

# City of Columbus



## 2019 ANNUAL REPORT

Andrea Blevins, City Clerk  
Columbus, Ohio

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**2019 ANNUAL REPORT**

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# **City Attorney 2019 Annual Report**

In 2019, Columbus City Attorney Zach Klein completed his second full year in office after previously serving on Columbus City Council since 2011. The actions and decisions undertaken throughout the course of the year were guided by City Attorney Klein's directive to be "bold and creative" in using the full breadth of the office to better serve Columbus residents.

City Attorney Klein continued to focus on implementing a broad-based, strategic plan to develop and enhance policies and practices intended to address fundamental inefficiencies and inequalities in the criminal justice system. The reforms undertaken by the office took on many forms, including:

- A groundbreaking pilot program to address the underlying causes of crime and recidivism. Helping Understand Barriers (HUB) is the nation's first-of-its-kind theft diversion program to connect individuals accused of non-violent misdemeanor theft offenses to community services, basic needs, employment resources, and educational tools, among other necessities.
- A new bail reform initiative. Prosecutors began affirmatively requesting and advocating for recognizance bonds, absent unique circumstances, for all non-violent offenders appearing in arraignment court. The new policy is intended to promote public safety, prioritize jail space for violent offenders awaiting trial, save taxpayer money, and reduce the amount of time individuals spend in jail while awaiting trial for non-violent misdemeanor offenses.
- A unique partnership to increase access to the Earned Income Tax Credit and other financial resources. City Attorney Klein's focus on economic opportunity as part of his office's criminal justice reform efforts led to a new partnership with the United Way of Central Ohio to support Tax Time—a free tax preparation service that helps low- and moderate-income households access critical tax services, including the EITC.
- Enhancement of victim advocacy services provided to the public. City Attorney Klein made new Trauma-Informed Care training a priority for the office due to staff members' daily interactions with victims moving through the court system who are often dealing with stressful and traumatic situations. The training, which uses the latest research to help practitioners better understand people's natural reactions to trauma and become skilled at avoiding trauma response triggers to help victims heal.
- A new policy to dismiss and no longer prosecute minor misdemeanor marijuana possession cases.

The City Attorney's office also continued its focus on combatting domestic violence and stalking throughout the year. In February, the office collaborated with the Columbus Division of Police to conduct a domestic violence fugitive round-up, resulting in the arrest of individuals who had been evading arrest. The fugitive list was chosen by the City Attorney's Domestic Violence and Stalking Unit, which reviewed the facts of each case to identify 50 of the most dangerous offenders. In May, City Attorney Klein announced a partnership with the U.S. Attorney's office for the Southern District of Ohio, the Columbus Division of Police and the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) in which federal and local prosecutors are working with law enforcement and domestic violence victim services agencies to protect victims and target abusers who illegally possess firearms. In June, the office secured a highly competitive federal technical assistance grant to prevent intimate partner homicides by helping communities identify and overcome challenges in implementing and enforcing domestic violence-related gun laws.

The Administration Section performs the human resources, fiscal, technology and facilities management functions for the office. Legislation previously enacted by City Council provides an authorized strength of 164 full-time employees and 49 part time employees (including 14 full-time and two part-time employees for the Division of Real Estate). However, due to internal fiscal policy decisions, the budgeted number of full-time employees in 2019 was 134 while the number of part-time employees was 16. Of the full-time employees, 64 were attorneys. Most employees' salaries were covered by the city's general fund, while others were paid through either internal service funds, fees, or grants secured by the office. The total budget from all budgeted funds was \$14,971,494 (\$13,736,910 from the General Fund and \$1,234,584 from the Land Acquisition Fund).

The General Counsel Section serves as primary legal counsel to city officials on issues relating to city services, legislation, contracts, zoning, and other vital issues associated with the day-to-day operations of city government. In addition, this section assists in the legal review and practical implementation of various development projects that foster the growth of our community. The section also works to keep our environment clean by assisting various city divisions in complying with state and federal environmental laws.

The General Counsel Section is responsible for reviewing approximately 1500-200 contracts for city departments on an annual basis. In 2019, the General Counsel section was responsible for reviewing well over 2,000 ordinances on for consideration by City Council as well as providing legal assistance on dozens of noteworthy community projects.

The Labor and Employment Section is responsible for handling all labor and employment-related litigation involving the city and renders legal advice to city officials and managers on labor and employment matters involving six collective bargaining agreements and thousands of full-time and part-time city employees.

The section started 2019 with 99 cases pending in various forums and at the end of the year had 131 pending cases. Over the course of the year, 64 cases were resolved. Forty-one of those were successfully resolved in the city's favor, including:

- Eight arbitrations
- 11 cases before the Ohio Civil Rights Commission and the Equal Employment Opportunity Commission
- 22 court and administrative cases (Franklin County Court of Appeals, Franklin County Court of Common Pleas, State Employment Relations Board, Industrial Commission)

Of the remaining 23 cases:

- 17 were settled (including two arbitrations, 14 filings in the Franklin County Court of Common Pleas – all settlements of BWC appeals, and one Ohio Civil Rights Commission case);
- One arbitration resulted in a split decision;
- Two arbitrations were decided in the union's favor;
- Two OCRC cases were withdrawn and the charging parties filed federal lawsuits; and
- One Franklin County Court of Common Pleas case was decided in the union's favor.

The Litigation Section defends the city and its employees in all types of civil litigation. While litigation occurs in other sections of the office, the Litigation Section's caseload principally deals with lawsuits in the federal and state courts (trial courts through appellate courts) and claims against the city and its employees that seek monetary damages based on allegations of personal injury, property damage or violation of constitutional rights.

In 2019, the Litigation Section was assigned to handle 43 new cases that were brought against the city, seeking a total of approximately \$81 million in damages. A total of 57 cases were closed this year, which resulted in the city paying \$374,300 out of a total prayer of over \$105 million in damages being sought. A total of 85 cases are still active.

The Claims Division investigates pre-litigation tort claims against the city that exceed the sum of \$2,500.00. The section also manages the collection of delinquent debt owed to the city after city departments have exhausted remedies and prior to initiating litigation. If a matter cannot be resolved in the pre-litigation stage, then the Claims Division files suit.

The combination of both in-house and outside collection agency delinquent tax collections brings in millions to the city each year. As of December 31, 2019, a total of \$3,480,284 was recovered through these collection efforts for delinquent tax collections. The Claims Division filed 1,645 tax cases and collected \$1,494,018 in delinquent city income taxes in-house.

The Claims Division also collected \$193,731 on behalf of non-tax clients through both court actions and direct debtor contact. Those clients include the Departments of Public Utilities, Fleet Management, Public Service, Licensing, and Recreation and Parks. A total of 148 cases were filed to collect non-tax debt. In 2019, outside collections agencies collected a total of \$366,630 on non-tax accounts referred to them from city departments.

