% in English.
- Conducted 640 school safety inspections.

Disease Prevention

- Conducted lead outreach and screenings to educate residents on the importance of getting children screened for lead, holding neighborhood screening clinics and contacting 1,350 South Side households through door hangers and direct conversations, and educated residents on lead hazards at the 2nd Annual Westside Community Baby Shower event.
- Worked with property owners, tenants and the City Attorney's office to ensure lead properties were secured to prevent lead poisoning and followed up on lead enforcement cases.
- Treated 171,294 acres and 10,555 catch basins for adult mosquitoes, conducted 2,231 inspections of larviciding sites, and treated 518 rain barrels to prevent mosquito-borne diseases.
- Vaccinated 127 animals against rabies, issued 85 permits for domestic farm animals, and investigated 1,422 reported animal bites.
- Responded to a mercury incident at Mifflin Middle School and worked with a contractor to eliminate the mercury and protect students and staff.
- Processed 430 CEPAC Tier Two reports and hosted the Operation Street Smart training sponsored by the Franklin County Sheriff's Department.
- Investigated and tested a reported possible harmful algae bloom on the Scioto River near the Broad Street Bridge.

EH Protection & Sustainability

- Distributed 300 free River Birch Tree saplings and held a Lawn Mower Exchange with Lowe's, exchanging 70 high-polluting gas mowers for new zero-polluting battery powered mowers to improve air quality and health.

ADMINISTRATION

Support Services

- Initiated an extensive multi-year HVAC renovation project at 240 Parsons Avenue to improve the environment for clients and staff.
- Expanded computer applications to enhance services and efficiency in Alcohol and Drug Services, Environmental Health, Employee Assistance Program and Central Cashier's Office.

POPULATION HEALTH

Emergency Preparedness

- Conducted 38 presentations on emergency preparedness to community partners, private businesses, partner agencies and national/international audiences (webinars).
- Planned and completed a full-scale medical distribution exercise with first responder partners and private POD partners.

Office of Epidemiology

- Completed the 2017 Community Health Assessment which includes health and demographic data on residents of Columbus, Worthington and Franklin County and identifies health priorities for comprehensive community health improvement planning.
- Maintained or increased monitoring and reporting of trends including: influenza; Zika; syphilis; hepatitis B & C; infant deaths (including sleep-related); preterm and low birth weight births; and overdose deaths, EMS runs and ED visits.
- Produced or conducted analyses for comprehensive reports on: reportable infectious diseases; sexually transmitted infections; harm reduction; child fatality; fetal and infant mortality; sudden unexplained infant deaths; women's health; and men's health. <https://www.columbus.gov/Reports-and-Data-Briefs/>
- Worked with internal and external partners to develop new surveillance or evaluation of several public health issues and initiatives, including gun violence, community resilience, tobacco and food access.

Office of Planning and Quality Improvement

- Implemented a new customer satisfaction survey policy and associated quarterly report format to increase utilization of customer data by CPH program areas to make improvements.
- Completed first agency-wide Culture of Quality survey to identify and implement culture-related intervention strategies focused on transparency, leadership communication, and employee empowerment and recognition. (Data also serve as a baseline to measure our progress.)

Office of Outbreak Response

- Investigated 69 outbreaks, including the largest outbreak of typhoid fever in Ohio during the past 25 years.

Office of Infectious Disease Investigation:

- Responded to several large-scale events including a school mercury spill, measles outbreak prevention in the Somali community and typhoid fever outbreak.
- Investigated approximately 10,470 reports of infectious disease.

CLINICAL HEALTH

TB

- Implemented Emocha, an electronic directly observed therapy (eDOT) application, to allow active TB patients to use a tablet, computer or smart phone to provide a HIPAA-compliant, time stamped video of themselves taking their daily TB medications, providing convenience and privacy for TB patients and saving the TB program staff time and mileage costs without a decrease in patient medication adherence.
- Collaborated with Columbus City Schools to launch a new TB testing initiative in 2018 to serve students who are at high-risk of developing TB.

Vaccine Preventable Disease

- Administered 29,879 immunizations to protect residents in Columbus and Worthington from vaccine preventable diseases with over 3,000 given during 99 different community-based clinics.
- Educated administrators and school nurses in 166 schools in Columbus to help ensure students are up-to-date on immunizations.

Women's Health

- Provided 530 Long Acting Reversible Contraceptives (LARCs) – a record high and a 75% increase over 2016 – with a same-day insertion rate of 96%.
- Identified and case managed 100% of all hepatitis B positive pregnant women in Franklin County (135 total cases) prior to delivery, resulting in no child developing the hepatitis B infection.

- Completed 4,000 visits of women, partners and teens in the Women’s Health & Wellness Center – a 40% increase over 2016.
- Provided 530 methods of long-acting reversible contraception (LARC) services to 372 teens in our community and assisted over 350 high risk pregnant women into early prenatal care through the PrimaryOne Health/CPH perinatal collaboration.
- Enrolled a record 148 smoking pregnant women in a tobacco cessation program – a 34% increase over last year – and secured 8 new clinical partnerships with 81% of babies born at 37 weeks gestation or greater and participants’ smoke-free rate of 88% into the post-partum period.
- Launched a pilot program to provide STI and pregnancy screening in Columbus City Schools with parental consent.

Sexual Health Clinic

- Served 9,200 clients in the Sexual Health Clinic – the highest number in more than 10 years.
- Began universal hepatitis C screening of all sexual health clinic clients, offering confirmatory testing and linkage to medical care for all persons who screen positive.
- Provided HIV care to more than 2,500 low-income HIV positive persons in central Ohio.
- Assured syphilis treatment for 90% of all newly diagnosed syphilis cases in Franklin County.

STRATEGIC NURSING TEAM

- Administered 4,014 doses of flu vaccine at Columbus and Worthington Schools.
- Administered 239 Tdap and 481 meningococcal vaccines in Columbus and Worthington Schools.
- Responded to 3 American Red Cross Shelter activations, providing triage, health services and referrals to victims.
- Conducted 12 *Stop the Bleed* courses for 445 participants to help residents prepare to react in multiple casualty disaster events.
- Partnered with the Columbus Housing Network (CHN) and Concord Counseling Services to provide client education and health screenings to residents of CHN at 5 locations.
- Provided community education and training on opioid overdose and how to administer naloxone.
- Participated in the Mayor’s Neighborhood Pride events on 14 different days and conducted 140 health screenings and education to community members.
- Participated in 82 Community Education, Screenings and Linkages health fair events and conducted health screening and education for 1,444 people.
- Conducted 4,592 health screenings for residents at 73 regular community partner sites.
- Provided 186 health screenings during Minority Health Month outreach events.

NEIGHBORHOOD HEALTH

CARE (Community, Action, Resiliency, Empowerment) Coalition

- Engaged, supported and educated Columbus residents who experience trauma and community organizations that serve these residents by: reaching 1,480 homes through door-to-door outreach in Linden and the Hilltop; training 46 people in the National Organization for Victims Assistance (NOVA) Crisis Response model; training 26 people in Trauma Responsive Care; holding 10 Community Debriefings following traumatic events for 96 individuals; and holding 2 Mental Wellness Events serving 205 people in the Hilltop and Linden.

Health Equity

- Participated in CPD’s Diversity Recruiting Council to improve recruitment among diverse populations for Columbus Police.
- Developed a 2018-2020 Health Equity Plan.
- Launched an Inclusive Workplace Initiative.
- Implemented a new Restroom and Locker Room Accessibility Policy and posted new restroom signs affirming our commitment to safe, accessible restrooms.
- Conducted the Embracing Health Equity Training Series for 395 participants over 4 sessions -- a 65% increase over 2016.
- Provided cultural competency trainings to over 500 health care and social service workers.
- Engaged 250 Pride Festival participants and distributed over 1,500 condoms and 4,000 Take Pride in Your Health giveaways.
- Designated as a LGBTQ Leader in LGBTQ Health Equality by the Human Rights Campaign Healthcare Equality Index.
- Participated in the National African American Male Wellness Walk with 400 city staff, family and friends.
- Facilitated 42 Health Advisory Committee meetings.

Chronic Disease Prevention

- Appointed a 12 member Local Food Action Board to establish a Formal Farmers Market Management Collaborative and connect small-scale neighborhood food businesses with flexible financial options.
- Received the Best Practices in Planning Award from the Ohio Chapter of the American Planning Association for the Columbus and Franklin County Local Food Action Plan.
- Worked with over 30 CCS elementary and middle schools and provided direct outreach/education to more than 4,000 students for Safe Routes to School.
- Supported over 2,000 walkers at 60 Walk with A Doc Saturday walking clubs.

- Hosted over 1,200 walkers at 14 Art Walks and Landmark Talks.
- Launched Culture Walks with 482 walkers at 4 neighborhood walks.
- Designated as a Silver-level Community by Walk Friendly Communities.
- Named as a Bronze-level Bike Friendly Community by The League of American Bicyclists.
- Held 3 signature farmers markets for WIC participants and residents on the near East side to improve access to healthy and fresh foods.

Tobacco Free & Healthy Living

- Engaged 51 smoke-free communities in Columbus, offering healthy living options to 12,426 residents.
- Supported a record number of 36 community gardens, including 8 new ones.
- Developed and implemented the new Mount Carmel Healthy Living Center for Produce Prescription, including cooking demonstrations and short-term health data collection.
- Increased the number of CPH tobacco-free programs collaborating and tracking data by 7 for a total of 15 programs in 5 divisions that will work together for more collective impact.
- Established 4 new partners to engage in youth tobacco prevention as part of the new City Match Initiative on the West side.

Access to Care

- Provided enrollment assistance in the clinic areas to help 91 clients with Medicaid enrollment.
- Founded the Columbus Health Literacy Committee with 15 partner agencies.
- Obtained the Ohio Department of Medicaid Qualified Entity designation to facilitate enrollment into Presumptive Eligibility for Medicaid eligible clients.

FAMILY HEALTH

Maternal Child Health

- Distributed 1,396 cribs for infants without a safe sleep surface to help reduce infant mortality.
- Held 29 community car seat check-up events and 25 inspection stations to provide parents and caregivers education, materials and hands-on assistance with the proper use of child safety seats.
- Inspected 651 child safety seats for proper installation and distributed 221 child safety seats at no cost when a seat was found to be damaged or expired or if a child was not currently riding in a proper seat.
- Completed 8,200 home visits for pregnant and newly parenting families.
- Distributed 1,120 child safety seats.
- Provided 26 car seat check-up events and 27 fitting stations.
- Distributed 1,368 cribs through CPH and 30+ partner agencies/programs
- Trained 628 Safe Sleep Ambassadors.
- Presented the Fetal-Infant Mortality Report to the FIMR Community Action Team and other stakeholders.
- Engaged and educated over 800 West High School students on the dangers of distracted and impaired driving.

Dental

- Sealed 16,703 teeth in schools.
- Screened 6,919 students for dental sealant needs and sealed 4,762 students.

Women, Infants and Children Nutrition Program (WIC)

- Served 33,954 WIC clients, the largest caseload in Ohio.
- Provided 3,936 \$20 vouchers to WIC participants to purchase fresh fruits and vegetables at our farmers markets with a 90% redemption rate.

Alcohol & Drug Services

- Provided two Health Equity trainings on language for working with individuals who are misusing substances.
- Collected 152 pounds of medication and an estimated 10,400 syringes at 2 drug take back events.
- Launched the citywide Columbus Syringe Disposal Initiative.
- Held 4 community naloxone trainings and distributed 118 boxes of NARCAN Nasal Spray.
- Provided Alcohol and Drug Prevention services in approximately 46 community sites.

Department of Public Safety 2017 Annual Report

EMS Medication Inventory and Control

In an effort to improve accountability of their pharmaceutical inventory, the Division of Fire is purchasing “U-Cap-It” pharmaceutical dispensing machines for use in fire stations throughout the city. These machines will greatly improve efficiency in the distribution of pharmaceuticals, assist the Division of Fire in tracking drug usage, and identify trends in inventory management. Additionally, this equipment will be able to identify and track personnel removing items from the machines, and in the case of pharmaceutical recalls, track lot numbers to individual machines for prompt removal and replacement. Currently 10 of 19 machines are installed and operational.

Comprehensive Neighborhood Safety Strategy

In December 2017, Mayor Ginther announced the Comprehensive Neighborhood Safety Strategy as part of his 2018 budget announcement. There are 8 initiatives included that partner Public Safety with other City Departments- Public Health, Civil Service and Neighborhoods. Public Safety will be intricately involved as they begin enactment in 2018.

Community Outreach

The Department, along with the Division of Police, continued to participate in many community outreach events this year. For example, Chief Jacobs, Mayor Ginther and Director Pettus participated in 5 Community Roundtable events in various neighborhoods in the City. There was spirited debate about the direction of public safety in Central Ohio, but several mutually agreed upon themes came from the discussion that are encompassed in the Mayor’s Comprehensive Neighborhood Safety Strategy plan, which was rolled out in December. In addition, the Division of Police continues to engage in significant community outreach and collaboration through neighborhood meetings, social media and a multitude of programs.

Community Evaluators

For the first time in our history and also rare across the nation, residents of the City of Columbus were utilized to help select both police and fire candidates. Members of the community completed an application and interview process in addition to abbreviated training by both the police and fire academies. They were part of a 3-person panel, the other two being sworn personnel, to grade the video interview portion of the selection process known as the Columbus Oral Police Exam (COPE) and Firefighter Oral Assessment Mechanism (FOAM) boards. This was an extremely positive experience for both the residents and our safety forces and will undoubtedly benefit our next generation of firefighters and officers.

EMS Restructuring

The Division of Fire improved its EMS response model to ensure the right resource was available at the right time, sent to the right place. With these improvements, the Division was able to reallocate existing personnel and place 6 additional medic units in service, resulting in decreased response time for our residents and a decrease in EMS provider fatigue. This was the first significant change to the system in 22 years.

Internet Purchase Exchange Zones

After a surge of robberies involving online selling and trading, the Department created “Internet Trade Locations” at five (5) different police substations in the City. The areas are clearly placarded and a camera is mounted in the area to record activity. Residents were encouraged to utilize the locations for any face-to-face contact during an online sale or swap.

Neighborhood Cameras

Two types of cameras - fixed and pan/tilt/zoom cameras - are installed on public street posts around the city to video the surrounding area as a tool in crime-fighting. Locations are assessed based upon crime statistics, neighborhood requests, and with input from district officers. In 2017, the installation of neighborhood cameras took place during the summer and fall months and in nine (9) locations throughout the city. Also included were installations of ancillary equipment and relay points to allow the installation of cameras in two areas that were unobtainable in the past due to the lack of infrastructure and fiber optics. This brings the total number of camera locations to 74 involving 223 individual cameras.

Nuisance Abatement

In 2017, the following premises were closed: twenty-one (21) houses closed due to drug activity, three (3) bars and two (2) markets were closed due to violent crime, drug sales and illegal alcohol sales. The City filed two (2) hotel permit objections in 2017 due to criminal activity and code violations- one (1) hotel closed and the other was brought into compliance and allowed to reopen. Additionally, all twelve (12) liquor permit objections filed in 2016 were upheld and eight (8) new liquor permit objections were made in December, 2017. All of the above activity occurred through inspections completed by a cooperative effort of several City departments and were driven by community concerns and demand for city resources. The objections and closings had a direct impact on quality of life issues in our neighborhoods.

Opiate Response

Public Safety coordinated efforts between police and fire (EMS) response in the fight against the increasing number of opiate overdoses. The Division of Police continued to increase the number of officers carrying Naloxone, with training and

distribution provided by the Division of Fire. In addition, CFD paired with Southeast, Inc. to start the Rapid Response Emergency Addiction and Crisis Team (RREACT) to respond to cases of overdoses and attempt to link those in need with critical resources for treatment. The program will expand in 2018 to include a Crisis Intervention Team police officer. In addition, both Divisions and the Director's office were involved in the creation and implementation of the Franklin County Opiate Action Plan, overseen by ADAMH.

Recruiting

Mayor Ginther challenged both the Division of Police and the Division of Fire to double the number of minority officers over the next ten (10) years. To that end, the Department is overseeing several initiatives aimed at changing the way the City recruits and hires its firefighters and police officers. In partnership with the Department of Human Resources, Civil Service Commission and the Office of Diversity and Inclusion, Public Safety is developing strategies to meet the Mayor's challenge. A "cadet" program is being explored which would get prospective applicants involved earlier, during high school, and keep them engaged until they are eligible to be hired as full-time police officers or firefighters. Recruitment efforts by police and fire are coordinated through the Director's office. A Columbus TV (CTV) program was created, "*The SafetyNet*", highlighting current officers and firefighters that may not have been a conventional candidate, and is hosted by community members. Two episodes aired in 2017 and a production schedule for 2018 was created.

Safe Neighborhoods Initiative

"Stop the violence" is the central message this new initiative launched through a collaboration of Public Safety and the Franklin County Court of Common Pleas. The intent is to focus on violent offenders who are on probation and at risk to re-offend. Participants are exposed to various perspectives from family members of those killed by gun violence, clergy, medical professionals, police, a criminal defense attorney, and county and federal prosecutors. Underscoring the initiative was the physical and emotional damage caused by violent crime and the consequences, including life in prison, or death. Participants are offered significant social services and workforce development to provide an alternate path from a life of crime and violence. The program is a type of focused deterrence advocated for by many faith leaders and social and restorative justice advocates. The pilot session was in 2017 with future sessions to be conducted in 2018 as part of Mayor Ginther's Comprehensive Neighborhood Safety Strategy.

Teens and Police Service Academy (TAPS)

The TAPS concept is for police officers to mentor youth and reduce the social distance that exists between police and youth, involving specific mentoring training for the officers. The program is designed to encourage positive decision making and seek alternative ways to deal with negative situations. The Department of Public Safety partners with Columbus Public Schools and Franklin County Juvenile Court, who funds this initiative, to determine locations. To date, the initiative has served over 350 Columbus City high and middle school students. The program was conducted at Hilltonia and Johnson Park Middle schools in the 2nd half of 2017 and will be presented at Afrocentric and Wedgewood Middle schools the first half of 2018.

Towing Management Service

The Department of Public Safety oversaw the writing of an RFP for towing management services. This is a change from the way that towing for the City has been done in the past. In order to leverage technology and partner with the Smart Cities mission, the RFP involves the selected company to oversee subcontracted towing resources and dispatch, through technology, utilizing the closest asset. This will lessen the downtime a police officer accrues waiting for a tow truck. The vendor selection and implementation will be conducted in early 2018.

Truancy Program

The Division of Police has been working closely with the YMCA for the past several years addressing the issues of school attendance and juveniles at risk due to truancy and other behavior-related issues. The truancy initiative is jointly funded by the Columbus Public Safety Department and the Columbus Division of Police. During the past full school year the Truancy Unit interacted with 1257 truants apprehended, 1460 tardy apprehended, and 3463 individuals who were found to be legally absent from schools or listed as non-enforcement contacts. Under the previous years the tardy and truants were all incorporated only as truants. Therefore, in comparison to previous years, the combined truancy and tardy tally would be 2,717. When all contacts are combined the Truancy Unit interacted with 6,180 individuals. Additionally, the Truancy Unit has assisted many of the schools during their evacuation drills and other school activities. The Truancy Unit works closely with and assists the Division's High School Resource Officers and all of the various school Safety and Security units to provide a safe environment for the residents of Columbus. In addition to a patrol response, the Truancy Unit responds to and assists schools that have threats such as active shooters, bomb threats, and fire alarms.

BRICK AND MORTAR

Fire and Police Facilities

- Fire station 35 is being designed with elements to reduce the risk of cancer. A weather shelter room is being added to the design.

- Moody Nolan was selected to design CFD station 16, which will also have new design elements to reduce cancer risks, and the inclusion of a weather shelter room.
- Plans for Police sub-station 1 were completed, and construction will start in September 2018 with expected completion by September 2019.
- Plans for the overhaul of the elevator system in the Central Safety Building (CPD) were approved – the project should be completed by mid-2018.
- Plans completed for pavement repair at CFD Stations: 6, 12, 13, 20 and 21.
- Engineer selection for CPD substation pavement repairs was submitted. The Department of Public Safety requested that engineering on substation 3/17 be done first for projected completion in 2018.
- Plans in place for whole house generator installations in Fire Stations 8, 20, 26, 30, and 31.
- Plans in place for apparatus floors to be re-done in CFD stations 8, 12, and 24.
- Fire training elevator vendor has been selected and should be installed in 2018.
- CPD marine park boat house was approved and completed.
- Washers and dryers and supporting equipment for the following CFD locations were approved, and are in process for bid: Stations 6, 14, 20, 22, 23, 24, 29 and the Canine office at Station 3.
- Plans completed for a Police Matrix door entry project and will be bid in 2018 for the Academy, Heliport and the McKinley Avenue complex.
- Plans were approved and sidewalks and curbs at CPD firearms range are now being repaired.

DIVISION OF POLICE

- Class of 35 recruits started June 19, 2017
- Class of 38 recruits started December 18, 2017
- Took delivery of twenty-eight (28) unmarked/covert vehicles
- Took delivery of sixty (60) Ford SUV interceptor vehicles
- Took delivery of twenty-two (22) administrative/detective vehicles
- Took delivery of five (5) Patrol Transport Vehicles (PTV)
- Took delivery of four (4) Harley Davidson Motorcycles
- Took delivery of one (1) F-350 Pick-up plow truck for the police heliport
- Took delivery of one (1) Transit 350 (15 person shuttle bus van)

DIVISION OF FIRE

- Class of 40 recruits started June 19, 2017
- Class of 40 recruits started December 18, 2017
- Took delivery of four (4) medics
- Took delivery of one (1) tiller ladder
- Took delivery of three (3) engines
- Took delivery of eleven (11) light duty vehicles
- Received approval for 15 Hybrids and Electric cars from Smart Cities Grant
- A total of 235 locations in Columbus now have a Knox Box installed for easier access during fire/ems response to locked buildings. All new construction business and multi-unit residence locations are required to install a Knox Box as part of their plans.