There were 108 new claims over the \$2,500 threshold through December 30, 2019. Thirty have been settled, and 58 were denied. Some of these claims were filed in 2018, with their investigations continuing into 2019. In total, \$86,480 was paid on behalf of the city departments to settle damage or personal injury claims filed against them through December 31, 2019, which represents a 20% increase over 2018.

The Police Legal Advisor Section provides comprehensive legal advice to the Columbus Division of Police for the wide range of legal issues that impact city 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 2019) The demands made of the legal advisor section by police for legal training has continued to increase over the past several years—with more legal training provided over the past two years than ever before. 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 2019. 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 jurisdictions 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,<sup>5</sup> 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 2019). 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 police patrol roll call between January 2019 and June 2019 to take questions specific to those officers and the parts of town where they patrol.

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.

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.

Located at 375 S. High St. in the Franklin County Courthouse complex, the Prosecutor Division is responsible for the prosecution of misdemeanor offenses on behalf of citizens of the City of Columbus and the State of Ohio. From case initiation in the Prosecution Resources Unit to defense of successful prosecutions in the Appellate Unit, prosecution provides a wide array of services attendant to the resolution of criminal allegations and complaints. In addition to the services provided to the citizens of Columbus and the unincorporated areas of Franklin County, this division also represents, by contractual agreement, a number of Franklin County municipalities.

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."

Consisting of 17 courtroom prosecutors, five domestic violence prosecutors, two arraignment team prosecutors, an environmental prosecutor, an administrative assistant, and four legal support staff, the unit prosecuted 113,500 misdemeanor cases initiated in the Franklin County Municipal Court in 2019.

This unit is also responsible for processing requests for production of public records in the Prosecutor Division, and for processing municipality billing for prosecution services. In 2019, 113 requests for public records were responded to in a timely fashion. The division also generated \$30,525.00 in revenue by providing legal services to area municipalities.

The Prosecution Resources Unit (PRU) provides a variety of services to citizens seeking to resolve conflicts 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: Offering citizens the opportunity to have allegations of misdemeanor criminal violations reviewed by a prosecutor, the Intake Section processed 2,043 citizen complaints. Of these complaints, 284 received prosecutor approval for the filing of criminal charges.
- PRU Mediation Program: 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 157 mediations hearings in 2019.

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

- Domestic Violence Advocacy: A courtroom advocate manager, administrative services manager, and 16 full-time victim advocates, including two Spanish speaking advocates and a Nepali speaking advocate, 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 cyber crime 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 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 2019 the Domestic Violence & Stalking Unit resolved 3194 cases and served thousands of victims.

The Appellate Unit consists of a director, an assistant city prosecutor, a paralegal and a staff of 6 legal interns. In 2019, the Appellate Unit completed 16 briefs—all filed in the 10th District Court of Appeals, in addition to having completed 18 oral arguments. Overall, the unit was successful in 77% of its cases. The unit also was responsible for the filing of 350 objections to applications for record sealing, as well as responding to over 1200 defense motions.

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 877 participants in 2019, 631 (72 percent) successfully completed the requirements of the program allowing for case resolution at the arraignment stage.

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 provides legal and negotiating advice for a number of major transactions, including the acquisition of 161 additional acres for future disposal of water treatment residuals; 57 acres for parkland on West Case Road; and the future Pre-K site on Clarendon Avenue in the Hilltop.

In 2019, the Real Estate Division provided legal advice, instrument preparation, ordinances, resolutions, and negotiating services involving projects resulting in more than 250 permanent land acquisitions, all of which will contribute to development in the City. Major public improvement projects requiring right of way acquisition include the Lower Olentangy Tunnel; Williams-Behm HSTS Elimination; Hamilton Rd. at Central College; Hilliard Rome Rd. at Feder Rd; Medina Ave. from Hudson to Briarwood; UIRF sidewalks; and Refugee Rd. from Winchester Pike to Hamilton Rd.

The Real Estate Division also handled deed and instrument preparation and other assistance related to the city's Land Bank, involving more than 95 deeds. The Real Estate Division also prepared and assisted in processing 20 mortgages in connection to the Septic Tank Elimination Project.

Attorneys in the City Solicitor General Section prepare filings and oversee complex appellate litigation, assist the General Counsel in advising City Council on legislative matters, and serve on the Proactive Litigation Team.

The section's appellate work included joining in drafting a national legal effort opposing a controversial new U.S. Health and Human Services Department rule commonly called the "Conscience Rule," but better described as the "Refusal to Provide Care Rule," by filing amici briefs in the U.S. District Courts for the Northern District of California and the Southern District of New York; leading state-wide efforts to protect the right of local governments to assure local hiring in city contracts by maintaining a single subject challenge to HB 331; and preparing and filing an amicus brief in the Ohio Supreme Court preserving the ability to prosecute speeding violations through the continued use of laser speed devices.

As advisors on legislative matters before Columbus City Council, the section was responsible for providing legal advice to Council on amendments made to the City's marijuana ordinances as well as taking the lead in drafting an ordinance addressing the continuing problem of firearms being brought into the secure area of the airport.

Attorneys within the Section also participate in the Proactive Litigation Team. This group evaluates and brings litigation where appropriate involving the federal and state governments in order to defend the rights of the City of Columbus. In 2019, the team initiated a lawsuit challenging the State's firearms preemption statute as it continued to defend attacks upon the City's common sense firearms ordinances at the Tenth District Court of Appeals. The team also continued its work with Democracy Forward and sister cities in leading a national lawsuit against the Trump Administration to protect the Affordable Care Act; obtained a favorable ruling in the Census lawsuit filed by the State of New York which the City joined to assure the fair administration of the Census in order to protect the continued federal funding of City services at adequate levels; and, working with outside counsel, continued the fight against opiate manufacturers, distributors, and key opinion leaders by maintaining the city's lawsuit against Purdue Pharma, et al.

Working closely with the Division of Police, Code Enforcement, Columbus Public Health, Sanitation and community organizations, the Zone Initiative team focuses on eliminating public nuisances that blight 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 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' 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.

#### Meetings attended

- Approximately 350 community meetings
- Approximately 150 police meetings
- Approximately 150 Code Enforcement meetings

#### Ohio Revised Code Chapter 3767 – Criminal Nuisance Abatement

- Twenty-two houses and one apartment building closed due to violent crime and/or drug activity
- Five bars/clubs closed due to violent crime, drug sales and illegal alcohol sales
- Two massage parlors closed due to prostitution activity.

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

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

#### Liquor Permit Violations

- Objected to seven liquor permits in December 2018
- Two of these objections were upheld and four were resolved with agreed nuisance orders
- Objected to six liquor permits in December 2019

#### Hotel/Motel Permit Objections

- Objected to three hotel/motel permits in December 2018
- All three were resolved with agreed nuisance orders
- Objected to four hotel/motel permits in December 2019

# **City Auditor 2019 Annual Report**

**MEGAN N. KILGORE**

City Auditor

**DARLENE WILDES, CPA**

Deputy City Auditor

THE CITY OF  
**COLUMBUS**

OFFICE OF MEGAN N. KILGORE,  
CITY AUDITOR

May 8, 2020

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 2019.

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 the year ended December 31, 2019 has been completed, and the annual financial report containing the independent auditor's report is posted to the City Auditor's Office website.

The following report simply details certain data applicable to the Department of City Auditor, Accounting and Reporting Division 22-01, and Auditor, Division of Income Tax 22-02.

Very truly yours,



Megan N. Kilgore  
City Auditor



City of Columbus, Ohio  
Department of City Auditor  
Division 22-01 City Auditor  
Year ending December 31, 2019

Total Expenditures

	<u>2019</u>
Personal services	\$3,525,107
Materials and supplies	26,160
Services	809,184
Other disbursements	700
Capital outlay	-
Total Expenditures 22-01	<u>\$4,361,151</u>

**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>
2019	\$ 23,743
2018	22,788
2017	22,354
2016	21,332
2015	20,497
2014	18,507
2013	17,511
2012	16,455
2011	15,027
2010	13,782

<u>Miscellaneous Data</u>					
	2019	2018	2017	2016	2015
Invoices Paid	132,915	134,473	139,482	129,123	102,158
Receipts Posted	13,705	12,601	12,806	10,349	10,880
Disbursing Warrants Written	69,043	71,131	73,499	71,582	77,975
Funds and subfunds accounted for:					
General Funds	8	8	8	8	8
Special Revenue Funds	57	54	56	55	55
Agency Funds	30	29	27	27	24
Debt Service Funds	24	25	26	25	25
Internal Service Funds	15	15	15	13	7
Capital Projects Funds	86	78	80	78	61
Enterprise Funds	52	41	43	43	43
Total	<u>272</u>	<u>250</u>	<u>255</u>	<u>249</u>	<u>223</u>



# **City Income Tax 2019 Annual Report**



## CITY OF COLUMBUS OHIO

### INCOME TAX DIVISION

City of Columbus, Ohio  
Department of City Auditor  
Division 22-02 Income Tax  
December 31, 2019

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 2019:

	(in thousands)
Gross collections in 2019 via Income Tax Division	\$ 962,781
Transfers to other cities	(115)
Collections in transit 12/31/2018	14,187
Collections in transit 12/31/2019	(14,681)
Refunds paid in 2019	<u>(20,417)</u>
Income tax revenues (Budgetary Basis)	<u>\$ 941,452</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	<b>82.9%</b> of the total tax revenue for Columbus in 2019.
Business accounts contributed to	<b>12.0%</b> of the total tax revenue for Columbus in 2019.
Individual accounts contributed to	<b>5.1%</b> of the total tax revenue for Columbus in 2019.

By contract, this Division administered the collection of the municipal income tax for the following municipalities in 2019: 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. Notably, the Division discontinued administering tax for the following suburbs on 1/1/2019: Brice, Canal Winchester, Groveport, Harrisburg, Marble Cliff, Obetz, and the Prairie-Obetz JEDZ. 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 2019 for administering the income tax collections of the administered political subdivisions of the State of Ohio amounted to \$16,690. This is to be compared to \$557,362 in fees collected in 2018; this decrease is due to the roll-off of the municipalities listed above. 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.

77 North Front Street, Second Floor  
Columbus, OH 43215  
[www.columbus.gov/IncomeTaxDivision](http://www.columbus.gov/IncomeTaxDivision)

P: 614-645-7370

F: 614-645-7193

The total expenditure to operate the Income Tax Division during 2019 was \$8,665,192. 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 as well as three JEDD/JEDZ entities. The authorized strength of the Income Tax Division in 2019 was 84 full-time and 1 part-time employees.

City Income Tax receipts processed in 2019 through the Delinquent Section amounted to \$8,734,178. 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 2019, the Income Tax Division referred 1,841 cases to the City Attorney's office for filing civil suits on delinquent assessments totaling \$5,683,712.

On December 31, 2019 the Division had 1,511,500 accounts on its tax files. This total is comprised of 1,379,618 "Direct" and 131,882 "Withholding" accounts.

	<u>ACTIVE</u>	<u>INACTIVE</u>		
CORPORATE	16,203	74,854		
FIDUCIARY	176	2,500		
INDIVIDUAL	41,762	1,170,709		
PARTNERSHIP	-0-	4,824	(required to file as entities)	
ENTITY/PRTSHIP	9,183	30,176		
COURTESY	-0-	29,231		
TOTAL – DIRECT	67,324	1,312,294	TOTAL	1,379,618
- WITHHOLDING	25,445	106,437	TOTAL	131,882
GRAND TOTAL	92,769	1,418,731	TOTAL	1,511,500

The total number of accounts on the tax database increased by 60,395 in 2019.

**Franklin County Municipal Court  
Judges  
2019 Annual Report**

**THE FRANKLIN COUNTY MUNICIPAL COURT**  
**2019 ANNUAL REPORT**

The Franklin County Municipal Court traces its origin to the creation of the Columbus Municipal Court in 1916. Now, the geographic jurisdiction of the Court is all of Franklin County and those portions of the City of Columbus that extend beyond the boundaries of Franklin County. The Court has 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 2019 were Judge Mark A. Hummer, Administrative and Presiding Judge, and Judges James Green, H. William Pollitt, Jr., Ted Barrows, Paul M. Herbert, Amy Salerno, Andrea C. Peebles, David B. Tyack, James P. O'Grady, Cindi Morehart, Cynthia L. Ebner, Eileen Paley, Jodi Thomas, Jarrod Skinner and Environmental Court Judge Stephanie Mingo.

Judges preside over civil, criminal, and traffic cases, conduct both jury, and 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.

The Environmental Division has exclusive jurisdiction to enforce local codes and regulations affecting real property, such as fire and building codes. The Environmental Division has injunctive powers, and there is no monetary limit on those cases that fall within the Division's exclusive jurisdiction.

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.

**ASSIGNMENT OFFICE**

The Assignment Office is responsible for the assignment of cases to the judiciary, by random or single assignment in accordance with the Ohio Rules of Superintendence and the Franklin County Municipal Court's Local Rules. The office is responsible for the case flow, case management, and support for all assigned judicial cases for all of the Judges of the Court from the time of assignment through termination and any post sentence and termination case management that include but are not limited to probation hearings, garnishment filings, sealing of record hearings, and many others. The Assignment Commissioner manages all cases heard by visiting judges from the time of their appointment by the Supreme Court through the termination of the case(s), and any subsequent post sentence or termination hearings.

Assignment is responsible for the preparation of case management reports for the judiciary, such as the civil motion's list, individual daily court and board-sheets, case and hearing statistics, and the monthly statistical reports that are submitted to the Ohio Supreme Court. For 2018 the General Division has a yearly clearance rate of 100%. The General Division's 5 year average clearance rate is 98%. The Environmental Division's clearance rate for 2019 was 94% with a 5 year average of 95%.

**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 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 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 2019 was \$19,346,086 with an additional \$1,280,230 Secure Facilities Fund budget and \$573,390 Computer Fund budget.