DIVISION OF SUPPORT SERVICES

- Construction was completed on a new facility to house the Division of Support Services, with a grand opening held in June, 2017.
- The Public Safety radio system was upgraded to include interference location services in the event of radio interference. The radio system was also upgraded to its most current software version.
- Also implemented was a GPS based location system for radios to be used in the event of the need to track a first responder during a foot chase, find a stolen radio, and for other purposes.
- Completed software upgrade of the Viper 911 System
- Replaced mapping system on the Viper 911 System to MapFlex
- Completed software upgrade of the Power Monitor system.
- The City of Grandview Heights became a remote user of the City of Columbus Viper 911 System.
- Total calls answered by Police and Fire for year 2017- 1,421,083.

License Section highlights for 2017:

- Issued 708 “Bug your Bike” packets

- Issued 18,648 alarm licenses
- Issued 8 permits for carnivals, circuses, or shows
- Issued 40 parade permits
- Processed 216 indigent burials
- Issued 949 Vehicle for Hire drivers licenses
- Issued 139 livery licenses
- Issued 31 Pedi cab owners licenses
- Issued 1 horse carriage owner and driver license
- Licensed 3 horses
- Issued 461 charitable solicitation licenses
- Issued 5 roadway permits

- Issued 420 Mobile Food vending licenses
- Issued 5 community market permits
- Issued 42 massage establishment permits
- Licensed 58 masseur/masseuse licenses
- Issued 75 community noise permits
- Issued 125 Hotel/Motel licenses
- Codes updated: alarms, charitable solicitation, micro transit, quadricycles

Weights and Measures Section inspectors completed 17,020 device inspections, 18 package inspections, 294 price verification inspections, and resolved 79 consumer complaints in 2017.

Department of Technology

2017 Annual Report

The Department of Technology (DoT) supports the local government information infrastructure by providing uninterrupted, secure, and reliable information systems which touch both internal and external customers.

MISSION STATEMENT

The Department of Technology plans, designs, develops, procures, and delivers citywide information technology, telecommunications, and media services in partnership with City departments, City elected offices, boards and commissions, and other government entities.

DoT works to achieve this mission by adhering to four pillars of customer satisfaction; Customer-Centered Thinking; Value-Driven Through Leading Change; Collaboration and Partnership; and Continual Improvement.

DoT understands that without our customers, namely Columbus elected officials, other City departments and ultimately the public, there is no reason for us to exist. That the services we provide empower the business of government, and that the world of technology is constantly changing and to be successful we must adapt and embrace change.

Presented here are some of the accomplishments of DoT. A balance of improving existing services and offerings, and implementing new technologies that help the City of Columbus meet the needs of residents while safeguarding and maximizing tax dollars we are allotted.

ACCOMPLISHMENTS

E-Commerce: E-commerce (electronic commerce) is the distribution of goods and services, or data, over an electronic network--primarily the Internet. The benefits of e-commerce in government include around-the-clock access to information, speed of service, and transparency. In 2017, DoT continued to embrace this idea through the development and/or enhancement of the following online/mobile/broadcast offerings:

- **311 Website Enhancement:** 311.columbus.gov
In 2017, the 311 system generated 260,138 service requests. The DoT 311 development team worked to fulfill many enhancements, which contributed to the continued growth and maturity of the application suite. Among those changes, DoT implemented a new application for City Council that allows local businesses to complete applications for changing stations using already established 311 service request intake and reporting processes.
- **Campaign Finance:** campaignfinance.columbus.gov
In 2016, DoT developed a web-based application for active Columbus campaign committees to report contributions and expenditures online. Throughout 2017, the Technology team continued to refine and enhance the application to improve the user experience.
- **City of Columbus Website:** columbus.gov
DoT continues to work with City departments to improve functionality and content on Columbus.gov. In 2017, Columbus.gov had over 2.2 million visitors, averaging over 6,200 daily, with approximately 50% of these visitors accessing the site from a mobile devices. Today there are nearly 2,000 external web sites linking to Columbus.gov for news and information, helping the site rank in the top 1 percent globally and nationally in usage.
- **Public Input Application:** columbus.gov/planning/FarEast
columbus.gov/planning/SouthEast
DoT GIS assisted in developing two new external facing GIS applications for the Department of Development in October and November of 2017. These applications allow Columbus residents to participate in land use related decision making and express their opinions by posting their comments and voting on recommended land uses. Both applications have been very successful as hundreds of residents have contributed their inputs quickly and efficiently.
- **DPU Customer Lead Map:** columbus.gov/leadmap
DoT GIS assisted in publishing a new GIS application for the Department of Public Utilities that allows residents to view and explore the level of lead in service lines leading to their house and/or other houses in City neighborhoods. The application was publicized widely and received thousands of visitors in the first few days of its launch in March of 2017.
- **City of Columbus Zoning Application:** gis.columbus.gov/zoning
The Department of Technology's GIS team continued to enhance the Zoning Application for the Department of Building and Zoning Services (BZS). Since deployment, the application has been accessed by over 150,000 visitors. The application uses a modern and mobile friendly interface and provides detailed land based information including addresses, aerial photos, parcels, zoning, and many other regulatory GIS datasets to internal and external users.
- **Columbus Government Television CTV:** Spectrum and WOW, channel 3; U-verse, channel 99
youtube.com/user/cityofcolumbus

CTV continued successful customer service by providing 25+ hours of original programming each month, including all City Council meetings and hearings. All program schedules were posted on the City's web site and many events were webcast live and made available on demand to the community. CTV also manages the City's Educational Channel and the Community Bulletin Board, and maintains and programs the City's YouTube Channel. A video done in cooperation with the Columbus Police – *When Not To Call 911* - has amassed over 4.5 million views. Beginning in 2018, CTV has started live streaming the Mayor's State of Columbus Neighborhood Conversations on YouTube, Facebook & Twitter.

- **City of Columbus Open Data Portal:** opendata.columbus.gov
A new version of City's Open Data Portal was launched in June 2017. The portal now includes over 75 datasets from several departments and has been visited by hundreds of times since its launch. The new datasets include building permits, current and historic aerial photos, regional sidewalks, bikeways, parking meters, planning areas. Also, data layers related to: land use, economic development, housing, zoning, and many more.
- **MyColumbus Mobile App:**
MyColumbus is the mobile application for the City of Columbus, reaching over 40,000 downloads. In 2017, MyColumbus added a much requested Jobs section giving residents ability to see what city jobs are currently available. This improvement also provides visibility into Police and Fire jobs and application processes.
- **GovDelivery Communication:** columbus.gov/mycbus
In 2017, DoT, on behalf of the Mayor's Office, lead the effort to procure and implement the GovDelivery non-emergency communication tool for use throughout the City enterprise. This tool allow subscribers to manage, choose and receive information on the City topics of their choosing. To date the system has 23 topics available and over 60,000 self-managed subscriptions.
- **Warrior Watch:** warriorwatch.columbus.gov
For the snowy days of winter, the City of Columbus developed Columbus WarriorWatch to allow residents to see what streets citywide have been plowed in the past 72 hours. In 2017, DoT assisted in implementation of additional customization and launch of the internal and external WarriorWatch applications. Both applications are now richer in content and functionalities.

Government Efficiency: The successful implementation of efficient and effective technology solutions that allow government agencies to reduce costs while improving service. In 2017, DoT continued to partner with City departments in their efforts to streamline operations by investing in the following projects:

- **GitLab:**
DoT adopted GitLab, an open source distributed version control system that uses Git for code change management. GitLab has integrated continuous integration and deployment pipelines to build, test, deploy, and monitor code, cycle analytics, issue boards, time tracking, preview your changes with review apps, mattermost integration, publish static websites for free with GitLab pages, git lfs support. The adoption of GitLab, which replaced the previous versioning tool ClearCase, has resulted in an annual savings of over \$18,000.
- **Citywide Learning Management System:**
DoT implemented a hosted Enterprise Learning Management System (LMS) currently utilized by the Department of Public Utilities and Citywide Training Department. This LMS will simplify the training registration process, provide workflow approval, maintain employee training data in one place, provide easy access to online courses, training transcripts and improve tracking and reporting of training. DoT was able to retire a Microsoft access database and replace the existing CourseMill Learning Management System with the more robust system.
- **Capital Improvement Projects (CIP) GIS Application:**
DoT GIS developed a new GIS application for the Department of Public Utilities that allows for identification of City's Capital Improvement Projects (CIP). This application is used by multiple departments including the Department of Public Utilities, Public Service, Recreation and Parks, and Development. It provides details about each CIP project including: type, number, total cost, and various phases. It also includes tools that assist in detecting conflicts between CIP projects. Since its launch in March 2017, the application has been accessed thousands of times by internal users.
- **We Serve Landing Page:**
DoT GIS assisted in implementation and launch of a new landing page called "We Serve" for the Department of Public Service. We Serve is an internal application that provides access to several other internal DPS applications including Pothole Repair, Residential Sweeping, and Roadside Mowing. The last three applications are in progress but the landing page is in production and being used on a daily basis. Those three applications will be launched in 2018.
- **Income Tax Server Upgrade (770-771):**
In 2017, DoT implemented the IRS mandated time sensitive 770-771 project. Migration and upgrade of servers and databases were performed to align with federal standards. Meeting the IRS deadline enabled the

City Income Tax Division to receive the Federal Tax Information (FTI) file that brings in city revenue. Proper decommission and disposal of the physical servers was also performed.

- **OnBASE:**

In 2017, DoT continued to assist with implement of OnBase for document storage and retrieval needs of City departments. In addition to Columbus Public Health, the departments of Building and Zoning Services, and Public Service began implementation and use of OnBase to improve business processes and help with storage and processing of important information and data.

- **Department of Public Utilities Mobility Program/Mobile Dispatching Water:**

In 2017, DoT completed the second phase of the Mobile Dispatching system for DPU Water Department. The product (PragmaCAD) handles scheduling of routine service order assignments, optimizes and improves work leveling to the field technicians and route management while capturing real-time field information for immediate use as well as improve upon reporting. This is expected to produce efficiency and productivity gains, and make the Department of Public Utilities more responsive to customer's needs. The mobile dispatching system interfaces with the current work order system, known as CUBS, and also the city GIS system.

Business Technology Advancements: Implemented technologies that allow the City to provide services that enhance the safety, security and quality of life of Columbus residents.

- **Body Worn Cameras:**

With assistance from the DoT team, the first body worn cameras were successfully implemented in December of 2016. DoT played a role in piloting the body camera options, outreach in the community through the body camera committee and assistance on the storage requirements for the video footage. In 2017, DoT continued to host all server, storage, and network infrastructure to support the Body Worn Camera project.

- **Citywide Computer Deployment:**

DoT focused on the ability to leverage the new citywide procurement catalog system to improve the ability to easily publish and offer the client-side hardware standards. In 2017, DoT introduced additional hardware offerings that gave departments and agencies the ability to select more mobile based hardware for increased mobility options that can contribute to greater efficiencies and productivity.

- **IT Compliance and Security:**

DoT expanded its intrusion detection and prevention capabilities and implemented a centralized security information and event management system to provide continuous monitoring and detection of cybersecurity incidents. DoT introduced additional protections for email and Internet access in response to new threats and performed a complete review and revision of its Cybersecurity Incident Response Plan. DoT conducted or facilitated IT security assessments for compliance with a variety of requirements including the Payment Card Industry Data Security Standard (PCI DSS), IRS Publication 1075, Criminal Justice Information Services (CJIS) Security Policy, and the City's annual financial systems audit.

- **Police Application and Server Migration:**

By the end of 2017, all Division of Police infrastructure completed migration to DoT from CPD Technical Services Bureau. Police vendor's remote access was migrated to the City's DoT Datacenter using Columbus secure portal. DoT removed old equipment from the Police Academy server room and made it available for other purposes, improved Microsoft password policies, and created a new virtualized Police domain controller located at DCE to strengthen disaster recovery infrastructure. DoT built a replacement KMS server capable of issuing licenses for Server 2016 and Office 2016 and purged stale entries from Police DNS forward and reverse lookup zones.

- **Public Safety Mobile Cruiser Support:**

DoT worked to improve and enhance the officer experience with technology in their main working environment—the police cruiser. In 2017, DoT migrated the backbone of technology in police cruisers from cloned disk drives to the Microsoft SCCM enterprise tool. This move improved DoT's management of mobile operating systems by allowing for the installation of new hardware without the need to re-engineer the user interface and provided the ability to push software remotely to the cruisers, reducing manual intervention and officer downtime. DoT also began the process of encrypting all of the Mobile devices for added security and protection.

Technology Connectivity: The overall roadmap for evaluating and addressing the City's internet and telecommunications infrastructure needs.

- **Customer Service:**

In 2017, DoT continued expansion of the fiber optic infrastructure with an additional fiber build from the Parson Avenue Water Plant (PAWP) to the Southerly Wastewater treatment facility with a lateral build to 7000 Jackson Pike Composting facility.

- **Safety:**

DoT migrated the Public Safety HQ and Police Training Academy telephone system into a single citywide system utilizing Cisco Unified Communications and Voice Over IP (VoIP) functionality.

DoT continued to work with the Public Safety Department to backup video from police vehicles for disaster recovery purposes. Fourteen facilities have outdoor wireless upload capabilities for cruiser videos to simplify this process.

DoT continued building fiber optic laterals to increase Public Safety network bandwidth and eliminate leased circuit expenditures for Police and Fire locations citywide.

- **Wireless Access:**

Police wireless accessibility was increased with the utilization of wireless access point installation at Police HQ and the Police Training Academy. This access provides employee network wireless access, and public wireless internet access.

DoT continued to upgrade fire station infrastructure to replace aging infrastructure and end of support devices.

- **Economic Development:**

DoT continued to implement portions of the citywide connectivity plan to most efficiently connect City facilities for data exchange and telephone voice traffic. This included researching and implementing advanced wireless technology and fiber optic broadband, to provide mobility, analytics, security, and cloud computing into the overall City network.

- **Peak Performance:**

Continued to improve municipal City service delivery by interconnecting City facilities via the City's expanding fiber optic infrastructure eliminating leased service expenditures through lateral fiber builds.

Department of Development 2017 Annual Report

Housing Division

In 2017, the Housing Division provided home repair assistance to 807 households. The Division made 100 housing units safer by providing lead safe grant and created 481 units of affordable rental units. Thirty-eight workforce housing units were rehabilitated and the Division provided 52 new homebuyers down payment assistance. There were also 210 residential tax abatements approved.

Economic Development

Business Expansion

The Economic Development Division completed 25 business expansion projects which will leverage over \$275 million in private sector investments. The projects anticipate creating 1,313 new jobs and retaining 2,391 existing jobs and can result in \$191 million in new annual payroll and \$1.5 million in new city income tax revenue. Additionally, \$26.62 in private investment was leveraged per \$1 dollar of public investment and incentives.

Of the new business expansion projects in 2017, 13 projects were commercial or industrial real estate investments that collectively will create more than 1.9 million additional square feet of space. These projects create capacity for future business expansion in Columbus.

Some examples are:

Farber Specialty Vehicles and Benderson Development-455,000 square feet, along Brice Road

Rickenbacker West and Meritex-1,052,149 square feet (Rickenbacker)

Short North-UDF, former Haiku site, Budd Dairy and Grandview Merchantile-164,780 square feet

Gravity project in Franklinton-50,000 square feet

Small Business and Neighborhood Services Support

18 Small Business Neighborhood Commercial Revitalization Grants were closed in 2017 totaling \$275,118 in Neighborhood-Based Small Businesses leveraging more than \$608,228 in owner/operator funding.

The Division supported five small businesses loans totaling more than \$321,300. These loans were leveraged by more than \$550,389 in owner/operator funding.

The team visited more than 74 businesses through the Neighborhood Commercial Revitalization (NCR) Program business retention and expansion visits.

Planning Division

In 2017, the Planning Division initiated new area plans in Far East and Southeast using new citywide strategy. The team developed Columbus Planning Academy and undertook inaugural sessions with two area commissions. The Planning Division worked with partner city agencies to manage over 150 Urban Infrastructure Recovery Fund projects in 21 neighborhoods, including sidewalks, street trees, park improvements and street lights. Completed second year of partnership with the Celebrate One program, with a planner focused on Franklinton and Hilltop neighborhoods. Streetcar Sculpture was installed at Livingston Park as part of the City's Public Art Program.

The Urban Agriculture Plan was completed in 2017.

The Planning Division joined in the Mayor's Linden focus and initiated South Linden Land Use Plan.

Code Enforcement

The Department of Development released its annual vacant property count in 2017, and the number of vacant structures is down 40 percent since 2012. At the end of 2017, there were 3,817 vacant structures, while there were 6,284 vacant and blighted properties in 2012. In all but one of the neighborhoods, the number of vacant structures is down more than 50 percent.

Other activities in 2017 by Code included:

Code Officers Violation Notices Issued 20,445

Vacant Structure Notices 2163

Solid Waste Complaints 8492

Weed Abatement 1631

Graffiti 291

Land Bank

The Land Bank sold a total of 310 properties, including: 173 structures to people who commit to renovating a previously vacant house; 73 vacant lots for new house construction; four parcels for new multifamily construction; 52 side lots to the

adjacent owner (half of which were sold for zero/nominal price after they improved the lot); one new commercial project.

Some notable ones include:

The Out-of-Town Development, a multi-family development in East Franklinton;

Laurel Green, a 40 unit permanent supportive housing development with Community Housing Network;

St. Charles Preparatory School purchased a one acre site for campus expansion;

Sold 30 lots to Homeport to construct single-family houses for the Milo-Grogan Homes Tax Credit Project;

The Land Bank licensed 96 parcels for community gardens and beautification projects, including:

South Side Orchard, a partnership between the Land Bank, Wexner Center for the Arts, and Parsons Avenue Merchants Association to install a one acre community orchard as a part of the Fallen Fruit Initiative;

Completed most of the 2016 Parcel to Places sites, which is a competition to rethink vacant land bank parcels to uses such as art spaces, community gardens, and pocket parks;

Continued buildout of the Wheatland Farm, an urban farm in the Hilltop;

Acquired an additional 566 properties, 80% of which were abandoned structures;

Demolished 299 structures, 83% of which were paid by Neighborhood Initiative Grant Program

Department of Public Service 2017 Annual Report

The Department of Public Service consists of the Office of the Director and four divisions: Design and Construction; Infrastructure Management, Refuse Collection and Traffic Management. The department has at least 725 full-time, part-time and seasonal employees who provide a wide range of services that are essential to Columbus and central Ohio residents' quality of life.

Office of the Director

The Office of the Director includes Communications, Human Resources and the Office of Support Services. The Communications section worked to increase the public's knowledge of the work of the Department of Public Service to enhance the quality of life in Columbus' neighborhoods. The section collaborated with other Public Service personnel and the program office of Smart Columbus, the city's Smart City initiative, to organize and host an outreach event in the Linden neighborhood in early 2017 that drew several hundred participants who learned more about the Smart Columbus initiative which will use technology to enhance transportation in Columbus. Section personnel also participated in area commission, civic association and Neighborhood Pride meetings and collaborated with the Ohio Department of Transportation on communicating road closure and updates for different projects; produced fact sheets on various projects and city services and used the Department's Web site and Facebook and Twitter social media accounts to inform residents, visitors and business owners about Public Service projects, services and news; coordinated with the Division of Design and Construction to conduct several public meetings to inform residents and others about major capital improvements projects.

The Human Resources (HR) section responsibilities include hiring, administrative payroll, benefits, labor relations, performance management, occupational and safety programs and coordinating training for department employees. For 2017, HR reports the following activities:

- 147 New hires/ promotions/ transfers occurred in 2017
- Conducted 344 disciplinary investigations, with results ranging from "no further action" to termination
- 85 Terminations/ resignations/ retirements
- Participated in Engineer for a Day
- Promoted Drug Free Workplace, which included providing training and facilitating 233 pre-employment and random drug tests
- Reviewed 626 drivers abstracts twice this year to make sure all licenses were up to date
- Reviewed 65 Engineering Licenses once this year to make sure all licenses were up to date
- Moved Solid Waste Inspectors from Development to Public Service
- Participated on the negotiation teams for American Federation for State, County and Municipal Employees and Communications Workers of America contracts
- Facilitated refresher training on the contents of the Department's Health and Safety manual to more than 400 employees
- Ongoing training on safe work practices and conduct of nearly 200 safety compliance audits;

The Office of Support Services (OSS) worked with department leadership to keep Public Service fiscally lean and efficient, getting the most of every taxpayer dollar. OSS managed six operational funds totaling \$110.0 million in expenditures. The group generated 1,853.00 invoices totaling \$4.2 million.

The OSS Capital Section facilitated 359 pieces of legislation that was considered by the Columbus City Council. The section completed four Ohio Public Works Commission grant applications that resulted in three-grants. The section also finished 24 Ohio Public Works Commission grant/loan disbursement requests totaling \$2.6 million and 82 Ohio Department of Transportation (ODOT) grant-disbursement requests totaling \$10.4 million. The section closed out five grants, advertised 37 construction projects and 11 requests for proposals, and created 48 purchase orders for professional services and construction contracts totaling 133.6 million. The section paid 511 invoices for professional services, 211 pay estimates for construction contracts, and 37 other invoices totaling \$89.1 million.