**COURT SECURITY**

Court Security was established to maintain a safe environment in the courthouse for elected officials, Court employees, and all others having business in the courthouse. The staff consists of a security director, security supervisor, administrative assistant, control room operator, and 23 security officers on the first shift, plus a control room operator on each of the second and third shifts. In addition, the Court contracts with a private security company that provides evening, weekend, and holiday coverage. During 2019 approximately 929,984 visitors to the Court were screened at the Court's entry points by security officers. These officers checked 7,125 prohibited items and responded to 496 building incidents. Columbus Police Liaisons made 528 arrests in the building.

**COURT SERVICES**

The Court Services Unit 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 (BMV) problems, and continuance of a court date. State law mandates the immobilization or forfeiture of vehicles operated by 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 is responsible for the communications to and from the court, law enforcement, and defendants to ensure compliance with the court's orders involving the defendant's vehicle.

### **ENVIRONMENTAL DIVISION**

In the Environmental Division, which is commonly referred to as "The Environmental Court", Judge Stephanie Mingo has continued to successfully integrate 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 of the Court's Chief Environmental Specialist and the field services staff of the Environmental Division. Penalties range from daily fines, jail time, and community service hours with the Court's Community Cleanup Crew, and until they achieve compliance.

Under the jurisdiction of the Environmental Division, nuisance abatement cases filed within the County come before the Environmental Judge. These cases include derelict hotels, liquor establishments in violation of the law, drug houses, and any other properties hosting nuisance activities. These nuisance activities can range from illegal drug distribution, underage alcohol sales, prostitution, and violence. The Environmental Division also hears cases involving environmental crimes, violations, and similar matters filed within the County. Some examples of these cases include animal abuse and neglect, dog fighting, vicious animals, wildlife violations, poaching, littering, dumping, overweight trucks, hazardous waste transportation, unlicensed tire transportation, air pollution, water pollution, hoarding, health, zoning, code enforcement, and park district violations. **In 2019, 3,435 new criminal cases and 895 new civil cases were filed within the Environmental Division.**

In 2019, the Environmental Division along with the Court's Probation Department provided supervision to all non-code enforcement related cases that resulted in a probation sentencing. A dedicated probation officer is assigned to supervise these cases with the Chief Environmental Specialist and the Environmental Division's field services staff providing field investigations and inspections for those cases. The field services team includes two Environmental Specialists who routinely conduct investigations and inspections to ensure compliance with the law, the conditions of probation, and other terms of sentencing.

The Environmental Division has continued its education and outreach programs throughout Franklin County. In 2019, Judge Mingo and the Environmental Division staff appeared, presented information at dozens of community events, festivals, and association meetings, and reached thousands of citizens. The Environmental Division also maintains its website – [www.EnvironmentalCourt.us](http://www.EnvironmentalCourt.us) – to provide helpful information to the public and to serve as a resource for area agencies.

### **Environmental Community Cleanup Crew:**

In June 2015, the Environmental Division introduced the Community Clean-up Crew – a community service initiative that 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. The community service participants clean-up along our roadways and alleys, at hoarder locations, and work side by side with neighborhood volunteers at community gardens. By assisting in these types of community clean-ups those ordered to this program contribute something that is meaningful, beneficial, and constructive – and they will have paid their debt to society by using their own time and talent.

In 2019, the Community Clean-up Crew supervised 235 individuals who provided a combined 4,554 hours of work in the communities of Franklin County. The Community Clean-up Crew removed 40.41 tons of solid waste, 762 bags of trash. They safely disposed of 92 used needles and recycled 887 discarded tires from Columbus and other communities within Franklin County.

The Community Clean-Up Crew looks to expand the program by offering its services to more community partners: area commissions, block watch groups, and neighborhood pride organizations. These efforts will allow the program to have regularly occurring clean-ups in areas throughout the City and County. Other services provided include waste removal from City and County owned vacant properties and graffiti clean-ups that helps to assist the City and County in their efforts to provide clean, safe neighborhoods for their residents.

### **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 Commissioner 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. The Court offers several different reporting times to accommodate juror parking issues and work schedules. Jurors are provided vouchers to the County garages to help defray parking expenses as well as bus passes for the COTA bus line. The number of jurors summoned in 2019 was 4,158. The reporting percentage for 2019 was 81.6% and the overall failure to appear rate was 8.63%. Jurors are paid \$15.00 per day for each day they are in attendance.

### **LANGUAGE SERVICES**

During 2019, 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 7,657 requests for service (6,114 in Spanish and 1,543 in Somali, MayMay, and Swahili). The Court has multiple contracts with outside vendors to provide foreign language and ASL interpreters. There were 1,957 requests for interpreters in 43 other languages, 1,870 requests were filled by onsite interpreters and there were 87 requests in languages of lesser diffusion like **Ixil, Mam, Berber, Igbo, Krio, Luganda, Mbay, and Sarakole** that were covered through remote interpretation. The foreign languages for which interpreters were most requested were **Spanish, Somali, Nepali, Arabic, French, Tigrinya, Mandarin, Amharic, and Fulani**. Additionally, the Court filled 155 requests for **American Sign Language** and **Certified Deaf** interpretation. The Interpreter Services Program continues to offer a mentoring program and training opportunities for judiciary interpreters to better serve the Court and all parties.

### **MAGISTRATES**

The Court employs 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 to accept guilty and no contest pleas and to impose penalties in misdemeanor cases. Magistrates may hear minor misdemeanor criminal cases or civil cases tried without a jury as well as contested criminal cases and civil jury trials with consent of the parties.

### **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 approximately, ninety five 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 achieve agreed upon goals aimed at reducing risk and gaining compliance with court-ordered conditions. The assessment-driven, supervision goals and 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.

In August of 2018, the Department instituted new ways to assist with data collection efforts and to better understand our supervision outcomes. This data reveals that, with regard to post-disposition technical violations and supervision outcomes, during 2019 - 84% of our low risk defendants completed supervision, 69% of our low moderate risk defendants completed supervision, 42% of our moderate risk defendants completed supervision, 30% of our high risk defendants completed supervision, 25% of all of our domestic violence unit defendants completed supervision, 2% of our low risk defendants were sentenced to jail after a hearing for a technical violation, 6% of our low moderate risk defendants were sentenced to jail after a hearing for a technical violation, 13% of our moderate risk defendants were sentenced to jail after a hearing for a technical violation, 16% of our high risk defendants were sentenced to jail after a hearing for a technical violation, 22% of our domestic violence unit defendants were sentenced to jail after a hearing for a technical violation. There were a total of 162 arrests that were conducted within the Department. Seventy eight percent of the arrests were the result of a technical violation and 22% were the result of a new charge or arrest. Half of the arrests for a technical violation were related to a judicial order of No Consumption.

In addition to local validation of the ODARA and DVRNA Assessments, the DOPPS is working with the American Pretrial, Probation and Parole Association's, Dr. Nathan Lowe, to locally validate the Impaired Driving Assessment Tool. This effort will continue through 2020. The Department continues to prepare for implementation of the Ohio Community Supervision System (OCSS) electronic probation case management system that will assist in streamlining workflow and increase data collection capabilities.