Division of Design and Construction

The Division of Design and Construction completed work on the Central Ohio Transit Authority's Bus Rapid Transit Project. A project ribbon cutting occurred in January 2018. The \$9.7 million project was sold by COTA with Federal Transit Authority funding and was administered by DODC. It included Rapid Bus transit facilities and ITS/Signal components for 15 miles of bus route along the Cleveland Avenue Corridor from downtown to Delaware County.

Construction was completed on the following projects: Briggs Road Detention Basin, Poindexter Village Roadways – Phase 2, American Addition Phases 2 and , Joyce Avenue Phase 3 – 23rd Avenue to Kenmore Avenue, Gender Road and Refugee Road, Ohio Center Way Bridge over Conrail, Roadway Improvements- Scioto Peninsula-W. Broad Street, Lynn/ Pearl Phase 2 and 3, Pearl/Edan Alley Improvements, Traffic Signal Installation – CTSS C, 2018 Resurfacing Projects (1-3), Hague Avenue-Broad-Sullivant, UIRF Brick Repair, PST Crack Seal, Watershed Improvements-Glick Road Bridge

Repairs, Short North Improvements-Phase 1, Franklinton Curb Extensions, 2017 Citywide ADA, UIRF-Clintonville/Indianola Road Diet, Eakin Road Sidewalks (Salisbury-Hague), High Street Phase 4 Utility Plan, Hamilton Road Phase B (S-curve) and many others.

The Construction Section Private Development group finalized inspection of 26 Private Construction Agreements totaling over \$4,620,277. Work continues into 2018 on 115 new and ongoing Private Construction Agreements with an estimated construction cost totaling \$38,071,653. The group also inspected 244 CID projects for the Department of Public Utilities. The Private Construction Section continued to assist the Permit Section in Private Utility Inspections by inspecting 181 Street Excavation permits. It allowed permit inspectors to focus on the multiple smaller projects and provided additional inspection to several large Private Utility Projects insuring protection of public infrastructure.

Construction staff continued to work closely with Arcadis Consulting to improve and manage the Electronic Construction Administration system which works within the existing Project Management Information System (PMIS). Staff piloted the new additions to the existing system in 2017 which included force account tracking of additional construction costs. Mobile tablets used by all field staff to update daily work activities into the web based database continues to greatly reduce copies of standard drawings, plans and specifications produced and allows the Section to be more environmentally friendly.

In 2017 the In House Design subsection completed field inspection of selected roadways for the design of construction plans and documents for resurfacing 300 streets. This work totaled \$32 million in design and construction costs and consisted of 32 Arterial Streets and 268 residential streets totaling 182 lane miles of roadway. The 2017 resurfacing projects included construction of 1367 Americans with Disabilities Act-compliant curb ramps (ADA). Approximately \$917,000 of the \$32 million was invested in maintenance and repair of concrete streets. Another \$2.5 million was invested on the Citywide Curb Ramp project, for design and construction of an additional 249 curb ramps throughout the City.

The division completed 1,120 plan reviews of for the divisions of Design and Construction, Water, Sewers and Drains, Power and Facilities Management, ODOT, the Franklin County Engineer's Office and other joint venture projects, with a 93 percent compliance to timeframes for completion of reviews. A total of 285 capital-improvement project plan reviews, 209 right-of-way and utility plan reviews, 248 traffic signal and interconnect plan reviews, 123 utility reviews, and 235 maintenance of traffic and traffic control plan reviews were completed equaling the 1,100 reviews. A total of 240 private development E-plans were reviewed, 871 CC-plans reviewed, and 550 site compliance plans. Design review also continued for ODOT's multi-phased downtown I-70/I-71, and I-270 projects.

Design Section received and investigated 21 service requests (311's). Construction Section received and investigated 729 service requests (311's).

The Columbus Traffic Signal System (CTSS) Phase D project, which expands the fiber optic network by 105 miles to communicate to 265 traffic signals, was signed and approved by ODOT and began construction May 2017.

Division of Infrastructure Management

The Division of Infrastructure Management has, as its primary duties, the maintenance of the city's public roadways, the provision of street and traffic maintenance services including street sweeping, litter control, roadside mowing, graffiti abatement and snow removal; planning services for transportation infrastructure including pavement and structures management, capital project prioritization and scoping; the processing and approval of right-of-way permits and subdivision plat reviews.

The division also assigns all addresses within the City of Columbus, coordinates the department's review of proposed annexations, and maintains various digital mapping (GIS) feature layers essential to many departments within the city.

GIS/Mapping & Applications

The GIS/Mapping & Application section issued a total of 7,660 addresses "Certified" for use, and assisted with the coordination of 3.3 linear miles of new roadway that was added to the City's roadway through annexation and new dedication. The City of Columbus annexed an additional 0.124 square miles creating a total corporate boundary area of approximately 224.6 square miles. The section continues with the support of all application initiation such as Warrior Watch 2.0, Route Optimization, Work Order Management, Asset Management, Recollect, and the future endeavors of the DOIM will result in increased data integrity, efficiencies and impact the City of Columbus in a more impactful way.

Planning

In 2017 the Long Range Planning section of the DOIM planned and initiated a more than \$32 million roadway maintenance program consisting of the resurfacing of approximately 182 lane miles of roadway, and concrete rehabilitation on 25 streets. Additionally, the Long Range Planning Section identified more than 25 miles of alleys to be chip sealed by Street Maintenance as part of the \$1.5 million Alley Treatment program.

For a more bike friendly Columbus, DOIM planned and initiated a total of two miles of shared-use path along Norton, Trabue and Refugee roads and Olentangy River Road.

In addition the following bikeway infrastructure was constructed: 4.3 miles of shared-use path, 3.7 miles of bike lanes, 0.8 miles of sharrows, and 26 bike racks.

For a more pedestrian friendly Columbus, DOIM planned and initiated the installation of 249 Americans with Disabilities Act compliant curb ramps in the Citywide Curb Ramp Program and 1,280 additional ramps by way of the resurfacing program. DOIM also planned and initiated 3.7 miles of new sidewalk within the South Linden, Hilltop, and Near South Celebrate One areas. DOIM also planned and initiated the design of sidewalk on Toronto Street adjacent to Trevitt Elementary school for the Safe Routes to School program in the Near East neighborhood. For improved pedestrian access and neighborhood connectivity DOIM used Street Maintenance crews to construct 15 locations of missing sections of sidewalk in South Linden and the Near South neighborhoods.

Maintenance

The Street Maintenance Section of the division continued its work maintaining and improving the City's more than 5,000 lane miles of roadway which include bridges, and alleys. The Street Maintenance section performed surface treatment activities on 24.8 lane miles of alleys, closed 2,786 pothole cases, and completed 5 rounds of Roadside Mowing. The section completed two citywide Residential Street Sweeping cycles where 1,207 tons of debris was swept up. The section removed 92 tons of bulk debris from the roadside, had an additional 5,197 bags of debris picked up, more than 12,000 illegal signs removed from the right of way, and picked up over 800 tires. With the DOIM continuous efforts to increase liquid usage for snow & ice control, the section added an additional 10 Anti-Icer insert units to the fleet which were all fabricated in-house. The DOIM continues the implementation of the next phases of route optimization.

Permits

The Permits Section issued 14,628 right-of-way permits for excavation, occupancy, special hauling, sidewalks, curbs and driveways. Permit fees totaled \$2,075,492 plus \$468,424.95 in deposits for street excavations. Total permit fees include but are not limited to all fees collected:

- Permit application fees, \$819,000
- Daily lost revenue of parking meters, \$786,176
- Special Hauling Permits, \$296,520
- Inspection Fees. \$24,450

Division of Refuse Collection

The Division of Refuse Collection maintained and expanded its essential mission of keeping Columbus' right-of-way clean and the city healthy through the collection of refuse. In 2017, the division tracked or disposed of: 313,704 tons of municipal solid waste; 22,571 tons of bulk items; 41,710 tons of recycling; 34,596 tons of yard waste; 251 tons of hazardous waste, and 1,244 dead animals.

The Division's Solid Waste Inspection Unit investigated and resolved 1,409 cases of Illegal Dumping and 3,604 Refuse Code violations. The unit submitted 16 cases to the Environmental Crimes unit for prosecution.

The city's recycling program reports the following for 2017: Trash collected and disposed by the division increased 2.41 percent over 2016; residential recycling rates decreased by 0.72 percent; yard waste recycling increased by 9.24 percent over 2016; city employees recycled over 741 tons of material in the workplace in 2017.

The division issued 478 refuse and 605 recycling containers to new customers, issued 187 refuse and 451 recycling purchase containers, and repaired 8,895 and replaced 7,541 refuse and recycling containers;

The division collaborated with The Ohio State University to provide 13 free bulk trash drop-off locations in the campus area during the annual student Move-out/Move-in period. Between July 24 and August 25, 2017, 1,419.5 tons of trash and bulk items were collected.

Keep Columbus Beautiful reports the following 2017 accomplishments:

END LITTERING in COLUMBUS, a strategic litter plan, was developed by KCB and designed in partnership with the Neighborhood Design Center. The KCB totally program re-branded, changing its logo and colors to more closely align with the City of Columbus and national affiliate Keep America Beautiful. Website, collateral materials and promotional items were redeveloped.

KCB assisted the Division of Refuse Collection with the EPA Tire Grant in Linden, Hilltop/Franklinton and the South Side and conducted litter indexing for the Alley Pilot project.

KCB gave 24 educational presentations on litter prevention and waste reduction to 719 youths at 12 Recreation and Parks summer camps., met 3 times with 9 high school principals to launch the Litter-Free School Zone program, presented the Design Challenge at the Columbus City Schools REIMAGINE conference, trained 4 retired teachers and 20 police liaison officers to become presenters of The Wartville Litter Literacy Program for 3rd grade classes-they made 27 presentations. Assisted in coaching Indianola Informal 8th grade in Up Your AlleyTude Design Challenge. KCB staff conducted the

required Litter Index for KAB and began a baseline for new scored areas of the Hilltop, Franklinton, MACC, Southeast, Milo Grogan, and Linden areas.

Volunteering and event statistics for Litter/Beautification Events in 2017 included: 433 cleanups, 9,568 Cleanup Volunteers, 24,178 cleanup volunteer hours, 341,989 pounds of debris from litter cleanups; 54 beautification projects, 1,599 beautification volunteers, 5,285 beautification volunteers hours, 487 Total Projects, 11,167 Total Volunteers, 29,463.9 Total Volunteer Hours. The Adopt an Area program was reorganized, grandfathering in 72 groups as current and changing the focus to adoption of major corridors. The program hosted the 9th KICKBUTT COLUMBUS! Highway Ramp Clean Up event and served as a support partner for Green Columbus Earth Week.

Division of Traffic Management

In 2017, Traffic Maintenance completed 21,453 work orders: 592 within Pavement Markings, 7,934 within Parking Meters, 4,338 within Signs and 8,587 within Traffic Signals. Traffic Maintenance completed two additional work orders assisting in traffic management and mitigation for The Ohio State University Spring Football Game and OSU home games. Pavement Markings executed 185 hand work orders, 165 long line work orders, 77 crosswalk work orders, one temporary speed hump, 32 work orders for repairing or replacing reboundable posts, 32 work orders for QwikKurb replacement or installation, 7 school zone marking replacement. Parking Meters performed 4,132 meter repairs, 10,357 hoodings and 8,475 hood removals for events and construction projects. Traffic Signals performed 28 traffic signal refurbishments, 219 signal inspections, converted 426 signal heads to LED, installed 361 countdown pedestrian signals, and answered 3,592 calls via our 24 hour operation. The Sign Shop printed 56,060 individual pieces of printed material, fabricated 5,343 Street Name Signs, installed 9,244 signs and responded to 440 emergency calls within 1 hour.

The Traffic Emergency Response Team (T.E.R.T.) provided traffic control for 54 different emergencies throughout 2017.

The Development Review Section accomplished the following items in 2017: 240 preliminary site compliance plans reviewed, 723 final site compliance plans reviewed, 97 lot split applications reviewed, 23 grade and fill plans reviewed, 15 final plats reviewed and 2 preliminary plats reviewed. Resulting from the items above, 57 E-Plan scopes of work and 79 CC-Plan scopes of work were prepared to document required right-of-way improvements of these projects. Traffic study reviews were completed and rezoning/variance application reviews on behalf of the Department were completed in 2017 as follows: 116 traffic impact study or traffic access study reviews, 146 rezoning/council variance application reviews, 157 Board of Zoning Adjustment application reviews and 33 Graphics Commission application reviews. The section represented the Department at 54 public hearings in 2017 of City Council, the Development Commission and the Board of Zoning Adjustment. The section reviewed 171 rezoning and council variance ordinances to be heard by City Council and reviewed 79 rezoning applications to be heard by the Development Commission to ensure necessary developer requirements were appropriate.

The signal operations section reviewed 372 Utility Permits; responded to 588 OUPS and 171 direct-received design tickets; wrote 576 traffic signal engineering work orders; responded to and closed 766 traffic signal-related 311's; prepared 20 accident inquiry-related public information requests, implemented permanent traffic signal timing changes at 180 intersections; implemented/revised traffic signal coordination timing along several corridors.

The ITS Operations section/traffic management center brought 53 traffic signals on-line, created 294 graphical traffic signal displays, implemented 11,030 traffic signal timing changes; addressed 3899 calls (radio and phone); fielded 10,620 locution incidents, 4,070 emails, and 51,658 system alerts; wrote 180 work orders; and reviewed 502 utility permits for maintenance of traffic.

The traffic control section wrote 2184 sign and 509 pavement marking work orders. The pavement marking section wrote 509 work orders; supported OSU with their research regarding Smart Paint and Smart Cane technology and installed the Smart Paint at the Ohio School for the Blind.

Human Resources Department 2017 Annual Report

The success of any organization is dependent upon its workforce. The City strives to provide a professional environment that promotes workforce development, recognizes excellence, and ensures fair and equal treatment of its employees, applicants and customers.

The Human Resources Department's mission is to promote and support organizational excellence. We achieve our mission through effective human resources programming administered in an environment that embraces diversity, quality customer service, employee engagement and professional development.

In 2017, 38 employees (34 FT, 4 PT) fulfilled Human Resources functions in the following programs: Administration, Citywide Occupational Safety & Health, Citywide Training and Development, Compensation Management, Employee Benefits & Risk Management, Employee Resources, Equal Employment Resource, Labor Relations, and Veterans Affairs & American with Disabilities (ADA).

Administration

The Human Resources Administration program provides support to staff in the HR Department, as well as the Mayor's Office, Department of Education, and the Office of Diversity and Inclusion. This program is responsible for the ACHIEVE Summer Youth Employment initiative, hiring and placing 150 youth in meaningful summer employment over an eight week period. Human Resources Administration continues to work closely with the Mayor's Office to achieve the objectives of the 10 year reforms and efficiencies action plan.

Citywide Occupational Safety and Health Program (COSHP)

During 2017 COSHP continued to provide a significant portion of time to the City's participation in the Ohio Bureau of Workers' Compensation (BWC) Industry Specific Safety Program, Drug Free Safety Program, and the Capital Area Safety Council to achieve the objectives required to obtain premium discounts and rebates.

COSHP continued to work with the Office of Construction Management to implement safe design requirements for new construction that would ensure the safety and health of City employees and residents in new buildings. COSHP also provided design recommendations to the Division of Fire for the design of new fire stations that better protect the health and safety of firefighters. COSHP continued to provide support to various departments and work collaboratively with appointing authorities, City Council, City of Columbus unions, department and division safety committees, the BWC, and the Capital Area Safety Council. The continued support of the Mayor's Office, and City Council and the continuing efforts of joint union and management safety and health efforts has contributed significantly to our success.

COSHP manages the contract with Mount Carmel Health Systems to provide services in the City's Occupational Safety & Health Clinic. Focusing on the safety of employees is accomplished through collaboration between COSHP and the Occupational Safety and Health Clinic (OSHC), Mount Carmel Occupational Health, and the City's safety professionals. This partnership offers multiple resources to accomplish a culture of safety and health for City employees. Since February 1, 2009, the clinic has been under the direction of the COSHP and has been staffed by Mount Carmel Occupational Health. OSHC performs Occupational Safety and Health Administration (OSHA) mandated medical surveillance and other best practices and voluntary services.

These services include audiograms, asbestos surveillance, bloodborne pathogen vaccinations and post-exposure surveillance, cholinesterase surveillance, hazardous waste operations and emergency response (HAZWOPER) exams, lead surveillance, respirator medical evaluation, tuberculosis screening, union contract voluntary comprehensive wellness physicals, workers compensation appointments including work related injury treatment and case reviews, and educational services.

The Departments that most utilize OSHC are Public Safety, Public Utilities, Columbus Public Health, Recreation and Parks, and Finance & Management. The number of services performed through OSHC continues to increase. In 2017 the Clinic performed 1,520 face to face patient encounters and 13,794 services overall. The number of face to face encounters had a 45% increase compared to the 1044 face to face encounters in 2016. The number of services provided increased over 14% from 2016's 12,051 services. Vaccinations and respirator clearances made up a large portion of the services, with 644 vaccinations and 1268 respirator clearances performed in 2017. OSHC along with COSHP placed extra effort on educational efforts. We collaborated with the Recreation and Parks Department to create three educational training videos covering head injury, bloodborne pathogen exposures, and sun hazards.

A four-page "Firefighters and Cancer" handout was developed which details cancer prevention, symptoms and recommended screening for various cancers, and which elements are provided through their City Firefighter Physicals to address these concerns. This handout is provided to firefighters at their physicals and is available at their stations as well. We worked with DPU to develop first aid and emergency medical care procedures and informational handout materials for working with

hydrofluosilicic acid. Because of the increase in potential risks, a presentation was developed on fentanyl exposures and given multiple times including at the City of Columbus Human Resources Conference in October.

Citywide Training and Development

In 2017, Citywide Training & Development (CTD) offered 551 classes in 193 different topic areas providing relevant training and development opportunities to 6,112 City employees. High demand courses included 687 participants in Microsoft Office courses; 407 employees in New Employee Orientation; 685 employees in Implicit Bias; 273 employees were certified in American Heart Association CPR/AED Adult/Child/Infant; and 262 employees were certified in AHA First Aid.

CTD provided a total of \$7,570 in training to 24 small businesses in 2017. A total of 111 employees from small businesses attended various courses for a total of 79 course completions. CTD also provided training services to 93 Enterprise customers in 2017. Collectively, the Enterprise customers successfully completed 204 courses resulting in a revenue of \$9,878. CTD participated in several community events such as the ABC6 Job Boot Camps where they conducted career development courses and resume labs.

On December 11, 2017, CTD launched a new Learning Management System. The Training Gateway allows CTD to manage employee training data in one place, simplify the training registration process and streamlining the training approval process. Employees have on demand access to training calendars, training transcripts and can easily access online courses. Feedback is vital to offering relevant and engaging training courses. Citywide Training continued hosting bi-monthly meetings with the Training Advisory Council consisting of HR designees from City departments; administered Level 1 course evaluations; and conducted informal Level 2 evaluations for selected trainings. These outreach efforts and others encouraged open dialogue resulting in improved courses; stronger working relationships and increased number of customized onsite training programs.

CTD continued its partnership with the Ohio Chamber of Commerce to offer CLE and HRCI accredited webinars. The Supreme Court of Ohio also approved CTD's application to provide 2.0 CLEs for Ohio Ethics Law Training. CTD also partnered with Moritz College of Law, The Ohio State University and Columbus City Schools for the purpose of mentoring and providing development opportunities for Columbus' young professionals.

Compensation Management

Compensation Management is responsible for the development, implementation and administration of compensation policies, procedures and strategies that promote the development of fair, equitable and market-driven compensation management systems. The program is also responsible for developing and managing effective performance management programs.

In 2017, the Compensation Management program implemented a software-based performance management program for Management Compensation Plan and Health Administrative Compensation Plan employees. The software promotes efficiency, effectiveness, and consistency in performance management Citywide and provides employees with an effective, efficient, and timely evaluation of their performance.

Compensation Management continued to contribute to several contract negotiations throughout the year. In addition to providing extensive employee salary data and analysis, Compensation Management also contributed to and testified in the fact-finding process for the Communications Workers of America Local 4502 negotiations. Projects that begun in 2017, continue to be developed or finalized for reviewing pay grades or ranges for all classifications, and producing standardized responses to dozens of requests every year for survey data.

Employee Benefits/Risk Management

The Employee Benefits/Risk Management (EB/RM) program area administers the City's benefits program and workers' compensation program. The benefits plan, which includes the medical, prescription, dental, vision, short-term disability, life, and COBRA programs are administered in accordance with applicable laws and/or negotiated union contracts. In addition, the workers' compensation and injury leave benefit programs are administered according to the Bureau of Workers' Compensation rules and regulations and the negotiated union contracts. EB/RM is also responsible for the City's compliance with the Ohio unemployment workers' compensation program and the Healthy Columbus program.

In a collaborative effort with the City's Occupational Safety and Health program, Bureau of Workers' Compensation and the City's MCO, workers' compensation claims have been strategically managed to reduce the number of days lost from work and maximize the return-to-work opportunities. These efforts, coupled with transitional work accommodations,

resulted in a 36% reduction in lost days from 2016. Employee Benefits continues to support departments on the Transitional Work Duty program.

EB/RM and Occupational Safety and Health participated in additional workers' compensation cost saving programs which resulted in total refunds received in 2017 from the BWC and the Capital Area Safety Council totaling \$14,906,007.66. The programs creating this refund also include the City's participation in the Bureau's Handicap Reimbursement program; Subrogation of BWC claims; and protests of inaccurate claims rating analysis performed by BWC.

Employee Benefits/Risk Management was involved in 2017 negotiations with respect to benefit plan redesign, which resulted in effective cost containment measures.

The Healthy Columbus program continues to provide employees and family members with opportunities to improve their health and quality of life through physical activity, tobacco cessation, healthy eating and disease management programs. In 2017, 48% of employees participated in at least one employee wellness program, a 10% increase since 2015. The employee fitness center was utilized over 11,000 times by 965 employees. Registration for the on-site group fitness classes, employee/family 5K and City teams for community walks/runs also increased. 2017 was the third year that Healthy Columbus offered an employee/family intramural sports program; both the softball and volleyball league participation reached their registration cap. Several healthy lifestyle challenges were offered to encourage employees to be active, eat well, reduce stress and increase water consumption.

Individual health coaching programs also proved successful. The tobacco cessation program has saved the City an estimated \$260,422 since its inception in 2011, and boasts a quit rate that is 20% higher than the industry average. A registered dietitian provided free nutrition counseling to 148 employees during approximately 200 appointments in a 6 month period. The employee fitness center support specialist provided 193 fitness consultations throughout the year. The Healthy Columbus team also began to promote the free disease management programs available to employees through UnitedHealthcare, particularly focusing on healthy back, diabetes, and asthma programs.

Over 1,900 employees participated in 45 biometric health screenings in 2017. The increased screenings and engagement have resulted in increased referrals for employees to manage their health condition under the care of a primary care physician. The screenings also resulted in 1,100 employees enrolling into the Real Appeal program, which is available to employees through our insurance provider, UnitedHealthcare. Utilizing weekly online coaching classes and support, those employees have lost 7,500lbs and counting since February 2017. The free flu shot program for employees and family members was also continued, saving the City approximately \$117,000 in direct and indirect costs related to influenza.

In 2017, the Healthy Columbus program was the recipient of the Columbus Business First "Healthiest Employers of Central Ohio-Large Business" award, the American Heart Association's Fit Friendly Company Gold Award, and the Healthy Ohio Healthy Worksite Gold Award, presented by the Ohio Department of Health.

Employee Resources

Employee Resources is responsible for the Citywide coordination of two employee supported philanthropic efforts; the Mid-Ohio Foodbank Operation Feed and Combined Charitable Campaigns. In 2017, employees donated over \$199,000.00 to the Combined Charitable Campaign and 378,993 meals to Operation Feed.

In 2017 the annual Employee Recognition Program highlighted some of the many accomplishments of individuals, teams, divisions and departments for their safety initiatives, cost saving ideas, professional development, veteran's service commitment and acts that earned employee's the highest form of recognition; the Mayor's Award of Excellence. Additionally, 1,374 employees were acknowledged for longevity.

The program is responsible for the coordination of the downtown Government Complex American Red Cross Blood Drives. In 2017, employees exceeded goal, donating 201 productive units for the cause. Employee Benefits along with this program, coordinated the annual employee health and benefits fair and participates in employee orientation expos. Throughout 2017, employees were updated on resources, discounts, activities and events available to them by way of postings, memos, flyers, citywide voicemails, e-mails, newsletter articles and mailings.

Equal Employment Resource Office

The Equal Employment Opportunity classification was revised in 2016 to Equal Employment Resource Manager, which was filled in October 2017. The program's responsibility includes managing EEO complaints and ADA requests as well as

partnering with the departments for investigations, training and resources to support City employees. In 2017, the department received a total of ten (10) formal EEO complaints. The analysis is as follows: Prior to the filled revised position the City of Columbus' Human Resources Department investigated three (3) formal EEO complaints. Two (2) of the complaints were received from the Department of Public Utilities, one (1) from the Department of Public Safety. In addition, there were seven (7) formal complaints received by EER since the classification revision. Of those seven (7), three (3) of the complaints were passed to the department level Human Resource office for investigation; (two (2) were with the Department of Public Safety and one (1) with the Department of Public Health). Two (2) complaints had investigations done with the City Attorney's Office based on complaints filed with the Ohio Civil Rights Commission. One (1) complaint was received from the Department of Public Safety and one (1) with the Department of Public Utilities. The EEO-4 report was submitted in October 2017.

Labor Relations

The Labor Relations area is responsible for the negotiation, and year round interpretation of 6 collective bargaining agreements and one compensation plan. The Labor Relations program administers the Tuition Reimbursement Program and the Drug Free Safety Program (DFSP). In 2017, negotiations took center stage in an effort to overhaul the health insurance programs and eliminate the City's pension pickup of employee contributions. In 2017, the program:

- Completed negotiations for a successor collective bargaining agreement with AFSCME Locals 1632 and 2191, and FOP/OLC, Inc. with pension pickup contributions being phased out during the life of the agreement, along with significant cost-curbing changes to the health insurance program.
- Adopted the Fact-finding recommendations for a successor collective bargaining agreement with CWA Local 4502, which resulted in pension contributions being phased out during the life of the agreement, along with achieving significant cost-curbing changes to the health insurance program.
- Continuing negotiations for a successor collective bargaining agreement with FOP Capital City Lodge #9, and successor collective bargaining agreement with IAFF Local #67.
- Facilitates the HR Best Practices Team to review, edit, and update Citywide policies. Continue to draft legislation to amend the MCPs and collective bargaining amendments as needed.

The Labor Relations Program conducts grievance and disciplinary hearings for AFSCME Local 1632, AFSCME Local 2191, CWA Local 4502, FOP/OLC bargaining unit members, and Management Compensation Plan employees within the City. In 2017, eighty six (86) grievances were advanced to Step 2 of the grievance procedure. Additionally, there were one hundred and fifteen (115) disciplinary cases answered or settled, and seventeen (17) fitness for duty hearings were conducted.

The City of Columbus supports higher education and the Labor Relations program area processed \$838,189.71 worth of tuition reimbursement applications.

The Drug Free Safety Program (DFSP) is managed by the Drug and Alcohol Coordinator (DAC). This program oversees drug and alcohol tests of City employees in six categories: reasonable suspicion, random, post-accident, return to duty, follow-up and pre-employment testing. In all, 2,053 drug and alcohol tests were conducted in 2017. The program 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 BWC's DFSP. The DAC completed E-Learning video training related to the DFSP new hire orientation and a DFSP refresher E-Learning video training for frontline supervision. In 2017, 4,823 employees were trained using the DFSP E-Learning video training and 911 supervisors used the E-Learning video training for refresher training. There were 135 supervisors that completed the DFSP 2-hour classroom training and 34 new supervisors completed the New Supervisor Series of classes.

Veterans Affairs and Americans with Disabilities (ADA)

The City Veteran Affairs coordinator is responsible for ensuring compliance with the Uniformed Services Employment and Reemployment Rights Act (USERRA) and serving as a resource for managers within the City of Columbus and its residents. In 2017, the Veteran Affairs office conducted numerous public events including the City Employee Veteran Appreciation Day Luncheon, Veterans Day Parade, Purple Heart Day, and 9/11 Remembrance Ceremony. The office receives calls daily from residents and concerned individuals seeking assistance or looking for directions to the appropriate resources. As a result, the Veteran Affairs office maintains and attends a variety of public meetings and discussions with area Veteran Service Organizations (VSOs) at all levels of government.

The City Americans with Disabilities coordinator is responsible for ensuring compliance with Title II of the Americans with Disabilities Act (ADA) and serving as an internal and external resource for individuals seeking information and guidance on the landmark anti-discrimination law. The ADA is a broad law that demands input and experience from across the City of Columbus. As a result, 2017 garnered public feedback at monthly meetings of the Mayor's Columbus Advisory Committee on Disability Issues (CACDI) delivering updates on City policy and connecting specific concerns of the public with key contacts within the City departments. The ADA Coordinator fields approximately three public inquiries per day on matters pertaining to the ADA or issues faced by persons with disabilities. In 2018, the focus will be on conducting ADA facility review of high-use City-owned properties and publishing updates to the ADA Transition Plan and Self-Evaluation.

Department of Public Utilities

2017 Annual Report

Director's Office

Several major infrastructure improvements went online, and ratepayers benefitted with the debut of a new customer service portal within the Department of Public Utilities (DPU) in 2017. Following a cost of service rate study and approvals from the Sewer and Water Advisory Board and Columbus City Council in 2016, a new rate structure went into effect in January 2017 reflecting a 3% increase for water, a 3% increase for sanitary and a 1% increase for stormwater, resulting in an average 2.9% increase to the average customer bill. The department continued outreach on the Low Income Discount Program, which provides a 20 percent discount to qualifying water and sewer ratepayers. Since its implementation in 2006 (the initial 15% discount was increased to 20% at the beginning of 2009) the program has remained popular, ending the year with 3,915 single family home participants and an additional 1,486 families in multi-unit housing for a total of 5,401. Also, 3,476 senior households in the Columbus water service area received an additional discount on their water bill, having their water service charges waived. 190 Columbus power customers who are seniors enjoyed a 10% consumption discount on their bills.

The department successfully recertified its Environmental Management System (EMS) to the environmental criteria established by the Organization of International Standards (ISO) 14001:2015. The department is one of a very few public utilities in the U.S. known to have a fully operational ISO-certified EMS. The department also successfully completed internal EMS audits at multiple facilities and environmental compliance audits for all its facilities. Ohio EPA compliance inspections conducted at several facilities produced favorable results. The department continues to implement capital projects and operational controls to address activities which most significantly affect the environment, including potential impacts from sewer overflows, chemical storage/handling, and waste management.

Utilization of technology continues to improve both customer service and overall efficiency. Additionally, the Damage Protection section responded to 144,948 request-to-locate tickets from the Ohio Utilities Protection Service and made 34,937 site visits to locate underground utilities prior to excavation.

The mission of the department's Emergency Preparedness Section is to provide successful response and recovery actions to safely maintain operations, protect employees, minimize disruption to the public, minimize environmental impact, and preserve property during an emergency incident. In 2017, the Emergency Preparedness Section updated five emergency plans, facilitated four table-top exercises and three notification drills, evaluated the response to those exercises/drills and four additional real-life emergency incidents. The table-top exercises included the Division of Power, the Parsons Avenue Water Plant, the Southerly Wastewater Treatment Plant, and the Franklinton Floodwall. Emergency preparedness training is continuous and corrective actions from all after-action reports continue to be followed through until completion. Additionally, this section continued to oversee administration of the department-wide vulnerability assessment, seeking to identify hazards most likely to affect DPU infrastructure and possible points of system failure. The vulnerability assessment is ongoing and expected to be completed by summer 2018.

GreenSpot, a program of the City of Columbus, was created in 2008 as a way for people to learn about living and working greener. 2017 saw significant membership growth and now totals more than 17,000 homes, businesses and community groups, each committing to behaviors promoting responsible stewardship of the environment. More than 600 households received either a rain barrel, compost bin, or native plants through the GreenSpot Backyard Conservation cost share program. Eight businesses graduated from the GreenSpot Sustainable Business Course, and German Village became the third GreenSpot Neighborhood. GreenSpotLight award winners were Ohio History Connection, Dawes Arboretum, and CeraNet.

The Communications Office continued to coordinate information requests, distribute news releases, brochures and customer bill inserts regarding water quality and conservation, prevention of water pollution and other notifications required by the Ohio EPA. The department's website remained responsive to ratepayers and companies that do business with the city, highlighted by the new Public Utilities Customer Portal rollout in mid-September, which saw an excellent initial response: over 23,000 customers had enrolled by the end of December. The portal provides ways for customers to receive a paperless bill, pay online, enroll in auto pay, and other features. Additionally, the Communications Office updated existing materials and posted new content, including consumer alerts and seasonal topics. Many of these topics and other timely information were also shared via social media through the department's Facebook page and Twitter account, both of which saw growth in followers during the year.

Division of Power

The Division of Power maintains a network of substations, transmission lines, distribution and street lighting circuits throughout Columbus. Nearly 13,500 business and residential accounts enjoy reliable city power, allowing the city to provide the necessary maintenance and energy to over 56,000 streetlights in Columbus and ODOT's freeway lights on major highways within city limits. During 2017, the division added 650 new customers to its service, which included projects like Vets Memorial, the Michael B. Coleman Governmental Center (111 North Front Street), Barrett School Apartments, Deco Active Adult apartments, new retail at Lennox Shopping Center, and the Bethel Road Booster Station.

For the year, the division received most of its power supply from American Electric Power Energy Partners. In addition, the Division of Power directly purchased about 12 million kilowatt hours (kWh) of power from green resources, coming from two primary sources; Central Ohio BioEnergy, a bio-waste facility that diverts 25,000 wet tons of bio-solids from incineration and an additional 35,000 wet tons of organic waste from landfills each year from regional biomass sources; and New York Power Authority, which operates three large hydroelectric complexes, four small hydroelectric complexes and seven small, clean power plants fueled by natural gas. The division also continued to offer the EcoSmart Choice program, which allows customers to purchase Renewable Energy Certificates for up to 100% of their electricity usage (cost is \$0.005 per kWh). All city facilities served by the division have been enrolled in the program since it was adopted in 2016; in 2017, participation doubled to include non-city facilities like residential and small businesses, offsetting nearly 34 million kWh in energy consumption.

The division's Streetlight Engineering Design Section was responsible for overseeing the installation of 846 new LED streetlights. The following major streetlight projects were constructed and accepted in 2017, and are now incorporated in the city's streetlight grid system: Sylvan Street, South Westgate, Gemini Parkway (Ikea Way), the Convention Center (Nationwide Boulevard), Upper Albany West Section 10 (Parts 1 & 2), Maple Canyon Avenue, Deewood Drive, Cleveland Avenue, and East Dublin Granville Road.

Revenues for the division – from the sale of electricity to residential, commercial and industrial customers and from the expressway lighting contract with the State of Ohio – in 2017 totaled \$87,071,145 while expenditures totaled \$81,625,333.

Division of Sewerage and Drainage

The Division of Sewerage and Drainage is responsible for various vital services including the treatment of wastewater generated in the City of Columbus and 25 contracting communities, maintaining the sewer collection system in Columbus, stormwater management and surface water quality protection.

In 2005, Columbus submitted its Wet Weather Management Plan (WWMP) to the Ohio EPA, intended to bring the city into compliance with its consent orders regarding sewer overflows. The WWMP proposed extensive new infrastructure that would control combined sewer overflows (CSOs) and eliminate sanitary sewer overflows (SSOs). By 2015 there had been significant progress, resulting in dramatic reductions in the number of CSOs.

The Integrated Plan and 2015 WWMP Update, branded Blueprint Columbus, are a result of a reanalysis of the remaining components of the 2005 plan. Blueprint Columbus is a greener alternative to addressing wet weather problems instead of building bigger and more "gray" infrastructure outlined in the 2005 plan. Blueprint Columbus consists of four "pillars," including a voluntary sump pump program, sanitary sewer lateral lining, roof downspout redirection (to remove excess storm water from the sanitary sewer system), and green infrastructure, which will manage and treat excess storm water after it is removed from the sanitary sewer system and becomes surface runoff.

2017 Blueprint Columbus accomplishments:

- Construction in the Clintonville 1 project area, including: installed 31,193 square feet of pervious pavement; 62 rain gardens; 24 curb extension basins and 3 regional basins; lined 66 sewer laterals; redirected 27 downspouts; installed 112 sump pumps.
- Continued engineering design in North Linden 1 (final design and community outreach), Hilltop 1 and 4, Miller-Kelton, 5th by Northwest, West Franklinton, Near South, and Clintonville 3 (surveying and data collection).
- A Friends of Blueprint Columbus was formed to facilitate community engagement and public education.

Additional consent order-related accomplishments:

- OSIS Augmentation Relief Sewer (OARS): construction is complete and the system was put into operation mode in July. Project substantial completion in accordance with, and in conformity to, the contact drawings and specifications was achieved by the contractor and accepted by the city on August, 31, 2017.
- Lower Olentangy Tunnel (LOT): engineering for Phases 1 and 2 began in January. LOT will be a large diameter sewer and will provide relief at several key connection points along existing interceptor sewers. Phase 1 and 2 serve two objectives for the city's collection system; Phase 1 is a key improvement to meet the Long Term Control Plan to control CSOs along the Olentangy River, while Phase 2 will address the Integrated Plan to control SSOs and water-in-basement incidents. The design team completed a preliminary design report in July and continued to move toward a final sewer alignment in December.

Non-consent order project accomplishments:

- Lockbourne Intermodal Sub-trunk (LIS): construction started late in 2016 and continued in 2017. The LIS is 10,200 linear feet of 78" and 7,000 linear feet of 60" diameter sanitary sub-trunk sewer to service the western portion of the former Air National Guard Base (Rickenbacker Airport), the Village of Lockbourne, the intermodal transportation facility, and the 900 acre Joint Economic Development District (JEDD) established in 2007. This

project will also create additional sewer system storage capacity, which will make it possible to eliminate existing household septic systems in this area in the future.

- Blacklick Creek Sanitary Intercepting Sewer (BCSIS): this project will extend the existing sewer from its current terminus just south of Blacklick Creek Boulevard, north to Morse Road along Reynoldsburg-New Albany Road, providing sewerage service in the developing New Albany area. Due to the required depths and geologic conditions, the project will be constructed via tunneling methods and will have a finished diameter of 10 feet. The tunneling operation nearly reached 11,500 linear feet of a total of 23,000 feet.

Wastewater Treatment Capital Improvements

Chemically Enhanced Primary Treatment (CEPT) will provide treatment for additional wet weather flow and increase total wet weather treatment capacity at the Southerly Wastewater Treatment Plant. The CEPT facility will be implemented by four construction phases: Site Preparation, Preliminary Treatment, Clarification, and Disinfection. The Site Preparation contract was completed and the remaining three went under construction.

2017 marked the first year that the city achieved 100% beneficial reuse of biosolids. Building on this success, the department has several projects underway that will help ensure future beneficial reuse of Jackson Pike and Southerly wastewater treatment plant biosolids, which include:

- Compost Facility Odor Reduction Improvements: this facility has produced Com-Til, an exceptional quality soil amendment, for nearly 30 years. Com-Til is used in numerous applications in central Ohio for its nutrient value, organic content and moisture retaining characteristics. In 2017, DOSD commenced planning to ensure the facility is viable for the next 30 years. This project will reduce odors by adding air capture to the curing step and replacing the odor control. New composting equipment will allow for close monitoring and optimized processing of compost.
- Southerly Digesting Progress Expansion: to support recent capital improvements that will increase wet weather treatment (CEPT) and allow for beneficial use of methane gas (co-generation), DOSD initiated detailed design for the addition of a seventh anaerobic digester. Construction will allow Southerly to expand production of Class B bio-solids for beneficial use while capturing the methane gas generated for production of electricity.
- Jackson Pike Land Application Improvements: mirroring recent improvements at Southerly's Biosolids Land Application Facility, DOSD anticipates beginning construction on improvements to ensure the biosolids produced at Jackson Pike will be beneficially reused for agriculture, or in an innovative way like at the city's Hybrid Poplar Tree Farm Outlet. To contain costs, DOSD will rehabilitate existing tanks that are underutilized rather than construct new facilities.
- Jackson Pike and Southerly Cogeneration Facility Projects: these will design and install equipment to provide beneficial reuse of digester biogas, which will produce about half the total electricity used at both plants, and provide large amounts of boiler heat for the treatment processes and buildings. Preliminary design began in 2017; these improvements are expected to provide good payback and significant greenhouse gas reductions.

The Project Dry Basement sewer backup prevention program continued to progress during its 13th full year with 25 new backflow valves installed; a total of 946 valves have been installed since the program's inception in 2004. This program, along with the division's preventative maintenance program, has demonstrated success in reducing occurrences of basement sewer backups.

Columbus' sewer line inventory was estimated at 4,501 miles of sanitary, storm and combined sewers. Flows treated at the two wastewater treatment plants resulted in a combined average of 185 MGD; precipitation for the year totaled 47".

The Sanitary Enterprise Fund collected \$278,907,677 in revenue and expended \$260,023,940. The Stormwater Enterprise Fund collected \$41,790,961 in revenue and expended \$40,765,122.

Division of Water

Division of Water (DOW) staff ensure an ample supply of safe drinking water to what continues to be 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.

During 2017, 48.6 billion gallons of potable water, in accordance with all state and federal drinking water standards, was delivered to customers in the Columbus metropolitan area. With an estimated service area population of 1,196,848, the average per-capita consumption was 111 gallons per day. Total daily water pumpage averaged 133.2 million gallons.

Water treatment plants

- Dublin Road Water Plant (DRWP): construction was completed on Part 3 and construction continued on Part 4 of the \$200 million dollar DRWP Capacity Increase Project. On Part 4, several major milestones were achieved, including installation of six new 900 horsepower high service pumps, and completing installation of major

equipment items for the new Ion Exchange System. Detailed design work for the DRWP UV Disinfection Improvements project and the DRWP Standby Power project were completed.

- Hap Cremean Water Plant (HCWP): construction was completed on the \$70 million Treatment Improvements project, which installed new recarbonation and ozone-biologically active filtration processes, and on the \$5 million Bulk Chemical Building project, which renovated the alum, fluoride, and zinc orthophosphate storage systems. Design was completed and construction was started to replace the plant's lime slaking systems. Detailed design was completed for the Standby Power Project, which will install generators to allow the plant to continue operations during extended power outages. Detailed design work for the HCWP UV Disinfection Improvements project continued, and condition assessment work on the Basin Concrete Improvements project was completed.
- Parsons Avenue Water Plant (PAWP): construction continued on the \$65 million PAWP Treatment Upgrades Project with several major milestones completed, including commissioning of clarifier improvements and placing the new 11 million gallon clearwell into operation. Construction was completed on pump replacement work at Collector Well #103, and design work for replacing pumps at three other collector wells was started.