The DOPPS works hard to leverage its resources, and acquire grant funding to support its many programs and initiatives whenever possible. The DOPPS maintained, and in some areas expanded, the external funding streams that support its Pretrial, Victim Assistant, Intake Assessment, Electronic Monitoring, and other community programming partnerships that benefit our clientele. In all, the DOPPS managed over \$2.4 million in grant funding, meeting- or in most cases exceeding- the goals that were outlined in the proposals. The DOPPS enjoys a well-established rapport with criminal justice partners across the Franklin

County executive landscape which augments these applications and highly collaborative projects.

The Department continues its partnership with Job and Family Services (JFS) for onsite Benefits Specialist assistance. JFS provides two Specialists who are onsite within the Department two days per week to assist defendants with needs related to Medicaid, food, housing, and child care benefits.

The Department continues to receive state and national attention for its many achievements. In 2019, the DOPPS was selected to present at various state and national conferences including the Ohio Chief Probation Officers Association and the Ohio Justice Alliance for Community Corrects in areas such as field safety and report writing and supervision of victims of human trafficking.

### **SELF HELP RESOURCE CENTER**

The Franklin County Municipal Court Self Help Resource Center assists *pro se* litigants in 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 addressed at the Center are the sealing and expungement of criminal records and landlord/tenant disputes. In 2019, Center Staff served over 8,000 visitors, more than double the number of visitors from the previous year. Currently, the Center is addressing the unique needs of the COVID-19 pandemic by providing services via webchat on its website and providing in-person services both at the Greater Columbus Convention Center and Municipal Court home office. The Center has also temporarily increased its staff size to add an additional attorney and a social worker to address the unique needs of visitors during the pandemic. Before the stay-at-home order, the Center was on track to serve over 10,000 visitors in 2020. The Center has served 5,650 visitors so far in 2020, and Center Staff hope to continue the growth seen in every previous year.

### **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. These writs are enforced and supervised by the deputy bailiff officers. Additionally, deputy bailiff officers supervise the set-out of tenant's property during evictions.

The Service Bailiffs' Department processed or served in excess of 40,000 legal documents in 2019 and supervised 1,229 set-outs. The department currently employs 13 full-time individuals consisting of 1 chief, 1 deputy chief, 10 deputy bailiffs and a deputy bailiff/administrative assistant.

### **SMALL CLAIMS DIVISION AND DISPUTE RESOLUTION DEPARTMENT**

The **Small Claims Division** processes Small Claims cases for the Municipal Court and assists individuals and businesses with court forms. Small Claims are claims for money damages up to \$6,000. 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.fmcclerk.com](http://smallclaims.fmcclerk.com)).

The Division has six full-time employees who support the Court and its magistrates. Division staff initiate new cases, assign magistrates, process notices and summonses, and answer questions about Small Claims Court and other court services. **Division staff managed 4,895 small claims cases in 2019.**

The **Dispute Resolution Department (Department)** coordinates and facilitates mediations for the General and Small Claims Divisions. The Division also maintains an online negotiation and mediation platform to facilitate early case resolution. Parties may participate in mediation either in-person, by telephone, or online. **The Department managed a total of 2,459 mediations in 2019 that were made up of 1,614 General Division/Small Claims Cases, 216 Rent Escrow Cases and 629 Pre-Filing/Online/Check and Account Resolution Self-Referrals.**

The Small Claims Division and Dispute Resolution Department continue to work with the court community to enhance access to information, services, and civil justice. The Division presented at the National Center for State Court's Online Dispute Resolution Conference on how ODR results in positive case dispositions and increases court user perceptions of fairness and justice. The presentation materials are available online at <https://bit.ly/fmcdata>. The Division also assisted the New York Unified Court system with developing ODR training for court-connected mediators.

### **SPECIALIZED DOCKET DIVISION**

The vision of the Specialized Docket Division is to enhance public safety, rebuild lives, and reduce recidivism through the use of restorative justice programs. We champion innovation, prioritize diversity, strive to contribute to the national conversation, and work to advance the mission of Specialized Dockets and restorative justice wherever possible.

The mission of the Specialized Docket Division is to return contributing members to society by implementing best and promising restorative practices. We provide quality programming to high risk/high need participants to link them with individualized treatment, reduce barriers to success, hold participants accountable for the impact of their behaviors, and encourage independent recovery. We value community and stakeholder investment and involve them through education, engagement, and support.

Restorative justice is the philosophical foundation of the division. In the context of the municipal court, restorative justice is a process by which offenders take responsibility for their actions, understand the harm they caused, redeem themselves through the process of recovery, become contributing members of their families and the community, increase public safety by ceasing criminal behavior, and reduce the emotional and financial burden on society. This approach considers the impact of the crime on the victim and the community and gives the person who committed the crime the opportunity to repair the damage of their offenses through their actions and meaningful activity.

Specialized Dockets provide intensive programs, up to two years in duration, 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, volunteer, and 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 Court established Learning to Identify and Navigate Change (L.I.N.C.) in 2004, adding Changing Actions to Change Habits (CATCH) and Recovery Court in 2009, Helping Achieve Recovery Together (h.a.r.t.) in 2010, and Military and Veterans Services (MAVS) in 2012. The division also provides two educational programs that are sentencing options: CATCH 101 for victims of human trafficking and Drug Education Program (DEP) for felony drug charges reduced to a misdemeanor. In addition, the division provides administrative coordination for all forensic competency cases.

The specialized dockets, often called treatment courts, are a judicial response based on a treatment team approach. Treatment court is a voluntary program of up to two years. Once a defendant has plead into the docket, the process becomes non-adversarial. The participant is placed on probation for two years which provides the compliance mechanism. The treatment team consists of the presiding judge, who has final decision-making authority, the coordinators, the designated probation officer, public defender, prosecutor, and representatives of various treatment providers. The treatment teams meet weekly to review new admissions and to review participants' individualized goals and progress. The goal is to build a strong support network, to help participants engage in community treatment, and to find a path to independent recovery. Rewards are frequently used, successes celebrated, and as needed, sanctions, that are up to and including limited jail, can be imposed. Participants self-determine their progress through program phases as they demonstrate their ability to internalize concepts and apply coping skills in their daily lives.

The 2019 Specialized Dockets were under the direction of Judge Ted Barrows, MAVS; Judge David Tyack, Recovery Court and DEP; Judge Cindi Morehart, LINC; Judge Paul Herbert, CATCH and Human Trafficking Educational Program; and Judge Jodi Thomas, HART. The Judges preside over weekly Status Review Hearings which provide participant check-ins. Due consideration is given to a participants capacity, barriers, and life events as they progress through the phases of the program at a self-determined pace that may last up to two years. The emphasis is placed on engagement, open discussion, increasing recovery competency, compliance, building trust, and self-efficacy. The Judge and the treatment team ensure that the participant is supported through their recovery process and that expectations are appropriate to the participants' stage of change.