Also, the Residuals Management Plan project, which will characterize current treatment residuals at all three water plants and provide guidance on managing disposal and/or reuse of the residuals in the future, was started.

Additionally, work at the division's reservoirs and dams included: rehabilitating the Glick Road bridge deck over the O'Shaughnessy Dam; assisting the Ohio Department of Natural Resources with their project to improve the Oxbow Road boat ramp facilities at Hoover Reservoir; starting detailed design of improvements to the O'Shaughnessy Hydroelectric Facility; completing construction of improvements to the Alum Creek Pump Station; completing bathymetric studies for the Griggs, O'Shaughnessy, and Hoover reservoirs; and beginning preliminary design work for the Hoover Dam Improvements - Part 1 project, which will replace aging gates, valves, and other equipment.

The division invests in existing distribution infrastructure through its Replacement and Rehabilitation (R&R) Program, which annually prioritizes replacement of water mains that require repeated maintenance and to improve flow to service areas. Major R&R improvement projects in 2017 included: Lamont Avenue Area (approximately 13,500 linear feet of new 8" mains); Acton Road Area (approximately 10,500 linear feet of new 6"-8" mains); Maize Road Area (approximately 14,000 linear feet of new 6"-12" mains); Silver Drive Area (approximately 15,700 linear feet of new 8"-12" mains); and Dewberry Road Area (approximately 20,300 linear feet of new 6"-8" mains).

Upgrading the city's water distribution supervisory control and data acquisition (SCADA) system was a multi-faceted project that improved the reliability of remote-operated booster pump stations, elevated storage tanks, and control valves. Improvements included renovation of the existing main control center, construction of a remote backup control center, radio network improvements, software/hardware upgrades, and improved system security. The Bethel booster station was upgraded to improve utilization; work included replacement of two pumps, new electric service and equipment, installation of a 30-inch water main, a standby power generator, and a new roof.

The Pitometer Water Waste Survey located 170 breaks in the distribution system while investigating 1,850 miles of pipeline. Repair of these breaks reduced underground leakage by an estimated 4.07 million gallons per day. The Main Line Repair Crews repaired a total of 493 main-line breaks and 2,154 service leaks in Columbus and our suburban contracted areas, as well as repaired or replaced 1,035 damaged hydrants along the 3,539 miles of pipe in the system.

Continued implementation of the Cross-Connection Control and Backflow Prevention programs have increased water use surveys on existing properties to assure proper protections are in place, with backflow prevention devices currently listed on 23,723 properties. Task-specific software has streamlined this program with the goal of protecting our water supply from backflow contamination. Backflow requirements for temporary water uses and water hydrant permit connections are reviewed periodically for proper system protection and best business practices.

The Water Enterprise Fund collected \$204,579,675 in revenue and expended \$191,509,301.

Excellent customer service remained a top priority in 2017. Customer Service Representatives answered 402,514 calls in the Customer Service Call Center regarding various water, sewer, stormwater and electricity questions. Billing was handled for the following numbers of accounts:

Water	277,428
Sewer	274,000
Stormwater	197,583
Power	13,487

Meter reading, inspections and repair also continued to provide excellent customer service by reading all water, power and sewer meters for billing, completing 90,115 service calls – including the installation of 9,333 radio-read water meters, which will improve efficiency – and 1,452 large/commercial water meter tests.

Civil Service Commission 2017 Annual Report

The Civil Service Commission is committed to providing a quality workforce for the City of Columbus based upon merit system principles. Through our collective knowledge and experience, we strive for efficiency and consistency in the application of the Commission's Rules and Policies. We are dedicated to improving the services we provide by anticipating employment trends, by listening to the needs of the operating agencies, and by responding accordingly.

The Columbus Covenant identifies peak performance as one of its seven goals. "Peak Performance" is defined as investing in all City employees and developing systems that support a high-performing City government. The Civil Service Commission is on the front line, playing an integral role in achieving this goal.

The Civil Service Commission is the primary contact point for candidates seeking employment with the City of Columbus. The Commission acts as the gateway, assessing applicant qualifications for 88 percent of all City jobs. Through the online Employment Center and applicant testing, the Commission ensures the individuals who ultimately comprise the City's workforce of approximately 8,000 full-time employees, are of the highest caliber capable of providing exceptional service to the citizens of Columbus.

Together with its Civil Service Commissioners, the Civil Service Commission is responsible for upholding and administering all mandated provisions of the Columbus City Charter, including, but not limited to, the administration of the City's class plan, verifying personnel actions and certifying City payroll, and serving as a neutral hearing body for employee appeals regarding suspension or discharge actions by an appointing authority. As required by the Ohio Revised Code, the Commission also provides class plan maintenance, personnel actions oversight, and appeal hearing services for all classified employees of the Columbus City Schools.

Class Plan Maintenance

The Civil Service Commission is responsible for maintaining the City's class plan, which provides a structural framework for all personnel actions and provides the basis for an equitable compensation plan. Regular class plan reviews and revisions are necessary to ensure each class specification continues to meet the ever-changing needs of each department. For this reason, an important Commission objective is to review every classification at least once every five years. At the close of 2017, 100 percent of the City's class plan was up-to-date. As part of this objective, staff completed a total of 172 class reviews with recommendations approved by the Commission in 2017.

The 172 reviews resulted in:

- 9 actions to create new classification specifications
- 5 action to abolish classifications
- 47 actions to review without change
- 111 actions to revise and/or retitle

Additionally, 81 positions were randomly reviewed to determine if their duties matched their current classification; 95 percent of these positions were properly classified.

The Commission also conducts job audits upon request by an individual, a department, or a union. The purpose of these audits is to ensure that City employees are performing the duties for which they were hired, qualified, and being properly compensated. During 2017, Commission staff completed a total of eight position audits; six of those positions were identified as misclassified. Misclassifications are typically resolved through reassignment of duties to the position which are appropriate for the current class, or reallocation of the position to a different class for which the current duties best fit.

Applicant and Employee Services

In order to ensure that specific positions under each of the job classes in the class plan can be filled in a timely fashion with qualified employees, the City's Charter has designated primarily two classification types: noncompetitive and competitive. Noncompetitive classes are either non-skilled positions or those with qualifications that have a license or other conditions that must be met by an external source, such as a Registered Nurse, and for which it is impracticable to test. Competitive classes are those which require a broader set of minimum qualifications and a variety of job-specific knowledge, skills, and abilities, such as an Office Assistant and for which testing is practical.

To identify an initial pool of candidates for City employment, the Commission uses its online Employment Center database. The Center includes a wealth of information about jobs with the City, including: current vacancies, exam opportunities, job descriptions, qualification requirements, and salary information. Additionally, the Center houses an automated job interest database and the convenience of submitting applications on-line. This service can be utilized via the Commission's website from any computer with web access or at kiosks located at the Commission's downtown offices at

77 N. Front Street on floors one and three. A potential applicant can indicate interest in multiple jobs and will automatically receive an email notice to apply when the City is taking applications for a given job.

The Applicant and Employee Services Unit is responsible for the notification and application process for the City’s noncompetitive, provisional, and unclassified jobs.

In 2017, the Applicant and Employee Services Unit:

- received 20,732 Job Interest Cards submitted electronically for all City jobs
- posted 397 noncompetitive/provisional/unclassified job vacancies
- received 17,372 online applications for noncompetitive/provisional/unclassified job postings

Non-Uniformed Testing

The Commission’s Uniformed Testing Unit administers exams for nine job classes that make up the Public Safety services for the City of Columbus. The majority of the examinations are comprised of at least three components, including a paper test, an oral response, and a physical assessment or tactical exercise. The Uniformed Testing Unit works closely with the IAFF and the FOP to ensure fairness and consistency in the testing processes of promotional exams. The following exams were administered in 2016 with resulting eligible lists established in 2017: Fire Battalion Chief and Fire Deputy Chief. The next group of exams were administered in 2017 with the resulting eligible lists established in 2017: Entry-level Police Officer, Police Sergeant, Entry-level Firefighter, Fire Lieutenant, and Fire Captain. Each of these exams were developed, administered, and validated by Civil Service Commission staff.

Entry-Level Testing

The Entry-level Firefighter exam consists of three phases. In 2017, there were 4,077 individuals who applied to take the Firefighter exam. In all, 465 candidates were placed on the Firefighter eligible list. The Entry-level Police Officer exam consists of four phases. In 2017, there were 2,513 individuals who applied to take the Police Officer exam. In all, 450 candidates were placed on the Police Officer eligible list.

Promotional Testing

	Number of Exam Phases Added to Eligible List	Number of Applicants	Number of Candidates Tested	Number of Candidates
Police Sergeant	4	144	66	44
Fire Lieutenant	3	275	175	74
Fire Captain	3	75	52	37
Fire Battalion Chief	3	9	7	5
Fire Deputy Chief	3	4	2	2

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 City Charter, Civil Service Commission Rules, and current collective bargaining agreements/pay ordinances. The monitoring process includes verifying personnel transactions such as appointments, changes in pay, leaves of absences, and political activity. During 2017, the Commission processed an average of 511 transactions per pay period before the payroll was certified correct to the City Auditor and paychecks issued.

Columbus City Schools

In addition to services provided to the City of Columbus and its employees, the Ohio Revised Code (ORC) provides that the Commission also oversees various administrative personnel functions for approximately 2,587 employees in the classified service of the Columbus Board of Education (Board). In accordance with the ORC and an agreement executed by both the Commission and the Board, services provided by Commission staff for the various administrative personnel functions are billed to the Board. This agreement covers any and all work associated with class plan maintenance (creation, revision, abolishment of class specifications), test development and/or administration, and trial board administration for the Board. The Commission will make such services available to the Board as long as Board funding is available for reimbursement of Commission costs for the services.

As of January 1, 2017, there were 127 classification specifications in the Columbus City Schools' class plan. During the year, staff completed a total of 64 class reviews with recommendations approved by the Commission.

The 64 reviews resulted in:

- 8 actions to create new classification specifications
- 8 actions to abolish classifications
- 0 actions to review without change
- 1 action to place a moratorium
- 47 actions to revise and/or retitle

These actions resulted in the district's class plan totaling 127 classifications as of December 31, 2017.

In 2017, Columbus City Schools utilized the Commission's downtown test center for (16) days of testing, and the Hearing Room for two days of trial board hearings.

Civil Service Commissioners

The City Charter provides that the Mayor, with the approval of City Council, appoint the three Civil Service Commissioners:

Grady L Pettigrew, Jr., President	Term expires January 31, 2018
Delena Edwards, Member	Term expired January 31, 2014
Stefanie Coe, Member	Term expires January 31, 2022

The Commissioners have the 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 City Schools. During 2016, the Commissioners 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 2017, the Commission:

- held 12 regular meetings
- held 2 trial board disciplinary appeal hearings

The Commission's 2017 docket included:

- 8 disciplinary appeals filed by employees/unions
- 14 non-disciplinary appeals filed by employees/unions
- 1 appeal withdrawn
- 13 disciplinary appeal rulings (6 carried over from 2016)
- 17 non-disciplinary appeal rulings
- 61 requests for background administrative reviews by applicants
- 62 background administrative review rulings (1 carried over from 2016)

Expenditures

Summary - Expenditures by Unit	2016	2017
Administration	\$2,089,551	\$2,004,857
Classification & Testing-Sworn Employees	1,174,513	1,504,377
Classification & Testing-Civilian Employees	611,269	525,338
Total Expenditures	\$3,875,333	\$4,034,572

Department of Finance and Management 2017 Annual Report

The Department of Finance and Management is organized into two operational groups: Financial Management and Asset Management. Financial Management oversees city-wide budget development, monitoring and control. Asset Management coordinates and manages city owned real estate, purchasing, facilities, manages construction projects, and maintains vehicles for most city agencies. The Director's Office provides overall coordination and policy direction for the Department's fiscal, human resource, and legislative processing functions, and oversees the city's print shop and mailroom functions.

Within the Financial Management Group is the Division of Financial Management, which includes the Budget, Grants Management, and Debt Management. Within the Asset Management Group are the Divisions of Facilities Management and Fleet Management, Construction Management, Real Estate Management, the Purchasing Office and Construction Pre-Qualification.

By group, then by division or office, 2017 highlights are as follows:

FINANCIAL MANAGEMENT GROUP

Budget Management

The primary function of the Budget Management Office is to provide fiscal analyses in the preparation and monitoring of the annual operating budget so that city leaders have useful, accurate, and timely financial information from which to make informed decisions.

The 2017 budget was adopted by City Council on February 6, 2017 and was signed by the Mayor on February 7, 2017. Throughout the course of the year, the office monitored and reported on the financial status of all city departments by conducting quarterly and year-end financial reviews. Staff compiled and documented financial data and issued various financial summary reports. A year-end report of 2016 financials was also issued in the first quarter of 2017, comparing overall 2016 revenues and expenditures to 2015 levels, as well as to the projections in the 2016 third quarter financial report. Ten-year pro forma operating statements for the general fund and for most major operating funds were updated, as was the city's general fund three-year financial plan (2017-2019). A monthly general fund revenue report was compiled that compared revenues to the previous year's receipts, as well as to the City Auditor's estimate. Additionally, throughout the year, Budget Management staff reviewed operating and capital expenditures to ensure budget compliance.

The office completed various special projects in partnership with other city agencies, including, among others, the following: served on the city's teams for labor negotiations with all of the city's unions; produced and compiled forecasts for the 2018 County Tax Budget; completed the tasks necessary to provide for the transition of the CelebrateOne Initiative from the Department of Public Health to the Office of the Mayor; continued involvement in Police's body worn camera implementation; assisted in the selection of the city's energy consultant; and provided support to the Office of Diversity and Inclusion in the financial structuring of the first Ohio Municipal Business Conference. Of note, in June, the Government Finance Officers Association (GFOA) notified this section that the City was granted a Distinguished Budget Presentation Award for the second consecutive year.

The Mayor's 2018 Recommended Budget was presented to the public on November 14th and submitted to City Council on November 15, 2017 in conformity with Columbus City Codes. Building upon the redesign work of the past several years, the 2018 document included several enhancements to better communicate and engage stakeholders.

Debt Management

The Debt Management Office oversees the coordination of the Capital Improvements Budget (the CIB) and the six-year Capital Improvements Program (the CIP).

The office coordinated the preparation of the 2017 Capital Improvements Budget and the 2017-2022 Capital Improvement Program. Also, in cooperation with the City Auditor, the office participated in various note and bond sales throughout the year. The city issued a \$62,000 Street Lighting Special Assessment Note in May to provide funds for street lighting with ornamental poles and underground wiring for the Broad Meadows – Highfield Drive Area. In June, the city issued an \$8.5 million Limited Tax note to refund a previously issued debt associated with the city-owned parking garages. In October, the city issued \$314,120,000 of General Obligation Securities to fund various new citywide capital improvement projects. In November, a General Obligation Refunding Bond sale in the amount of \$185,735,000 was conducted to refund previously issued general obligation bonds. The net present value savings of this sale was approximately \$10.4 million.

The city's long-term general obligation bond credit ratings of AAA by Standard and Poor's Corporation, Aaa by Moody's Investors Service and AAA by Fitch Ratings, Inc. were maintained in 2017. The city has maintained these high ratings from Standard and Poor's Corporation and Moody's Investor Service since 1995 and from Fitch Ratings, Inc. since 2006. The bond ratings for all three national rating agencies represent the highest long-term credit rating that can be achieved. These ratings allow Columbus to realize interest savings when issuing debt because investors are confident of timely repayment.

Grants Management

The Grants Management Office does budget preparation and program monitoring for various federal grant programs. As such this office continued to coordinate certain financial and regulatory aspects of the Community Development Block Grant (CDBG) Program, the Home Investment Partnerships (HOME) Fund, the Emergency Solutions Grant, the Housing Opportunities for Persons with AIDS (HOPWA) Grant, and three Neighborhood Stabilization Program grants (NSP 1, 2 & 3).

The office's program management functions included: the preparation of the annual Consolidated Plan and budget; federal prevailing wage compliance; Section 3 compliance coordination; regulatory and financial monitoring of city programs and contracts; technical assistance to city departments; provision of cash management and financial services; and the submission of quarterly and year-end performance and financial reports. It also administered a loan servicing contract for housing and economic development loans.

Grants Management provided for the administration of federal environmental review requirements for all of the above-described grants as well as other Department of Housing and Urban Development (HUD) grants received by the Columbus Metropolitan Housing Authority and outside non-profit agencies.

Purchasing Office

The Purchasing Office is responsible for the procurement of goods and services, including the administration of the city's procurement policies and procedures. Some highlights for the year are:

- In conjunction with other city departments, the Purchasing Office proposed legislation that updated the procurement code. These procurement code changes were effective February 1, 2018. Under the new procurement code, authority for materials, supplies and equipment was raised from \$1,000 to \$5,000 and the threshold for council approval of contracts was raised from \$20,000 to \$50,000.
- Purchasing was instrumental in establishing contracts to purchase and/or lease electric vehicles which supports the SMART City initiative of reducing carbon emissions and enhance mobility.
- Purchasing continues to work closely with the Auditor's Office and the DAX accounting, procurement, and financial reporting software.
- Purchasing is in the process of updating the electronic catalog with Vinimaya to help ensure compliance with procurement policies and procedures. The e-catalog system is responsible for issuing city purchase orders which totaled over 38,000 in 2017.
- Purchasing staff created over 2,275 non-catalog purchase orders for customer agencies. Staff also created 1,237 informal bids, 236 formal bids, and eleven best-value requests for proposals.
- Throughout the city, over 3,252 bid documents flowed through the Vendor Services portal, with over 1,000 distinct vendors submitting approximately 7,530 responses.

Construction Prequalification

The Office of Construction Prequalification was created in 2014 to pre-qualify potential construction bidders and specific subcontractors who receive or perform construction service work. The Office pre-qualifies licensed construction trade contractors seeking to perform any portion of work on city construction projects and to administer a prequalification process through the fair and equitable evaluation of business entities seeking to do construction business with the city. The Prequalification Office was merged with the Purchasing Office in mid-2017. The Office processed over 200 hundred prequalification applications in 2017.

ASSET MANAGEMENT GROUP

Construction Management

The Construction Management Office provides building construction and renovation project management. Construction Management worked on more than eighty (80) planning, design, construction and management projects ranging from \$10,000 to \$75 million in 2017. Some highlights are:

- Significant completion of the 111 North Front Street building (Coleman Government Center) and parking garage.
- Renovated exterior brick and façade on the Front Street Parking Garage.
- Completed the construction of a compressed natural gas (CNG) facility at the COTA Complex on McKinley Ave.
- Construction progressed for the CNG West fueling station on Krieger Court near the Georgesville Refuse Outpost.
- Completed renovations at the Reeb Avenue Community Center.
- Completed renovations of the warehouse at the Groves Road Complex Phase 1 which accommodates several Department of Public Safety agencies.
- Completed construction of Fire Station 2 at 4th and Fulton, including the demolition of the old fire station on the same site.
- Began renovation of the elevators at the Municipal Court Building (375 S. High St.).
- Design was completed for Fire Station 35 on Waggoner Road.
- Continued design of Police Substation 18 on Sancus Boulevard.
- Windows replacement at the Municipal Court was completed.
- Renovations began on the HVAC at 240 Parsons (Columbus Health Building).
- Renovations began on the vehicle storage facility (Jim Musick building) on E. 17th Avenue to accommodate CNG vehicles
- Construction of roof improvements at the Inspection Building on E. 17th Ave. is underway. .
- Expanded the parking lot for the Division of Police at 743 W. 3rd Ave.
- Completed a comprehensive overhaul of the HVAC systems at the Jerry Hammond Center (1111 E. Broad St.).
- Replacement of sanitary drainage plumbing at the Municipal Court Building (375 S. High St.).
- Fire Station 15 groundwater problems were mitigated with the installation of sump pumps and other measures.
- Completed installation of storm windows at 77 North Front Building.
- Completed renovations to the East Central Health facility.
- Completed construction of a new apparatus bay at Fire Station 4 on Winchester Pike.
- Heat pumps were replaced at the Model Neighborhood Building (1393 E. Broad St.).
- Completed the replacement of the Police Boathouse on Griggs Reservoir.
- Continue replacement of the elevators at Central Safety Building (120 Marconi).
- Renovated nine Fire Station kitchens.
- Fire laundry equipment was upgraded commercial grade washers and dryers in ten stations.
- Renovated the showers at the Fire Training Center (3969 S. Parsons).
- Security cameras were installed at the Fleet Complex on Groves Road.
- Managed numerous small renovations in city facilities.
- Completed the renovation of the City Hall main entrance.

Real Estate Management

Real Estate Management provides centralized management and stewardship of all real property (other than rights-of-way and utility easements) used in City operations to ensure effective utilization of real property assets, increase efficiency, reduce operational costs, and generate revenue and is responsible for negotiation, acquisition, and leasing of property and serves as a resource for real estate research.

Real Estate Management administers lease agreements, negotiates leases, acquires property for use in City operations, disposes of surplus property and oversees utilization of building space. Real Estate is also responsible for managing, safeguarding and maintaining centralized records of all city-owned property, leases, deeds and other instruments as evidence of title. Real Estate administers the payment of all real estate taxes on non-exempt or partially exempt City property, CAUV information and filings, and assists the City Attorney's Office in filing requests for exemption from real estate taxes. Real Estate also oversees the management of the Jerry Hammond Center and Municipal Court, administering the professional

building management contract for each facility and manages the contract for vending services for property used in City operations. In addition to these duties, Real Estate administers the property risk program and manages the insurance coverage for aviation, property casualty and stored vehicles, boilers, and general and excess liability. 2017 highlights include:

- Completed contract negotiations, due diligence, and acquisition of 1465 Oakland Park Avenue property for construction of a new Fire Station #16 for the Division of Fire.
- Marketed and sold 174-182 E. Long Street, a surplus city-owned property, generating \$2,500,000 of income.
- Completed transfer of property located at 1402-1418 Cleveland Avenue to City ownership and facilitated the opening of a new office for the Department of Neighborhoods.
- Completed the annual review of the current insurance program and coverages, broadened and adjusted coverages, worked with city's insurance broker to obtain quotes from multiple carriers and negotiated a reduction in premium cost for commercial property casualty coverage for the 2017-2018 insurance program resulting in approximately \$17,000.00 in savings, and implemented the binding of the property casualty, stored vehicle, aviation, boiler, and general and excess liability insurance coverage for the term August 1, 2017 through July 31, 2018.
- Completed fourteen new lease agreements and eighteen lease renewals and modification agreements. Administered receipt of over \$1.6 million dollars in revenue from leases of City property and over \$1.29 million dollars in lease payments for lease of property to meet city operational needs. Updated the City's Deeds Database and filings adding 236 new deed records.
Maintained the GIS layer of city-owned properties, used as a reference by multiple city departments, updating records for approximately fifty locations

Facilities Management

The Division of Facilities Management provides maintenance, custodial, and security services to over one hundred and three city buildings covering 2,960,000 million square feet of space which includes a 10.4 acre downtown municipal campus. Facilities Management is also responsible for the upkeep of thirty-five (35) fire stations, the Division of Fire administrative complex including the practical skills building and training academy. The division also provides services to twenty three (23) neighborhood police precincts, and police training academy. Other buildings and facilities include the Division of Refuse Collection buildings and Public Health buildings, the 1393 East Broad Street complex, the I-71 complex, the Public Safety/Public Service Impound/Parking Violation management oversight for Jerry Hammond Complex/Municipal Court Building. With a few exceptions, the Division of Facilities Management is responsible for: general maintenance /preventative maintenance, limited renovation to existing buildings, custodial services, landscaping, (19 acres) and snow removal (25 acres). The Security Specialists covers the downtown municipal campus and a few related buildings. 2017 highlights include:

- Renovation of the first level lobby, conference room and basement of 1393 East Broad Street.
- Renovation of the City Hall second floor suite 200 for the new Policy and Community Affairs office.
- Installation of the north chiller tower located in the underground garage at City Hall
- Renovation of the fourth floor Budget Management section in City Hall.
- The removal and replaced air conditioning units located on the City Hall courtyard roof.
- Upgraded City Hall security and established new protocols for entering with the installation of the x-ray machine and magnetometer. .
- Upgraded the original boiler system at City Hall with new recirculating tanks and controls.

Fleet Management

The Fleet Management Division maintains most of the city's motorized equipment, assists in the acquisition and disposal of fleet assets, develops vehicle utilization and replacement policies, and operates the city's vehicle/bike pool and shuttle bus services. Its mission is to provide services to city agencies to ensure efficient, safe, reliable, and green vehicle operation and maintenance by deploying the most cost effective vehicles, reduce underutilized vehicles, and to eliminate older high-maintenance vehicles. 2017 highlights include:

- Fleet Management obtained Automotive Service Excellence (ASE) Blue Seal for the 10th year in a row. Having achieved 1st in both 100 Best Fleets and Government Fleet's Leading Fleets programs, Columbus remains an "Elite Fleet" for the next 5-8 years.
- Continued to implement the "Green Fleet Action Plan" with targets and environmental goals for 2015- 18. The continued focus on reducing the use of petroleum fuel included increasing the use of CNG fuel 17% over 2016 with 556,619 gges

consumed by city fleet; increasing the use of E85 and propane fuel and installing anti-idle devices on police cruisers. These efforts led to a 7,640 gallon reduction in petroleum use in 2017. The use of CNG saved over \$227,800 in fuel costs compared to the average price of diesel fuel in 2017, and CNG pumped from City stations qualifies for over \$380,000 in alternative fuel federal tax credits.

- Construction continued on the west side regional fueling site on Krieger Court, which includes the City's 4th Compressed Natural Gas fueling location. The station is expected to open second quarter 2018. Construction was completed on COTA's CNG fueling station located in the downtown area, with City vehicles able to begin fueling in late January 2018.
- As part of the Smart Columbus program, Fleet Management continued to implement its portion of the initiative, which includes the addition of 200 electric vehicles to our fleet, along with implementing the necessary charging infrastructure. Fleet was able to meet almost half of its grant commitment in 2017 with a UTC for electric vehicles put in place during the last month of 2017 and the first 93 electric vehicles ordered including Nissan Leafs, Fusion Energis and a Chevrolet Bolt. The vehicles were purchased using a 12 month open-end lease option that allowed Columbus to realize 50% of the federal tax credit of \$4000-\$7500 per vehicle depending on vehicle type. The vehicles will be titled to the City of Columbus at the end of the 12 months.
- Fleet Management continued the process of addressing environmental regulatory compliance issues primarily among city fueling facilities, Fleet facilities and city-owned generator sites.
- Nearly 70 percent of city vehicles were within their replacement life cycle in 2017, down slightly from 80% in 2016. This is due mainly to many large vehicle orders being placed late in 2017 and not arriving until 2018, and also several vehicle orders taking a much longer time than usual to arrive due to vendor delays.
- Fleet Management held five vehicle/equipment auctions for retired assets in 2017, bringing in \$1,151,046. This is one less auction than was held in 2016, which resulted in lower auction revenues (\$403,414 less than 2016).
- Fleet Management's tire salvage/recycling program saved 80 worn tires from the landfill, resulting in significant savings on tire purchases, and our Refuse worn tire program resulted in 1,137 tires being retread instead of going to the landfill.
- Construction on the auction lot pavilion continued and is expected to be completed in the first quarter 2018.
- Fleet Management realized several notable decreases in occupational injury and illness rates for 2017. In 2017, Fleet reduced its number of days away from work incidents by 100% compared to 2016, from 82 lost work days in 2016 to 0 in 2017. The OSHA DART rate was reduced from 4.7 in 2016 to 2.8 in 2017. The Severity Rate was decreased from 16.4 to 0 in 2017, and the Lost Workday Rate was reduced from 2.84 to 0 in 2017. The reduction in the OSHA Severity Rate surpassed the Citywide goal of a 10% reduction from the previous year.

Office of Diversity and Inclusion 2017 Annual Report

In 2017, the Office of Diversity and Inclusion worked to elevate the importance of diversity and inclusion in the city of Columbus. Through its four pillars: Supplier Diversity, Workforce Diversity, Diverse Outreach and Internal Leadership Commitment and Communication, the office worked with internal and external partners to create a solid foundation to propel diversity and inclusion efforts forward in the city of Columbus.

2017 Major Accomplishments:

- Completion of the 1st full year of the City of Columbus Diversity Committee Process.
- Launch of the first ever Citywide Recruitment Taskforce.
- 100% Completion of implicit bias training for all MCP employees implemented by Human Resources supported by the Office of Diversity and Inclusion.
- 90% Completion of the Disparity Study process to determine whether there is a disparity between the utilization and availability of minority and women-owned firms (MBE's & WBE's). The results which are expected to be completed the first quarter of 2018 will help guide policy around supplier diversity.
- Successful implementation of the Ohio Municipalities Business Conference Expo. The conference brought in over 500 attendees from around the state of Ohio.
- Prime Utilization of Minority and Women Owned Businesses reached \$33,649,552 in 2017 up from \$26,975,166 in 2016 allowing more minority and woman owned businesses to be the lead on projects.
- Minority and Woman Business Certifications and Registrations up 15% to 501 compared to 424 in 2016.
- Enhanced workforce *Tableau* database tool which will help drive diversity recruitment planning.

Supplier Diversity Success in 2017

- Completed a successful pilot and first year launch of the Business Opportunity Assessment Program (**BOAP**). To date, we have provided management and technical assistance to more than 26 companies ranging in size and capacity, for needs such as: access to capital, securing government and private contracts, marketing and business plan development, and joint venturing and teaming support.
- Convened the initial meeting of the **Smart Columbus Diversity Working group**, a multi-disciplined and diverse group of supplier diversity and workforce development professionals whose charge is to advance diversity and inclusion throughout the program.
- Developed and implemented an **electronic certification application** process which greatly reduces the time needed for completion, thus, resulting in an increase in the efficiency of the certification and recertification of MBE and WBE firms.
- Planned and implemented a joint outreach program with the Department of Development to showcase opportunities for MBE and WBE contracting with its various divisions. More than 60 companies were in attendance, with supporting agency involvement as well.
- Certification reciprocity agreements in place with the State of Ohio Department of Administrative Services MBE program and Ohio Minority Supplier Development Council MBE program.
- Launched a capacity assessment project to better understand the capability of the certified business database for the city of Columbus.
- The office is responsible for ensuring that all city contractors have a valid Contract Compliance number. A company must complete an application verifying that the company is an Equal Opportunity Employer. In 2017 the office completed **487** new applications and **588** recertified registrations.
- Diversity and Inclusion Specialists served as voting members on numerous evaluation team committees in most city departments. The evaluation team is responsible for conducting a comprehensive review of bid submittals that scores proposals submitted by firms competing for city projects. ODI's participates in efforts to ensure fairness, equity and inclusion in the city's procurement process while helping city departments achieve more equity in awarding of city contracts.
- Diversity and Inclusion Specialists attended **95** pre-construction meetings to inform contractors of city of Columbus compliance regulations and enforce EEO Guidelines.

- The city of Columbus is the Local Project Administrator for the Ohio Department of Transportation (ODOT) funded projects. ODI's role was to monitor and report ODOT compliance regulations and Disadvantaged Business Enterprises (DBE) utilization goals;
 - Six projects were under review for 2017 with no major compliance issues.

Workforce Diversity Success in 2017

- **Citywide Recruitment Taskforce**
 - The Office of Diversity and Inclusion worked with Human Resources and Civil Service to launch the first ever citywide recruitment taskforce to attract diverse talent to the city of Columbus. This taskforce is comprised of key representatives from each department that have skill and experience to advance recruitment efforts with a focus on diversity. It is the goal of this taskforce to do the following: Create a citywide recruitment strategy, develop an employer brand, develop strategies to increase communication and collaboration across city departments to identify recruitment barriers and develop strategies to eliminate obstacles for diverse applicants, and to make the City of Columbus an employer of choice among diverse populations.
- **Department Specific Recruitment Plans Developed**
 - The Workforce Diversity team worked with each city of Columbus department to gather and review workforce composition data in an effort to identify areas of opportunity related to increasing diversity. Department's then developed their plans supported by ODI. Departments are in the process of implementing their diversity recruitment plans.
- **Department Specific Diverse Communications Plans Developed**
 - The Workforce Diversity team worked with each department to create a plan on how they will communicate their commitment to diversity and inclusion year-round.
- **Framework for Police and Fire 10 year diversity recruitment plans in partnership with Public Safety**
 - The ODI Workforce team worked with Public Safety to develop strategic plans and a methodology to increase diversity within the public safety ranks. The full plan is anticipated to be completed the first quarter of 2018.
- **Improved Workforce Database**
 - This enhanced database was critically needed and informs the city on how diverse each department is and what are the real opportunities to increase diversity.
- **Workforce Diversity Cultural Competency Training with City Departments**
 - The workforce diversity team worked with the Recreation and Parks Department to design and implement cultural competency training for all regular full time staff. This training will be designed specifically to meet the diversity training needs of their department through the use of surveys and focus groups. This training model/approach will be used as a template for all other city departments implementing department specific diversity related trainings.

Diverse Outreach Success in 2017

The Office of Diversity and Inclusion implemented an aggressive outreach strategy which consists of partnering with key external stakeholders in the areas of business, industry, academia and governmental and social service agencies, to enhance the workforce diversity and supplier diversity missions of the Office of Diversity and Inclusion. The office sponsored, participated or partnered with organizations including the following:

- The Columbus Urban League – MBAC Program Support, 2017 Diversity and Leadership Conference, Urban League Empowerment Day, American DBE Magazine, National Minority Supplier Development Council, Ohio River Valley Women's Business Council, Smart Women's Breakfast, ODOT Civil Rights Symposium, COMTO, Economic Community Development Institute, 2017 Ohio Business Matchmaker event, Central Ohio Diversity

Consortium, OMSDC Opportunity Fair, Ohio MBE Procurement Fair, Business First Diversity Luncheon, SBA Corridor Expo, Ohio MBE Luncheon, Business First's Diversity in Business Lunch Awards, Champions of Diversity Awards, Asian American Commerce Group Summit, SBA training events, and State of Ohio Business Expo.

- Workforce related events included outreach to Franklin University, Capital University, DeVry, Ohio Dominican University, African American Male Wellness Walk, African American Cultural Festival, Hire Ohio Alumni Career Fair and others.
- Additionally, the office staff participated in media interviews and other related activities to ensure that a diverse audience had access to city services related to diversity and inclusion.

Internal Diverse Leadership, Commitment & Communications

- The Office of Diversity and Inclusion understands that leadership is critical to effective diversity and inclusion efforts. In 2017, the first full year of the **City of Columbus Diversity Committee** was completed. This committee is comprised of representatives from all city departments and commissions which meet at least twice a year to set direction, establish policy, evaluate progress in the areas of workforce diversity, supplier diversity and other areas as determined by the committee.
 - One of the key functions of the committee in 2017 was to set the metrics for the city's diversity and inclusion efforts. The metrics were as follows:
 - **Workforce Diversity**
 - 100% of Departments develop workforce strategic plans
 - 75% of Departments
 - Ensure all MCP staff complete City-wide Training's *Implicit Bias* training.
 - Create and implement Diversity Communication Plan
 - Participate in 1 Diversity Recruitment Event before end of FY2017.
 - **Supplier Diversity**
 - Total city-wide 2016 Supplier Diversity Utilization Percentage was 8.44%. A target of 10% was proposed for 2017.
 - Finance and Management proposed revisions to Title 329.
 - In 2017, as a result of the commitment and leadership of Mayor Ginther and the Cabinet members, the following metric results were realized by the committee process:
 - **Workforce Diversity:**
 - 100% of Departments developed workforce strategic plans
 - More than 75% of all MCP staff completed Citywide Training and Development Implicit Bias Training
 - 75% of all Departments developed a diversity communications plan
 - 75% of all Departments participated in at least 1 diversity recruitment event
 - **Supplier Diversity:**
 - Based on projections, the stretch utilization target of 10% seems to be probable
 - Finance and Management did propose revisions to Title 329 that will significantly support supplier diversity. They took effect on 2/1/18
- The Office of Diversity and Inclusion met with each city department's leadership team to discuss the vision, mission, expectations and importance of diversity and inclusion to the Mayor and the residence of the city of Columbus.
- The office used its communications tool "The Inclusive Viewpoint" to reach out to the community. This tool features commentary from the Chief Diversity Officer on current diversity and inclusion news and events, posted to ODI's social media outlets.

Department of Neighborhoods 2017 Annual Report

INTRODUCTION

The Department of Neighborhoods is pleased to submit this document as its 2017 Annual Report. Mayor Ginther created the Department of Neighborhoods by combining the Neighborhood Liaisons/Pride Centers, Neighborhood Pride program, the Community Relations Commission, and the 311 Customer Service Call Center: creating a one-stop shop to serve as a gateway to City services.

During the calendar year 2017, the Department performed its primary role of strengthening our communities by providing customer service, advocacy, and connecting neighborhood resources and city services to all Columbus residents. Honoring the commitment of Mayor Ginther, the Department moved four staff members into the Linden Point of Pride Building: the area Neighborhood Liaison, two members of the Neighborhood Pride Program, and the Linden Project Manager. Through programs such as the Community Relations Commission, The New Americans Program, and My Brother's Keeper, the Department works with all residents to help to identify and resolve community issues and tensions. The Department of Neighborhoods investigates discrimination complaints, conducts diversity and inclusion training, facilitates the City of Columbus Civil Rights code compliance, and sponsors various forums and events that showcase and include our diverse population. The Department's New Americans Program provides opportunities for residents to receive access to existing programming, advocates for programs and policies that affect our city's immigrant and refugee populations and has created the framework to position Columbus as one of the Nations Welcoming Cities.

I. NEIGHBORHOOD SERVICES:

The Neighborhood Services division is comprised of the **Neighborhood Liaison** and the **Neighborhood Pride** program, the **Neighborhood Pride Centers, Community Outreach & Engagement, and the program section of the New Americans Program.**

The **Neighborhood Liaisons** are a team of advocates that work across Department lines to get results by responding to resident requests, issues and concerns. The Liaisons coordinate the exchange of information among residents, neighborhood organizations and city staff; provide technical assistance and serve as advocates on neighborhood issues; and coordinate the investment of city resources in the neighborhoods. The Liaisons work closely with neighborhood block watches, civic associations and 19 Area Commissions throughout the city.

Columbus City Council established Area Commissions in the early 1970s. The purpose of an area commission is to act as a liaison between neighborhood groups, property owners, residents, developers and city officials. The 19 Area Commissions are:

5 th by Northwest	Greater Southeast	Northeast
Clintonville	Livingston Avenue	South Linden
Columbus South Side	Milo-Grogan	Southwest
Far East	Near East	University
Far South	North Central	Westland
Franklinton	North Linden	West Scioto
Greater Hilltop		

2017 Successes:

- In 2017, City Council approved the creation of the West Scioto Area Commission. The newly elected West Scioto Area Commissioners were sworn in by then Councilman Hardin and held their first official meeting as an Area Commission on May 18, 2017.

The **Neighborhood Pride Program** demonstrates that a team—neighborhood groups, businesses, schools, the City of Columbus and others—can make our neighborhoods cleaner, safer and stronger. The program works to strengthen community engagement, build stronger neighborhood/city relationships, and empower neighborhoods and business to work with the City to improve their communities. Neighborhood Pride builds community, provides resources, and creates resident engagement, while bringing essential City services into a community. This week-long, targeted effort is a unique opportunity that brings together neighbors, businesses and City services to improve our communities. Neighborhood Pride has been in nearly 100 neighborhoods since its inception.

The partnership of residents and businesses is fundamental to safe and vibrant neighborhoods. The Neighborhood Pride Program is supported by the Neighborhood Pride Partners initiative created for both large and small companies to strengthen relationships with neighborhoods that are the lifeblood of businesses. During Neighborhood Pride, our Pride Partners provide meals, door prizes, supplies, and other support for items not funded by the City's General Fund. Our Neighborhood Pride partners have provided more than \$1.3 million in goods and in-kind services.

During the week of Neighborhood Pride, residents participate in Lunch and Learns, a Community Cookout, and evening activities including the Neighborhood Safety Academy, the Mayor's Community Walk, and the Mayor's Community Night. The program positively impacts our youth through the Neighborhood Pride Talent Search and the Neighborhood Pride Bicycle Safety Festivals. In addition to the Neighborhood Pride week activities, the program also hosts the FamJam community event in partnership with Franklin County Children's Services.

2017 Successes:

- Neighborhood Pride was held in 3 Columbus areas: Leawood Gardens/Thunderbird Acres (East), the Hilltop Community Worship Center (West), and South Linden/North Central Area Commission/Argyle Park Civic Association (Northeast).
- During the 3 Neighborhood Pride programs, city crews collected 141.4 tons of trash, repaired or replaced 595 trash containers, repaired 1,645 potholes, replaced 122 streetlights, inspected 596 catch basins, and painted 192 fire hydrants.
- The Neighborhood Pride team auditioned 80 students from Sherwood Middle School, Windsor Elementary and Hilltonia Middle School. Nineteen (19) students participated in the 2017 Neighborhood Pride Talent Show that welcomed over 100 residents.
- Provided and fitted 1,664 elementary kids with bike helmets through the Neighborhood Pride Bicycle Safety Festivals.
- Donated 145 bikes to partner organizations such as Columbus Division of Police, Columbus Recreation & Parks, Columbus Public Health, Franklinton Cycle Works, Columbus Division of Fire, and Catholic Social Services.
- 144 Neighborhood Safety Academy Graduates.
- 1,000 Lunch and Learn attendees.
- 5,000 attendees at the FamJam Community Event.
- 107 residents participated in the Mayor’s Community Walks.
- 200 residents attend the Mayor’s Community Night round table discussions

The **Neighborhood Pride Centers** serve as the direct communications link between the city and your community. The Neighborhood Pride Centers host hundreds of meetings and special events throughout the year. They are a one-stop-shop for city services and are dedicated to protecting the health, safety and welfare of the families living in the area. Through our Community Outreach & Engagement efforts, the Neighborhood Pride Centers strengthen relationships between City Departments and Columbus residents. Our Community Outreach & Engagement encompasses special programs and events such as the Rev. Dr. Martin Luther King Jr. Youth Oratorical Contest, the Rev. Dr. Martin Luther King Jr. March and Program, Black History Program, Yom HaShoah/Holocaust Remembrance, Gay Pride Illumination, the Neighborhood Best Practices Conference, the Columbus Neighborhoods & Community (CNC) Grants, Lunch & Learn Series, Courthouse to the Community and other events and programs as requested or needed throughout the year.