In 2019, the Specialized Docket Department served a total of 1,153 people. The Specialized Dockets and educational programs served 737 participants. There were 416 forensic psychological referrals in 2019. Of the participants who were discharged between January 1, 2019, and December 31, 2019, the recidivism rates are significantly below the national average for high risk/high need defendants.

**For more detail and data concerning the 2019 Franklin County Municipal Court's Operations, Programs, and Reporting please refer to <http://www.fcmclerk.com/reports/annual-reports#annual-reports>.**

**Franklin County Municipal Court  
Clerk  
2019 Annual Report**

FRANKLIN COUNTY MUNICIPAL COURT  
COLUMBUS, OHIO  
ONE HUNDRED [and] FOURTH  
ANNUAL REPORT  
2019

Letter from Clerk Lori M. Tyack

Welcome to the 2019 Annual Report of the Franklin County Municipal Court and Clerk's Office.

The Clerk's Office works daily with agencies of the criminal justice system and the community to ensure access to justice and to promote public trust and confidence. In 2019 the Clerk's Office focused on initiatives that aligned with our Mission and Vision Statements. A few, such as web-chat and text notifications enhanced our customer service. We participated in programs like the Environmental Court Open House, Evictions, and Record Sealing clinics as a part of our community outreach. Also, we organized and led two Drivers' License Reinstatement Workshops, to expand the positive and important impact our Office has on the lives of those we serve. These accomplishments were achieved in addition to maintaining daily operations and making necessary modifications related to legislative changes. 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 2019 totaled 173,574 compared to 182,716 filed in 2018 for a decrease of 5%. Costs, fines, and fees collected equaled \$41.2M in 2019 compared to \$41.6M in 2018 for a decrease of 1%. The total amount referred to collections in 2019 was \$4.85M, an increase of 10% over 2018. Overall collection of court-ordered fines and costs through the efforts of four collection agencies increased by 7% for a total of \$1.27M. The collection of court-ordered bond forfeiture judgments decreased by 9.8% from \$542,798 to \$489,250 respectively.

Changes in state laws and local court rules continued to affect processes and procedures in the Clerk's Office through the end of 2019. A few highlights:

- \* House Bill 336 - Ohio Bureau of Motor Vehicles Driver's License Reinstatement Fee Reduction and Amnesty Initiative (passed in 2018, effective in 2019).
- \* House Bill 95 Distracted driving (\$100 fee associated with class)
- \* Administrative Order 06-2019 – Directs the Clerk to file evaluations of competency and/or defendant's mental condition at the time of offense and reports regarding restorative treatment or continuing evaluation under seal.
- \* Modified/added race categories to Case Management System following recommendations from the Ohio Highway Patrol's Electronic Citation Program and Data Standards set by the National Center for State Courts.

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. Reporting of case dispositions to the Bureau of Identification was added to the audit. Thank you for taking the time to read our 2019 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 2019 include the following:

- Procured (5) Five customer interaction kiosks to broaden the availability of customer payment and interface options.
- Acquired a Web-Chat application to further enhance opportunities to address customer questions in a timely manner.
- Provided oversight for the implementation of a text notification application to reduce the number of warrants issued resulting from failures to appear.
- Worked with external agencies as they initiated a diversion program, and helped develop and design procedures intended to connect defendants with appropriate community resources.
- Guided the testing, training, and pilot program for an electronic citations (E-Citations) solutions for the purpose of expediting the timeliness of traffic citation filings, improving accuracy, and providing citizens a more rapid opportunity to pay traffic related payment obligations.
- Continued to Facilitate and/or participate in the following:
  - Courthouse to the Community
  - Drivers' License Reinstatement Initiatives

- Environmental Court Open House
- City Council Eviction workshops
- Managed (6) Six separate budgets totaling more than \$14.6M
- Prepared and processed ordinances totaling \$781,290.00 – for approval by Columbus City Council
- Processed over 288 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 2019 are as follows:

- \* Two Driver’s License Reinstatement Workshops:
  - Developed an App for registration and live progress dashboard.
  - Provided on-site setup and technical support.
- \* Automated 4D Arraignment list on Website.
- \* Monthly Eviction Reports available on Public Website.
- \* Over 450 New Secure Access Website users in 2019, over 3100 in total.
- \* SMS Notifications Program to remind defendants of Court Dates via Text.
- \* Deployment of Pure Connect 2018 (phone system).
- \* Miscellaneous Case Types: Created the Miscellaneous Docket in CourtView replacing the paper version that had been in place. Currently includes 20 types of filings.
- \* E-Filing Expansion
  - Evaluations filed under Seal (Mental Health Evaluations filed by the Court)
  - Investigative Subpoenas – (Information gathering subpoenas filed by Law Enforcement when no charges have been filed yet)

#### 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 2019 are as follows:

- \* Completed 4<sup>th</sup> year of full PCI compliancy (debit and credit card assurance of security). No security breaches in 2019.
- \* Financial Analyst balanced (4) four depositing accounts by the 20<sup>th</sup> of each month as mandated by the ORC.
- \* Directed the annual external audit, 9<sup>th</sup> year, zero financial or case management infractions.
- \* Verified funds for the Ohio Pooled Collateral System and our financial institution, 2<sup>nd</sup> year for this requirement.
- \* Successfully completed the first Deposit Attestation audit conducted by OPCS, zero infractions.
- \* Audited, maintained, and submitted Supreme Court Report case statistics for all Administrative case types.
- \* E-filing (No fee expungement case filings began)
  - Five Point card processing and convenience fee.
  - Project coordinators and the Self Help Center developed an E-filing presentation/ tutorial.
- \* Imaging group added to Audit and Internal Controls Division
  - Items successfully scanned by Imaging; 3.4 million, 145,408 cases.
- \* Management and staff participated in both Driver’s License Reinstatement Clinics.
- \* Five Kiosks were purchased for payment of offsite bail and enforcement for fines and cost.
  - OIS preparing hardware - Accounting/Finance working on loading forms and “screen development” leading to vendor testing.
- \* Final verification for all funds and media types deposited with our financial institution.
- \* Identified a method to reduce errors when issuing summons via ordinary/certified mail.

#### 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, certificates 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 2019 are as follows:

- \* Continued the e-filing pilot for the filing of new small claims, contract and environmental complaints, and subsequent filings by the City of Columbus Division of Income Tax and Zone Initiative.
- \* Added new e-filing partners to the pilot project with the inclusion of the law firms with the State of Ohio and City of Columbus Divisions of Claims, Water, Public Utilities, Power, and Fleet Management.
- \* Added e-filing pilot to include personal liability cases e-filed by the City of Columbus.
- \* Proposed and implemented court cost schedule change for new eviction cases beginning April 2019. This change separated out the court cost paid for 1 cause versus 2 cause eviction cases.
- \* Implemented courtroom location changes for civil cases held daily with the Magistrate's Office which includes eviction, damage, garnishment, books and record, judgment debtor, rent escrow, and trusteeship hearings. Updated Clerk's Office summons and hearing notices to reflect new courtroom location.
- \* Improved printing capacity with new printers and folding machine as e-filing cases increase.
- \* Updated and published non-wage garnishment forms due to law change.
- \* Participated in the Driver's License Reinstatement Workshop in April and December in cooperation with the Clerk's Office, Court, Columbus Legal Aid, and Ohio Legal Assistance Foundation.
- \* Participated in Eviction Internal Working Group within the Franklin County Municipal Court.
- \* Partnered with Columbus State Paralegal Program to provide internships and volunteer opportunities.