2017 Successes:

- More than 500 residents attended the Dr. Martin Luther King, Jr., March and Program featuring keynote address by Bishop Vashti McKenzie.
- Hosted a community wide Black History Month program at the King Arts Complex. The theme of the event was “Telling Our Story through Words, Dance and Music”.
- More than 150 attendees for the 2017 lighting of City Hall for the start of the City of Columbus Pride Celebration.
- 320 attendees participated in the Neighborhood Best Practices Conference featuring keynote speakers Deborah Johnson and Roy Hall.
- Partnered with Councilman Michael Stinziano for the Courthouse to Community event that provided resources from Franklin County Municipal Judges, Clerk of Courts, Franklin County Public Defender’s Office, Community Mediation Services, Online Settlement Programs, Refugee and Immigrant information, Legal Aid and others.
- Received 56 grant applications for the Columbus Neighborhoods & Community Grants program.
- Awarded 37 grants totaling more than \$20,000.
- Welcomed 260 people during the 2017 Lunch and Learn Series entitled, “Learning to Heal the Hurt”.

II. DISCRIMINATION INVESTIGATIONS AND CASE SUMMARIES 2016

The Department of Neighborhoods’ Community Relations Commission (CRC) is charged with the enforcement of Columbus City Code Title 23, Chapter 2331 regarding prohibition of discrimination in the areas of employment, housing, public accommodations, interfering with civil rights, racial profiling and ethnic intimidation. The twelve “protected classes” under the City Code are race, sex (including pregnancy), color, religion, sexual orientation, ancestry, national origin, gender identity or expression, familial status, active military status, age and disability.

2017 Successes:

- Achieved greater partnership with the Ohio Civil Rights Commission (OCRC) on discrimination complaints. Case information is readily shared, after processing the complaint.
- Improved relationship with the Department of Public Safety and enhanced police complaint investigation process by providing discrimination complaints directly to the Columbus Police Division Internal Affairs Bureau.

III. NEIGHBORHOOD TRANSFORMATION STRATEGY

In 2017 the Department of Neighborhoods' Neighborhood Transformation Strategy commissioned a comprehensive community plan for the Linden Community. Along with funding partner, United Way of Central Ohio, a contract was executed with the Neighborhood Design Center. As a result, the Department hired a Project Manager to oversee this work. The plan will focus on five pillars; Housing, Education & Workforce, Transportation, Small Business & Retail, and Health & Safety. When completed, the plan will include recommendations and an implementation strategy that will serve as the blueprint for community transformation in Linden.

This plan is being developed with extensive community outreach and engagement. To date we have hosted 4 community wide events to create awareness and build consensus, convened monthly working groups lead by residents in each of the focus areas, established a community advisory committee, hosted monthly meetings to gain feedback, and participated in several community events during the summer. To further engage the community, we worked with Sadicka & Associates to assist in facilitating working groups and host focus groups with key constituencies. Subsequent to our external efforts, we have convened an internal taskforce comprised of representatives from each City Department. This taskforce meets monthly, is tasked with coordinating all of the City's work in Linden, both public and private, and will aid in successfully implementing elements of the community plan. We have also completed a housing and market analyses of the neighborhood. A draft of the community plan will be delivered in July 2018, with a comment and editing period through August. The final plan and recommendations delivered in September of 2018.

IV. MY BROTHER'S KEEPER PROGRAM

President Obama launched My Brother's Keeper (MBK) Program in 2014 to address the persistent challenges faced by boys and young men of color to find ways to help them reach their true potential. In July of 2016, the City MBK efforts were moved to The Department of Neighborhoods. In 2017, Columbus City Council and the Department of Neighborhoods commissioned the Kirwan Institute for the Study of Race and Ethnicity to develop a report to learn more about the local landscape of youth vulnerability. This report, "Renewing Our Call to Action" outlines four critical areas where there are persistent gaps for boys and young men of color in education, economics, health and safety. Over the next year and beyond, The City will use the information from this report, to raise the bar and close achievement gaps to ensure that boys and young men of color in Columbus have the opportunity to succeed.

MBK Goals:

- Host two annual key events for Columbus youth and MBK stakeholders: a youth summit in the spring and a city-wide youth conference in the fall.
- Enhance the My Brother's Keeper Alliance (MBKA) that combines government, non-profit, private service providers, and youth members to identify and implement a strategy to work together in order to achieve a unified approach to support the success of boys and young men of color.
- Provide community grants to support programs serving boys and young men of color.

2017 Successes:

- Convened an MBK summit with 300 youth focusing on facilitated interactive dialogue with members of Department of Public Safety using the Columbus Foundation's "The Big Table" community conversation format.
- Hosted the MBK Empowered: Mentally Strong & Successful Leadership Conference
- Released the *Renewing Our Call to Action* Report
- Co-hosted four community conversations with stakeholders in the area of education, economic development, health and safety and provide an overview of the "Renewing Our Call to Action" Report.

V. NEW AMERICANS PROGRAM

The New Americans Program strives to increase awareness and promote an understanding of diverse cultural and linguistic communities across the City of Columbus. The program, through policy and programmatic initiatives, seeks to educate New Americans on how to access City resources and services to improve their quality of life and assist our new residents through the integration process.

2017 Successes:

- Initiated new interpreter, translation, and ADA contracts to afford equal access of services and meet the need of Columbus residents.
- Facilitated a Big Table conversation with Mayor Ginther and leaders of the New Americans community.
- Participated in the Welcoming Economies Global Network Regional Conveying to share best practices on how to development an economic impact of refugees report.
- Support the Annual Somali Graduation & Scholarship Program.
- Co-hosted three local community engagement roundtable discussions with the US Department of Homeland Security.
- Participate in quarterly meetings hosted by local refugee resettlement agencies to discuss barriers and solutions to serving refugees in Columbus and Franklin County.
- Assisted in the development of a city/county New Americans Advisory Council and co-coordinated the New Americans Forum.
- Awarded seven mini grant proposals focused on integration and welcoming implementation.
- Addressed safety concerns and social service needs at Wedgewood Apartments.

VI. 311 CUSTOMER SERVICE CALL CENTER

In 2017, the 311 Customer Service Call Center received a total of 354,301 contacts through a variety of customer “channels”. These channels include: telephone calls placed to the Service Center, Service Requests that are initiated online or via the mobile app, an email inquiry/request that is sent in to the Service Center, and voicemail messages left by callers (after hours/weekends). In 2016, there were a total of 341,940 311 contacts. This represents an increase of 12,361 contacts over 2016.

Building and Zoning Services 2017 Annual Report

The Department of Building and Zoning Services continued to see robust levels of activity in all of the department's core functional areas. Revenue from operations continued its upward trend, ending the year at over \$20.9 million. Revenue grew nearly 7.87% over the previous year.

Overall permitting remained relatively flat from 2016 levels. Issued permits totaled over 42,000 for 2017. Residential permits accounted for over 62% of issuances, while commercial and multi-family permits combined to be 35% of the total. Multi-Family permitting continued to trend upward, rising by over 12% from 2016. Although the permitting volume remained flat, the size and scope of larger projects increased which accounted for the increased revenue.

The Department completed nearly 79,000 building, mechanical, and graphics inspections in 2017. Over 99% of inspections were completed within one business day.

Building and Zoning Services issued over 18,000 permits online last year, culminating in a 71% increase from 2016. Online inspection trip purchases also continued with the upward trajectory evident in previous years. For 2017, online inspection trip purchases increased 31% from 2016 totals. Nearly three out of every four inspection trips are now purchased online.

Applications for variances and rezonings dipped slightly from last year, but remain elevated from a historical perspective. Although down nearly 9% from last year, requests for rezonings, Council Variances, and Board of Zoning Adjustment variances is well above 2015 levels. Zoning activity is known to be a leading indicator of future development and permitting, and the 2017 totals would suggest that private development throughout the city will continue to trend upward.

Activity in the Site Engineering section maintained the elevated levels exhibited in 2016. Applications for preliminary site compliance edged up 2.5% from 2016. Preliminary site compliance plans are early stage reviews conducted by the Site Engineering reviewers for projects that could be several months or years from commencing. Similar to applications for zoning variances and rezonings, these plans tend to be indicative of future development activity. With 246 reviews taking place in 2016, the medium to long term future for private development looks to be strong. Final site compliance plans represent a shorter time horizon for development, as they can often be the final step necessary before construction begins. The department processed over 526 final site compliance applications during 2017, which represented a slight 3.5% increase from the previous year.

The Building Compliance section opened and investigated nearly 2200 new cases of potential building code violations. The compliance team issued 700 building orders, of which over 500 were classified as unsafe or emergency. Additionally, the Department demolished over 50 blighted properties through court order or in partnership with the City and County Land Banks.

The Department of Building and Zoning Services continued to expand online permit offerings in 2017. In June, the Department launched online purchases of windows, roof, and siding permits. At the close of the year, nearly 2000 windows, roof, and siding permits were purchased online. As of December, over half of those permit types were being applied for and issued online. As the Department looks toward 2018, the adoption of electronic plans review should increase the number of permits issued online even more.

This past year also provided significant progress in the digital archiving of building plans and zoning documents. By the end of 2017, over 5,000,000 documents have been scanned and archived in a searchable database. This will ultimately allow the Department to retain building plans and other documents indefinitely which will better serve the industry and the City as a whole.

Looking toward the future, the Department of Building and Zoning services began a program to recruit and retain high quality candidates to serve as plans examiners. The Department created several Engineer-in-Training positions designed to attract professionals looking for experience to qualify for state licensure. Once certified, these individuals will be able to transition into full time plans examiner roles at a time when labor shortages and market competitiveness make filling vacancies a challenge.

To help combat a labor shortage in the skilled trades, the Department of Building and Zoning funded an apprenticeship program in partnership with the Columbus City Schools. Under the vision and leadership of Mayor Ginther, the Department seeded a fund with \$500,000 to be used for supplies and sundry items in conjunction with the trades curriculum at Columbus City Schools. Through this program, students will gain exposure to the work of skilled-trades practitioners, such as plumbers, electricians, and carpenters. Introducing students to these professions, and the good quality of life they afford, will empower some to be the next generation of skilled-trades professionals.

Echoing Mayor Ginther's commitment to neighborhoods, the Department of Building and Zoning Services began a campaign to engage neighborhood civic associations and area commissions. Throughout the year, representatives of the Department attended multiple commission and association meetings to illuminate core concepts of the building permit and

zoning processes. Partnering with the area commissions and civic associations has resulted in better communication and coordination for both the City and neighborhood representatives.

The Department of Building and Zoning Services continued to see the strength of private development in the City of Columbus in 2017. Annual revenue shattered the previous record set last year by more than 7%. Moving forward, elevated levels of zoning and site engineering activity predict another strong year for 2018. The Department continued to make advancements in technology with expanded online permitting offerings, and is poised to continue that effort with the launch of electronic plans review. Last year also saw the Department take an active role in the community through the apprenticeship program and neighborhood outreach efforts. Both the community engagement and technological enhancements has enabled the Department to better serve customers and residents of Columbus. As 2018 unfolds, the Department of Building and Zoning is committed to building upon those successful efforts to help make Columbus a safe and vibrant city.

Department of Education 2017 Annual Report

Mission Statement

The mission of the City of Columbus Department of Education is to promote and encourage public engagement in education issues, to recommend policies, procedures and legislation relative to public education and to implement recommendations of the Columbus Education Commission.

2018 Planned Activities

The following initiatives will be completed by the City of Columbus Department of Education over the course of the year. These initiatives are categorized by Columbus Covenant Goals.

1. Neighborhoods

Pre-kindergarten: In 2018, as in previous years, the Department will use data collected from various sources to strategically expand pre-kindergarten throughout Columbus, focusing first on communities with the highest needs and the lowest capacity. Using this data, the Department will work to assure that every neighborhood in Columbus has access to early learning opportunities and that the opportunities available are of the highest quality.

Linden Park Neighborhood Early Childhood Education Center: The Linden Park Neighborhood Early Childhood Education Center is a unique collaboration between Columbus City Schools and the Department of Education. The Department helped to develop and open the Linden Park Neighborhood Early Childhood Education Center in Linden in 2016. In 2018, the Department will again provide funding for 80 Linden Pre-K students at the center in both Columbus City Schools' classrooms and classrooms operated by community-based providers.

Pre-Kindergarten in the Hilltop: In 2018, the Department will begin to implement the recommendations of the Mayor's Hilltop Early Childhood Partnership to double the number of children enrolled in quality pre-kindergarten in the Hilltop by 2020 (see additional information below). Also, through a collaboration with the Center of Science and Industry (COSI), the Department is planning outreach and family engagement initiatives in the Greater Hilltop community.

Weinland Park Summer Success: In 2018 the Department will continue to partner with Ohio State University to increase kindergarten readiness in the Weinland Park community. Funding provided by the Department will allow 96 4- and 5-year-olds to receive critical core academic competencies in math and literacy, with supporting physical and motor development.

After School Programs: Services funded by the Department's After School Grant Program in 2018 will focus on assisting specific ethnic and minority youth such as Asians, Somalis, Ethiopians and LGBTQs. In addition, many programs serve children specifically from disadvantaged communities such as Linden, Milo Grogan, Near East, Franklinton and the Hilltop.

2. Safety

Pre-kindergarten/Social-Emotional Learning: Coming to school ready to learn does not just mean identifying shapes and letters and counting from 1 to 20. Though academics are important, children must be ready socially and emotionally for kindergarten, as well. A high-quality pre-kindergarten education allows young learners to develop executive functions and self-regulation. When children have opportunities to build these skills, individuals and society experience life-long benefits.

Research shows that children who have attended high-quality pre-kindergarten education programs are more likely to be able to read at grade level and graduate from high school and less likely to commit crimes, be arrested or be incarcerated.¹ Long-term benefits of high-quality early learning include lower rates of poverty, unemployment, drug use and teenage pregnancy.²

The Department of Education's 2018 pre-kindergarten strategy includes requirements for programs to make sure that children are learning these important social and emotional skills. A Preschool to Kindergarten Transition Summary, designed by *FutureReady Columbus* with the assistance of Columbus City Schools kindergarten teachers, highlights important social and emotional skills that children must master in order to succeed in school. Each of our partners is required to complete the checklist for each child to inform parents and school personnel of the child's progress and readiness for kindergarten.

Student Safety/Activity Programs: Efforts to keep Columbus children safe when school is not in session is an important goal of the Mayor and the Department of Education. Strategies such as the Safe Summer Initiative and Safe Spring Break Initiatives were developed in 2016 through collaborations between the Mayor's Office, Columbus City Schools and various

¹ http://www.highscope.org/file/specialsummaryrev2015_01.pdf

² <http://scholar.dominican.edu/cgi/viewcontent.cgi?article=1154&context=masters-theses>

City Departments, most notably Recreation and Parks. The Department plans to continue to work on these efforts throughout 2018.

After School Programs: An important strategy in keeping Columbus students safe is by providing a safe environment for children to learn after the school day ends. According to the Harvard Family Research Project (HFRP) and its national database of evaluations, research confirms that “children and youth who participate in after-school programs can reap a host of positive benefits in a number of interrelated outcome areas—academic, social-emotional, prevention and health and wellness. These are the skills that many suggest are necessary for youth to succeed in the 21st Century global economy and world.”

Services funded by the Department of Education’s After School Grant Program include: youth development, academic success, healthy lifestyles, tutoring, empowerment, civic success, leadership, nutrition, interpersonal skills and many others. A number of programs focus on assisting specific ethnic and minority youth such as Asian, Somalian, Ethiopian and LGBTQ youth. In addition, many programs serve children specifically from disadvantaged communities such as Linden, Milo Grogan, Near East, Franklinton and the Hilltop.

One of the requirements of the After School Grant Program is that providers participate in the Partnership4Success (P4S) initiative with *FutureReady* Columbus. Through P4S, child-specific data is collected on each participant and is used to set baseline measures and track progress over time. This data will be used to measure critical outcomes and set goals for continuous improvements for both the participants and the programs. This data provides insight to early warning indicators of attendance, academics and behavior so that targeted interventions can be identified and implemented. After-school programs that provide safe places for youth will also provide critical educational interventions. The social behavioral impact of having a positive, caring and competent adult during non-school hours who teaches and reinforces a positive growth mindset is of the utmost importance in crime prevention.

3. Education

Pre-kindergarten: Mayor Andrew J. Ginther’s vision for Columbus, America’s Opportunity City, is access to a high-quality pre-kindergarten education for every 4-year-old. Addressing early childhood learning means bringing awareness and resources to a critical learning stage in childhood development. Children who participate in high-quality pre-kindergarten experiences significantly improve their early literacy, language and math skills.

Children who come to school ready to learn are more likely to succeed academically and in life. Ample evidence shows that children who enter school unprepared and who get a poor start in their earliest years are more likely to struggle throughout school and, subsequently, fail to graduate. An investment in early childhood development helps prevent achievement gaps, reduces the need for special education services, increases the likelihood of healthier lifestyles, lowers the crime rate and reduces overall social costs.

The City of Columbus Department of Education’s goal is that, by 2020, all children living in Columbus enter kindergarten ready to learn and that every child has access to a high-quality pre-kindergarten experience. In 2018, the Department of Education will continue to serve Columbus children through Early Start Columbus, the City’s pre-kindergarten expansion program. To ensure that the programs are high quality, the Department will contract with a third-party organization to assess both the progress of the children enrolled in the program and the program itself.

The Department of Education will also continue the city-state preschool expansion program in 2018, which supplements state half-day early childhood education funds with city funds to create full-day slots. The Department will also again require providers to “braid” other funding sources, such as Publically Funded Child Care (PFCC), with city funds, using them as “last dollar” funding. This strategy allows the Department to better leverage city funds while providing a more appropriate level of funding to providers. In 2017, this strategy allowed the Department to serve more children than were served in the previous year.

The Early Childhood Teacher Preparation Pipeline Scholarship is a partnership between the City of Columbus, The Ohio State University College of Education and Human Ecology, Columbus State Community College and Action for Children to increase the educational attainment of existing pre-kindergarten employees. This collaborative will provide scholarships to help early childhood educators who hold associate’s degrees earn bachelor’s degrees in early childhood education. Graduates must agree to spend at least three years in a Columbus school classroom or early childhood education setting. With only approximately twenty percent of the pre-kindergarten classrooms rated high quality according to Step Up to Quality, increasing the quality of the teacher is a systematic, long-term and sustainable investment that helps early learning providers, families, children and neighborhoods.

The City Education Director helps develop and guide education policy district-wide as a non-voting member of the Columbus Board of Education. In this role, the Director participates in school board meetings and is advised on all district initiatives. The Director serves on numerous school district committees such as the Third-Grade Reading Guarantee Task Force, the Innovation and Reform Committee and the School Safety Working Group. In addition, the City Education Director serves on the *FutureReady Columbus Partnership* Success Core Team and on the Thrive Committee for the United Way of Central Ohio.

Pre-Kindergarten in the Hilltop: As noted above, in 2018, the Department will begin to implement the recommendations of the Mayor's Hilltop Early Childhood Partnership to double the number of children enrolled in quality pre-kindergarten in the Hilltop (see additional information below).

4. Economic Development

ROI of Pre-Kindergarten: The academic and personal benefits of a high-quality pre-kindergarten education for children have been well demonstrated. Children who participate in early childhood experiences are better prepared for school, need fewer interventions, pass the third-grade reading test in higher percentages and are more likely to graduate from high school.

Economic policymakers are now looking at pre-kindergarten as an important economic development tool. According to the National Conference of State Legislatures, "mounting evidence shows that investments in early education may be considered as an economic development strategy" and that "early education investments yield a return that far exceeds the return on most public projects that are considered economic development." This return on investment in the form of lower societal costs, such as incarceration, rehabilitation, and welfare can be as high as \$8 for every \$1 invested in early childhood education. Every child in Columbus served in a high-quality pre-kindergarten program could potentially provide an average of \$8,000 in returns to our community, our city and our state.

Local Support: Through the 2018 Early Start Columbus, the department plans to provide another \$4,200,000 in financial support to approximately 20 Columbus non-profits and businesses, almost all of which are minority or female-owned enterprises.

2017 Accomplishments

The following list outlines the major initiatives that were successfully completed in the past year. The initiatives are categorized by Columbus Covenant Goals.

1. Neighborhoods

Hilltop Early Childhood Partnership: In his 2017 State of the City Address, Mayor Ginther noted that there were far fewer children enrolled in quality early learning programs in the Hilltop than anywhere else in the City. Because of this, the Mayor announced the creation of the Hilltop Early Childhood Partnership and charged the group with doubling the number of Hilltop children enrolled in quality early learning programs by 2020. The Partnership Chair, City Education Director, and Department of Education staff spent the first part of 2017 meeting with Hilltop residents, advocates, and businesspeople, and listened to their concerns and advice. The Partnership was seated in August, and a series of meetings were held, including two community forums and an all-day summit. In February 2018, the Partnership delivered their recommendations to the Mayor.

Linden Park Neighborhood Early Childhood Education Center: As noted previously, through a collaboration with Columbus City Schools, the Department of Education helped to develop and open the Linden Park Neighborhood Early Childhood Education Center in Linden in 2016. In 2017, the Department provided funding for 80 Linden pre-kindergarten students at the center in both Columbus City Schools' classrooms and classrooms operated by community-based providers.

Pre-kindergarten in Columbus: In 2017, the Department used data collected from various sources to strategically expand pre-kindergarten throughout Columbus, focusing first on communities with the highest needs and the lowest capacity.

After School Programs: Services funded by the Department of Education's 2017 After School Grant Program focused on assisting specific ethnicities and minorities such as Asians, Somalians, Ethiopians and LGBTQ youth. In addition, many programs served children specifically from disadvantaged communities such as Linden, Milo Grogan, Near East, Franklinton and the Hilltop.

Weinland Park Summer Success: The Department of Education partnered with Ohio State University in 2017 to increase kindergarten readiness in the Weinland Park community. Funding provided by the Department allowed 96 4- and 5-year-olds to receive critical core academic competencies in math and literacy, with supporting physical and motor development.

2. Safety

Pre-kindergarten/Social-Emotional Learning: As noted above, long-term benefits of a high-quality pre-kindergarten education include lower rates of poverty, unemployment, drug use and teenage pregnancy. Of great importance is that children who attend a high-quality pre-kindergarten education program are less likely to commit crimes, be arrested or incarcerated and are more likely to enter kindergarten ready to learn, read on grade level and graduate from high school. In 2017, The Department of Education's strategy to expand pre-kindergarten included requirements for programs to make sure that the children learned important social and emotional skills.

Student Safety/Activity Programs: In 2017, the Department of Education collaborated on numerous programs that focused on the safety of school children. Efforts to keep Columbus children safe when school was not in session were successful achievements of the Ginther Administration. Strategies such as the 2017 Safe Summer Initiative and Safe Spring Break Initiatives were developed through collaborations between the Mayor's Office, Columbus City Schools and various City departments.

After School Programs: As noted above, an important strategy in keeping Columbus students safe is by providing a safe environment for children to learn after the school day ends. Services funded by the Department of Education's 2017 After School Grant Program included: youth development, academic success, healthy lifestyles, tutoring, empowerment, civic success, leadership, nutrition, interpersonal skills, and many others. Many programs focused on assisting specific ethnicities and minorities such as Asian, Somalis, Ethiopian and LGBTQ youth. In addition, many programs served children specifically from disadvantaged communities such as Linden, Milo Grogan, Near East, Franklinton and the Hilltop.

3. Education

Pre-kindergarten Expansion: As noted previously, the Department of Education's long-term goal is that, by 2020, all children living in Columbus enter kindergarten ready to learn and that every child has access to a high-quality pre-kindergarten experience.

In 2017, the Department of Education greatly expanded the number of pre-kindergarten slots available through Early Start Columbus, serving more than 900 Columbus children and partnering with 20 high-quality early learning programs. The Department continued the city-state preschool expansion program, begun in 2015, which supplements state half-day pre-kindergarten funds with city funds to create full-day slots. In 2017, the Department also continued the requirement that providers "braid" other funding sources with city funds, using city funds as "last dollar" funding. This strategy allowed the Department to better manage city funds while providing a more appropriate level of funding to providers.

As noted in our 2017 accomplishments category "Neighborhoods," the Department's work with the Hilltop Early Childhood Partnership will double the number of Hilltop children enrolled in high-quality pre-kindergarten programs. In addition, the Department continued our partnership with Columbus City Schools (CCS) that provided the funding for 80 4-year-olds to receive a high-quality early education and all of the crucial wraparound services offered through CCS.

In 2017, the Department of Education in collaboration with Action for Children hosted four events to connect families with quality pre-k providers. The events connected parents, early learning programs, and families with children ages 0-5 and provided them information on Early Start Columbus Programs, other early childhood programs and community-based resources.

Pre-kindergarten Teacher Quality Initiatives: In addition to creating opportunities for Columbus children to participate in early learning programs, the Department worked to increase the educational attainment of Columbus teachers. In 2017, the Department of Education provided an opportunity for over 150 existing Columbus early childhood teachers to receive Child Development Associate (CDA) training. This will greatly assist pre-kindergarten providers to be eligible to enroll in, increase their star rating in, and maintain their existing rating in the state's Step Up To Quality (SUTQ) tiered quality rating and improvement system and meet the 2020 deadline. It will also greatly improve the quality of the education that their children receive by increasing the skills and knowledge of those classrooms teachers.

The Early Childhood Teacher Preparation Pipeline Scholarship is a partnership between the City of Columbus, The Ohio State University College of Education and Human Ecology, Columbus State Community College and Action for Children developed to increase the educational attainment of existing pre-kindergarten employees. This collaborative provided scholarships to help early childhood educators who hold associate's degrees to attain bachelor's degrees in early childhood education. Graduates agreed to spend at least three years in a Columbus school classroom or early childhood education setting.

As a requirement of Early Start Columbus in 2017, all Early Start Columbus students were administered Ready4Success pre- and post-tests in early literacy and math. Pre-kindergarten teachers at partnering providers received on-site coaching and mentoring services to assist them using the data to effectively implement instructional strategies to increase kindergarten readiness.

Pre-kindergarten Quality Improvement Initiatives: In addition to creating opportunities for Columbus children to participate in early learning programs and increasing the educational attainment of Columbus teachers, the Department worked to increase the quality of existing early learning programs.

The Department of Education initiated and hosted a first ever First Star Seminar in May 2017 that provided child care programs the opportunity to receive guidance and support for their Step Up to Quality (SUTQ) application process. The event was so successful that the Ohio Department of Job and Family Services is currently replicating the City's strategy across Ohio. In 2017, the Department took major steps to assist early learning providers become registered in SUTQ. In addition to the First Start Event mentioned above, the Department commissioned a survey to determine need and initiated a plan to work one-on-one with providers to deliver the support necessary for them to successfully register for SUTQ.

Social-Emotional Learning: The Department serves approximately 2,200 Columbus children in after-school programs. Under new requirements in 2017, all program providers participated in Partnership4Success (P4S). Through P4S, providers developed and implemented improvement plans that supported social-emotional learning and provided better outcomes for youth.

4. Economic Development

ROI of Pre-K: As previously noted, the return on investment of a high-quality pre-kindergarten education can be as high as \$8 for every \$1 invested. Using this math and by serving 900 Columbus children, Early Start Columbus may have provided up to \$72,000,000 in returns to our community, our city and our state.

Teacher Improvements: Through the Department of Education's quality improvement initiatives, more than 150 Columbus early childhood teachers increased their skills and educational attainment. This was not only an advantage for the teachers, allowing them to qualify for higher salaries, but also an advantage for the students they serve.

Local Support: Through Early Start Columbus, the department has provided \$4,200,000 in financial support to 20 non-profits and Columbus businesses, almost all of which are minority or female-owned enterprises.

Recreation and Parks Department 2017 Annual Report

INTRODUCTION TO COLUMBUS RECREATION AND PARKS

The Columbus Recreation and Parks Department was first created 108 years ago in 1910 with a budget of \$6,000 to oversee 10 playgrounds, four recreation programs, various athletic fields and facilities, and an outdoor sports program. Today, the department has a budget that offers biking and hiking trails, community recreation centers, art and theatrical facilities, special events, golf courses, sports leagues, swimming pools and boating, hundreds of parks, outdoor and natural resources education, family gathering places, thousands of trees along the city's right-of-ways, health and social services for older adults, free breakfasts and lunches for youth in the summer, and programs for those with special needs. All of this is accomplished through the department's vision of being open for all, sustainment for the future and connecting our neighborhoods.

ADMINISTRATION DIVISION

Communications and Development

- The Community Relations and Development Section raised \$92,000 from the Champions for P.L.A.Y. (Private Leisure Assistance for Youth) golf tournament to provide grants to children from low-income families to participate in a variety of our fee-based activities, and dispersed \$72,000 in P.L.A.Y. grants to more than 4,100 participants.
- Development Cash and in-kind support totaling \$325,164 was secured to enhance numerous department events/programs and the Section recruited numerous residential and corporate volunteers for a total 11,398 volunteers who worked 139,378 hours which is valued at \$3,364,584.92 (based on Independent Sector's valuation of volunteer time at \$24.14 per hour for 2017)
- CRPD hired two Communications and Marketing specialists to enhance communications efforts for the department
 - The Communications Team sent an electronic quarterly newsletter to over 40,000 people per newsletter
 - Website Page Views:
 - Total: 1,482,867
 - Sessions: 665,959, New users 384,070
 - Social media engagement
 - Facebook: 1,874,185 Impressions, 17,877 Engagements
 - Twitter: 265,869 Impressions, 15,392 Engagements
 - Instagram: 2,688 followers

Fiscal

Fiscal was responsible for processing and administering the following:

- 18,000 invoices, 600 various utility accounts paid monthly
- 180 desk telephone issues. 185 wireless devices
- 4 new Universal term contracts processed, 800 Individual Service Agreements
- 200 Legislated contracts and purchase orders, 1000 non-legislated contracts and purchase orders
- 300 Universal Term contract purchase orders
- \$52,000,000 in operating funds , \$4,100,000 in Grant funding, \$33,000,000 in Capital improvement costs
- \$3,500,000 in Special /Permanent Improvement Funds

Human Resources

- Diversity-Recruitment Plan
 - Completed the Diversity and Inclusion Recruitment Plan and started to implement key areas.
 - Completed the Compensation study and properly aligned employees.
- Employee Handbook
 - Completed an outline during 2017, under final review as we enter 2018.
- Merit Pay Process
 - Pay Process went into effect the 1st of January. This process allows for more standardization of merit pay throughout the Department.
- Safety
 - Solidified the return to work program for employees out on Disability leave. Our goal is to get employees back to work as quickly as possible, but in a safe manner.
 - Tracking Injury trends and making results into corrective action plans.
 - Trainings
 - Blood Borne Pathogen

- Monthly toolbox talks
 - Custodial Trainings
 - At other Section Trainings/meetings on a regular basis.
- Other Success
 - Hired approximately 400 staff members
 - 309 Performance Review
 - Cut approximately 28,500 paychecks
 - Administered 32 disability claims
 - Administered 66 BWC claims

Planning and Design

The Planning and Design section designs, bids and manages consultant projects for the renovation and development of facilities, parks, trails and conservation areas. Projects include:

- Opening of the Wyandot Lodge, the City's first Net-Zero Energy Building (\$3 million)
- Opening Wilson Road Park, a new community park on the west side (\$727,000)
- Improved Neighborhood Parks – Amvet Village, Fairwood, Glenwood, Harrison West, Westmoor
- Ten new playgrounds, including one volunteer build at Windsor Park
- Secured \$75,000 in grant funding for improvements to Audubon Park
- Upgrade and added security cameras at more than twenty different sites
- \$735,000 in roof renovations
- New pump house at the Franklin Park Cascades and starting design work on Phase II renovations (\$280,000)
- Renovation and replacement of historic columns at Goodale and Schiller Parks (\$325,000)
- Olentangy Water Trail Access at King Ave –Grant \$142,5000 Total construction \$259,63
- Two clean Ohio projects – Big Walnut and Big Ru
- NCAA Property acquisition (Kilbourne Run)
- Limnos Property acquisition
- Trails-
 - Camp Chase Trail completed (3 miles added thru Hilltop)
 - Camp Chase Sullivant /Georgesville Rd connector Construction started
 - OLAC Connector completed (near NCAA property 0.5 mile trail neighborhood connection to Alum Creek Trail)
 - Berliner Singletrack Mountain Bike grant awarded – ODNR RTP Grant \$135,686
- Bikeshare Regional Expansion – 26 stations/232 bikes (with Bexley, Grandview Heights, Upper Arlington) \$990,000 TAP grant awarded
- 8 major trail expansion and safety improvement projects in design through 2017
- Franklinton Loop - Souder Ave Connector MORPC-Attributable Funds grant awarded 2.4M

PARKS: MAINTENCE AND OPERATIONS DIVISION

Forestry/Horticulture

- There were 3,052 mature trees pruned in 2017 by the forestry crews. Many of these were backlogged work orders.
- There were 4,272 three year old trees pruned in the right of way by tree nursery staff.
- There were 2,051 trees planted within the right of ways by Nursery Staff beginning in the spring and fall of 2017. There were 1,997 trees planted in right of way under contract. Funding provided by the Mayor's Green Initiative.
- There were 2,050 trees planted at the Nursery for future right of way planting. The trees were of various sizes and species with the majority being native trees.
- 1,242 sites were inspected for future right of way tree planting.
- **Columbus Ecological Restoration Program (CERP)**
 - CERP held 24 Saturday events in 2016, using 269 volunteers providing 1,056 service hours, removed 206 cubic yards of invasive plant material, planted 1,113 trees and native understory plants.

Park Maintenance

- Comparing 2016 to 2017 - In 2016, the weekend crews removed a combined total of 7,208 bags of trash. In 2017, the **weekend** crews removed a combined total of 10,769 bags of trash.

- Columbus Recreation and Parks Playground Program spread playground mulch at 23 playgrounds, using 567 cubic yards of mulch, 338 volunteers working a total of 1,014 hours.
- The volunteer landscape program utilized 502 volunteers to work 1,506 hours at 33 events, prepping horticulture beds and spreading 120 yards of mulch.
- The mowing rotation of all the parks was reduced to 8.3 days per mow cycle

Rental Services

- Facility rentals generated \$739,000 in revenue which was an increase of 3.5%
- 1,595 rentals at enclosed and open air shelters which hosted 127,933 guests
- 335 weddings took place in park rental facilities along with 293 birthday parties and 202 graduation parties. The remaining 765 rentals include family reunions, baby showers, holiday parties, cookouts, and many other types of gatherings.
- 465 boat docks and stakes were rented at the three reservoirs
- \$264,550 in dock and stake revenue and increase of 5%
- Entered into a contract for the concession of canoes and kayaks on the downtown pool of the Scioto River

RECREATION DIVISION

Arts

The Columbus Cultural Arts Center offers classes and workshops in various fine arts and curates two gallery spaces, which are free and open to the public.

- The Center **registered 4,967 students** for 452 Classes and Workshops in 2017. That is a 7% increase from 2016 figures. (I have not seen our revenue figures yet for 2017)
- Our major Summer exhibition, *Pasos de Arte*, featured a number of artists from Columbus' growing Latino Community. This exhibition had the distinction of being the first major all-Hispanic art exhibit in Ohio. The Center partnered with CAPA, Festival Latino, Our Lady of Guadalupe Center, CMA and Prospanica to make this possible. The project was awarded a 3rd place prize for Arts and Cultural Events by the Ohio Parks and Recreation Association.
- The Cultural Arts Center's overall **visitor count in 2017 was 19,500.**

Aquatics

The Aquatics Section includes eight outdoor pools and one aquatics center. In 2017, the numbers of resident using the pools included:

- 94,043 open swim
- 37,676 swim lessons
- 10435 participants in swim teams and events
- 1,110 participated in party events rentals
- 162,220 total participants in aquatics

Community Recreation

Expanded Soccer For Success (original sites include Holton, Dodge, Thompson added Feddersen, Sullivant Gardens, Linden, Adams)

New Lacrosse Program (mini clinics provided by Ohio Machine at Holton, Barack, Blackburn, Westgate)

New Summer Camp at Schiller - All Sorts of Sports (ages 8-13)

New Service through Food Access Office (added 100 boxes of shelf-stable food for the low-income seniors at Martin Janis and Dodge)

Expanded Driving Park Youth Baseball League (went from 18 teams to 27 teams including Girls Softball, River Bend Baseball Association and Little Clippers Baseball Association)

Community recreation held a total of 4,757 weeks of registered camps,

Discover Boating held a total of 201 weeks of registered camps

Rec. Club Camps held a total of 2,432 weeks of registered camps

Community recreation held a total of 7,390 weeks of registered camps for our 2017 Summer Session.

This is up 331 from the previous year of 2016.

Outdoor Education 2017

- Outdoor Education connected with 165 volunteers for a total of 7,126 hours of service.
- There were 2122 total enrollments, filling each week of 10 weeks at Indian Village and Camp Terra.
- Of the 2122 total enrollments, 1063 were unique summer camp participants.
- Camp Walnut increased to 200 participants for the summer.
- We interacted with nearly 6,000 individuals in spring/fall/winter.
- The Wyandot Lodge construction was completed and we moved offices in October.

Therapeutic Recreation; 2017

- Through strategic partnerships, Therapeutic Recreation offers recreation opportunities for individuals with disabilities.
- Received a grant for \$55,900 from the Bureau of Veterans Affairs to enhance our Adapted Sports and Recreation program for disabled Veterans.
- Paralympic Sport Club participation increased in wheelchair track, adaptive swim team, and field and wheelchair rugby.
- Increased our average monthly incidents of participation in our Fitness Center to 525 from 390 in 2017.
- Pilot Inclusion Support program received positive reviews from families that utilized the program.

Golf

- Redesigned web site creating a more user friendly site and attractive
- Facebook page went live
- \$4,494,164 in revenue, 4% increase from 2016
- 189,284 golfers, approximately 200,000 visitors
- Starting New At Golf (SNAG) training of 16 centers
- SNAG inflatable attended 12 events
- Planted 162 trees and 125 seedlings
- Champions clubhouse design in progress
- Computers to all maintenance facilities connecting staff
- Improved efficiency by moving all materials to warehouse and training staff on Lucy

Special Events

- 2017 Race Estimated Participation: 206,570 (2016 Race Estimated Participation: 224,575)
- 2017 Event Estimated Attendance: 1,569,470(2016 Event Estimated Attendance: 1,517,625)
- Permitted 82 special events (compared to 47 in 2016) coordinated by community organizations in public parks and worked with dozens of other community events to find the appropriate permit process for their activity/park use. Total revenue \$86,200. Permitted 83 race events coordinated by community organizations (compared to 92 in 2016). Total Revenue \$116,223.
- Produced the 38th Jazz & Rib Fest. The festival employed and presented 272 musicians from local, regional, national and international touring groups. Jazz & Rib Fest provided business opportunities to 23 rib teams, 25 food vendors. Partnered with The Color Run, bringing 5600 runners to Columbus.
- An estimated 200,000 people attended the Jazz & Rib Fest. Audience surveys indicate 96% of respondents would attend in 2018. 71% of attendees were from the Columbus area, 18 from Ohio, but outside the Columbus area and 11% from out-of-state.
 - Secured trade advertising through various television, radio and internet media outlets in local, state and national markets. Jazz & Rib Fest received 1,644 TV promos, 36 Radio promos and reached 3,283,329.
 - Produced inaugural WinterFest event generated 10,017.46 for the Mid-Ohio Food Bank

Sports

- Participation:
 - Basketball up 10%, Volleyball up 20%, Softball up 1%
 - Total of 1,571,691 units of participation in our leagues and gyms
- Tournaments:
 - 3,594 tournament teams

- Over 120,000 people attended Berliner
- Over 14,000 games played
- 30 states and Canada represented
- \$60 Million economic impact
- Grounds Crew:
 - 1695 in house hours on special projects
 - Resulted in \$133,000k savings
- Revenue:
 - Indoor Revenue = \$1,088,265, first time ever over \$1M
 - Outdoor Revenue = \$1,036,094, first time ever over \$1M
- Overall Revenue = \$ 2,124,359, up 36% from 2017

YOUTH AND FAMILY DEVELOPMENT DIVISION

Youth and Family Development was made its own division in 2015 and includes Application for Pride, Purpose and Success (APPS), Capital Kids/City Leaders and Summer Food.

APPS (Applications for Purpose, Pride and Success)

The mission of the APPS program is to reduce crime and violence by increasing protective factors in the lives of Columbus teens and young adults (ages 14-23) through proven prevention and intervention strategies. Also the APPS program provides a fun and safe place for teens and young adults to receive guidance and personal development. The initiative's prevention strategies include offering constructive alternatives to violence while family development professionals provide mentorship through enrichment activities at four community recreation centers. Additionally, APPS links families to services that meet immediate needs along with others that lay the foundation for long term goal attainment which ultimately produces productive contributing members of society.

The (NVI) Neighborhood Violence Intervention programs strategies consist of street-level violence interruption and conflict mediation teamed with case management and support services to address the risk factors that can lead youth into a life of crime and violence. This is put into practice by intervention specialists that build relationships with the young people that are partially responsible for driving the violence in our communities, directing them to healthy alternatives that have redeeming value. Our intervention specialists have unique and diverse backgrounds that have provided them with experiences that assist them in connecting with today's young people.

- 125 Potentially Violent Incidents Defused
- 83 Interventions After Gang Related Incidents
- 39 Peace Agreements Facilitated Between Gangs
- 233 Enrolled In Case Management
- 725 (14-23) Year Olds Engaged With A Community Intervention Worker
- 101 Decreased gang involvement

Capital Kids

The Capital Kids program helps elementary-aged kids **grades K-5** focus on their education. Homework assistance is offered every day, at every site, to every participant through our staff and volunteers. In 2017, the program assisted over **240** students; 90 percent of whom had improved grades. Since inception in 2000, this program has assisted nearly 3500 families.

City Leaders

- Come this May we will have graduated over 100 City Leaders through the Academy
- Developed and implemented "*Lets Discover Columbus Camp,*" where for 5 days we took the City Leaders on a tour of Columbus that included the important people and places of Columbus.
- Recruitment for the new class of City Leaders begins April 16th.

Summer Food

In 2017, we operated 225 sites and served 543,513 meals. In an effort to reach even more children, the department hired the services of a B-Corp marketing firm which developed the brand and marketing plan, GoLunch! This plan included marketing

materials that were available in English, Spanish, and Somali. We also conducted in-person canvassing. Summer Food Coordinators identified areas/sites with low attendance compared to previous years in low-income/high-need areas:

- Low attendance trend in Linden area
- Picked 5 sites to canvass: Linden Community Center, Douglas Community Center, Linden Library, Pheasant Run Apartments, and Camp Pines [one of the food truck sites in North Linden]

In terms of marketing, the usage of contract marketing team, which is non-profit and low income savvy. Providing a marketing calendar set for summer social media posts in advance. Additionally, create a programming calendar that can be shared with the team so that others can attend programs at the sites since it is scheduled at open sites.