#### 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 2019. 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 2019 are as follows:

- \* Collected \$1,271,803.03
- \* Continued generating past due notices in-house for payable tickets
- \* Bond money forfeited by the Court for 2019 - \$88,823.00
- \* Total of Bond Forfeiture Judgments paid for 2019 - \$30,672.05
- \* Managed billings and compliance for (16) Sixteen active bond companies and over (80) Eighty 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 public, law enforcement, and the Court. This Division plays an integral role in the promotion of public safety by providing support (24) Twenty-four 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 that 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 2019 are as follows:

- \* Developed an electronic complaint/ticket system with the Columbus Division of Police. Columbus Police can now file warrant issued cases electronically.
- \* Worked with the Franklin County Sheriff's Office to electronically file Rule 4 hearings, bond out inmate request forms, mittimus, and the 4D jail list.
- \* The leadership team revised the Clerk's Academy with updates for each section.
- \* The Expungement Department started using our E-filing product in CourtView.
- \* Successfully navigated two Driver's License Reinstatement programs.
- \* Transferred two full-time employees to the Accounting/Finance Division for full coverage on 3<sup>rd</sup> shift.
- \* Worked with the Prosecutor's Office on a Theft Diversion program.
- \* Numerous Deputy Clerks and leadership team members attended Lunch and Learns, Supreme Court training sessions, and Clerk's OAMCCC Conferences throughout the year.
- \* Participated in the National Expungement Week with the Self Help Resource Center.
- \* Worked with the Office of Information Services to create an out-of-custody Criminal/Traffic Arraignment schedule viewable everyday starting at 2:00 p.m. on our website for the following day's court.
- \* Created a new miscellaneous docket filing program that is usable in CourtView.
- \* Worked with the Prosecutor on a new "skip trace" process to ensure the defendants/victims have been contacted.

- \* Began offering sign up forms for courtesy text messages at Arraignment, so that defendants could be notified of upcoming court dates.
- \* Modernized race and ethnicity categories in CourtView.
- \* Participated in the Hope Works program.
- \* Added a new section on our website for the Criminal/Traffic Division that now contains a frequently asked questions.
- \* Participated in record sealing event with the Franklin County Municipal Court Self Help Resource Center.
- \* Fingerprinted over 4,000 defendants at our fingerprint station outside of Courtroom 4C.
- \* Prepared more than 800 buckets for the Imaging Department.

#### 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 (15) Fifteen 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. In 2019, the Courtroom Service Group accomplished the following:

- \* CSG participated in the BMV License Reinstatement clinic held on April 4<sup>th</sup>, 5<sup>th</sup>, 6<sup>th</sup> and December 4<sup>th</sup> and 5<sup>th</sup> 2019. CSG provided invaluable assistance preparing BMV abstracts for the program participants.
- \* Participated and completed a LEADS Audit with CPD and LEADS Control.
- \* Developed and implemented a new Theft Diversion program in conjunction with Columbus City Attorney's Office.
- \* Sent CSG staff to the Super Conference in order to take advantage of ongoing training.
- \* Developed a process to accept E-Filed Evaluations in conjunction with the specialized docket for LINC.
- \* Developed and implemented the Text (SMS) Reminder process for pending court dates. 501 cases in 2019 have utilized this free service.
- \* Transitioned a new CSG Director.
- \* Transitioned a new BMV Controller.
- \* CSG staff assisted in preparing old cases for the imaging process.
- \* Participated in the ongoing Old Case Dismissal Project. Dismissed approximately 15,000 old cases for 2019.
- \* The CSG BMV staff transmitted approx. 125,250 records to the BMV.
- \* In 2019 CSG staff updated approximately 145,300 cases in CourtView .

#### 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 2019: 1,806

Total cases on program Paid in Full in 2019: 750

##### 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 2019: 263

##### 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 2019: 16

##### EPAY Online Payment Service

This is an online payment convenience that is offered by the Clerks Office for payments of payable citations, and also payment of fines and costs incurred once adjudicated.

- \* Total cases paid in 2019 : 47,052
- \* Amount collected in 2019: \$9,026,075

### 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 by the Clerk's Office for this process.

- \* New payment sign-ups in 2019: 658
- \* Payments forwarded to victims in 2019: 2,465
- \* Total Amount forwarded to victims in 2019: \$405,003.06
- \* Cases with restitution Paid in Full in 2019: 577

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 2019 are as follows:

- \* Implemented new bailsheet scanning process at the time bond is posted for real time updates.
- \* Civil eviction cost increase updated (Local Rule 13, Schedule 9)
- \* RC 4511.213 added to the fine schedule with a fine of \$100. With the addition to the fine schedule, this made the fine now payable.
- \* Set up ACH process with FivePoint for Efiling Expungements in Criminal Division.
- \* Participating in the Kiosk Project slated to go in 2020.
- \* Conducted an office wide bond tutorial.
- \* Provided pre-paid credit card option for BMV fees at both BMV workshops.

### Traffic Violations Bureau

The Traffic Violations Bureau manages all tickets and complaints issued by (21) Twenty-one Municipal Law Enforcement agencies and (8) Eight Townships within Franklin County that 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 (3) Three 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. In 2019, the Traffic Violations Bureau accomplished the following:

- \* Initiated a total of 122,914 payable and mandatory appearance cases for traffic, criminal, and environmental cases.
- \* Scanned all original tickets, complaints, confidential identifiers, affidavits of support, and Mayor's Court transfers.
- \* Sent out notices for new court dates for traffic, criminal, and environmental cases.
- \* Mailed out 5,534 certified summonses for traffic, criminal, and environmental cases.
- \* Referred cases to Columbus City Attorney's Office for determinations.
- \* Maintained payable traffic cases with future court dates.
- \* Opened, logged, and processed 113,882 pieces of Civil and Criminal/Traffic mail; prepared mail logs for imaging.
- \* Referred cases to the Duty Judge or Assigned Judge for payment determinations.
- \* Initiated 1,527 Mayor's Court Transfer cases; processed bond money and tracked defendants in custody.
- \* Assisted the public, employers, City, County, and State Agencies by providing case dispositions for record requests.
- \* Assisted defendants through telephone and email communications with questions regarding cases and payments.
- \* Prepared daily traffic arraignment court docket sheets.
- \* Entered Identification Tracking Numbers (ITNs) into CourtView Case Management System.
- \* Tracked file sequence for auditing controls.
- \* Continued effective communication with Police Agencies, Prosecutors, Common Pleas Court, Juvenile Court, Mayor's Court Clerks, and Courtroom Clerks to ensure quality work.
- \* Participated in Supreme Court of Ohio training classes to encourage professionalism and to attain Office Vision.
- \* Took part in Office community outreach programs.
- \* Continued new hire training program to ensure staff have well-rounded knowledge of the Clerk's Office.
- \* Reassessed performance standards to make certain work is processed and completed in a timely manner.
- \* Cross-trained staff to ensure all daily responsibilities are met.
- \* Held weekly staff meetings to communicate policy changes and address questions and concerns.
- \* Participated in the Driver's License Reinstatement Program.
- \* Assisted with breakdown of Civil and Criminal/Traffic files for imaging.

# **City Treasurer 2019 Annual Report**

**ANNUAL REPORT  
DEPARTMENT OF CITY TREASURER  
FOR THE YEAR ENDING DECEMBER 31, 2019**

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 monthly balance of investments in 2019 was \$1,984,862,991 with cash-basis investment earnings of \$41,853,190.69 for a yield of 2.11 percent. The investment balance at year end was \$2,107,074,232.72 which includes investment activity on December 31, 2019 that was not captured in the accounting system until January 2, 2020. Schedules of all investment activity for the year, and the portfolio composition as of December 31, 2019 are presented later in this report.

Columbus City Treasurer's Office  
Balance Sheet as of 12/31/19

**ASSETS:**

Cash in Banks	\$	36,037,457.71
Cash-in-Payroll Account		19,431,106.54
Cash-on-Hand		110,199.45
Receivable Items		51,615.45
Returned Checks		59,832.09
Treasury Investments		2,107,074,232.72
Total Assets	\$	<u>2,162,764,443.96</u>

**LIABILITIES:**

Auditor's Warrants Payable	\$	14,306,495.80
Auditor's ACH & Wires Payable		3,694,156.03
Payroll Checks Issued		19,431,106.54
Advance Receipts		32,535,060.95
Total Liabilities		<u>69,966,819.32</u>
Interest Earned		4,452,412.34
City Fund Balance		2,088,345,212.30
Total Fund Balances		<u>2,092,797,624.64</u>
Total Liabilities and Fund Balance	\$	2,162,764,443.96

**Columbus City Treasurer Investment Earnings-Cash Basis 1987-2019**

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	2018	\$23,849,971.44
2001	\$40,300,193.79	2019	\$41,853,190.69
2002	\$26,027,402.32		
2003	\$16,136,402.90		
2004	\$10,336,025.03		

CITY OF COLUMBUS  
 DECEMBER 31, 2019  
 INVESTMENTS BY TYPE

Description	Amount	Yield	% of Portfolio
FFCB Coupon Notes	305,358,735.05	1.83%	14.52%
FFCB Coupon Notes - Callable	163,038,993.25	2.25%	7.76%
<b>Federal Farm Credit Bank</b>	<b>468,397,728.30</b>		<b>22.28%</b>
FHLB Coupon Notes	137,683,960.52	2.34%	6.39%
FHLB Coupon Notes - Callable	399,361,857.49	1.95%	19.00%
<b>Federal Home Loan Bank</b>	<b>537,045,818.01</b>		<b>25.39%</b>
FHLMC Coupon Notes - Callable	272,777,513.56	2.22%	12.96%
<b>Federal Home Loan Mortgage Corp.</b>	<b>272,777,513.56</b>		<b>12.96%</b>
FNMA Coupon Notes	29,325,795.33	1.71%	1.39%
FNMA Coupon Notes - Callable	9,407,050.00	1.88%	0.44%
<b>Federal National Mortgage Association</b>	<b>38,732,845.33</b>		<b>1.83%</b>
Commercial Paper	310,573,926.16	2.05%	14.80%
Treasury Note	268,488,754.89	1.68%	12.73%
Federal Gov't Obligations Fund	135,095,630.21	1.56%	6.41%
Star Ohio	57,265,245.85	1.92%	2.72%
JP Morgan Chase Bank	11,165,993.04	0.45%	0.53%
Huntington Premier Money Market	5,001,339.37	0.1%	0.23%
Municipal Bond	2,529,438.00	1.66%	0.12%
<b>Total</b>	<b>\$ 2,107,074,232.72</b>		<b>100.00%</b>

# **Mayor's Office**

## **2019 Annual Report**

## **Mayor's Office 2019 Annual Report**

Mayor Andrew J. Ginther's strategic priorities in 2019 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 fourth 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 2020 budget was \$ \$969.5 million. The budget was passed by Columbus City Council on February 10, 2020.

### **Growth of Columbus**

Columbus has grown substantially over the last four years

- Regional experts are projecting that the population of Central Ohio is expected to grow from two million in 2016 to three million by the year 2050.
- Hotel business boomed in 2019. In a strong show for the tourism economy, Columbus ended the year with record-breaking bed tax collections.
- Hosted the ASAE Conference.

### **Neighborhoods**

- The Envision Hilltop plan was completed.

### **Birth to 5**

- CelebrateOne: continued moving the needle on reducing infant mortality through education, community outreach and accessibility to prenatal and postnatal health care.
- Design began on the Hilltop Early Childhood Center.
- Provided opportunity for more than 3,500 children to attend high-quality early childhood education.

### **Smart Columbus**

- Began a pilot program that helps individuals with cognitive disabilities navigate transit with greater independence, while staying connected to their caregivers.
- Rolled out a new app called Pivot that helps residents plan convenient, affordable trips around town using the many mobility services Columbus has to offer.

### **Diversity and Inclusion**

- Columbus Women's Commission: committed to the economic well-being of women in Columbus particularly through pay-equity efforts and eviction education.
- The Columbus Commitment reached the goal of 250 participants.
- 50% increase in spending in minority- and women-owned businesses.
- Completed Disparity Study.
- Made \$15 an hour minimum pay for full time City of Columbus employees.

### **Public Safety**

- Columbus Community Safety Advisory Committee Safety Report Completed.
- New Police Chief search completed.
- Construction of Fire Station #35 continued.
- Began construction of Linden Park Community Center.
- Began construction on Fire Station #16.
- Continued construction on Far North Police Substation.

# **Columbus Public Health 2019 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 gun violence, prevent the spread of disease, reduce infant deaths, prepare for and respond to emergencies, 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, Columbus Public Health is a nationally accredited leader that identifies health priorities, mobilizes resources and ensures the conditions in which ALL residents can be healthy.

### **SPECIAL INITIATIVES**

- **Violent Crime Review Group** - Led the Violent Crime Review Group as part of the Mayor’s Comprehensive Neighborhood Safety Strategy, including a Rapid Homicide Notification System to coordinate and provide City services to residents and neighborhoods after a traumatic event.
  - **CARE Coalition**
    - Canvassed 1,686 homes.
    - Engaged 356 residents.
    - Held 8 community events.
    - Contacted 38 next of kin.
- **Columbus and Franklin County Addiction Plan** - Led the Columbus and Franklin County Addiction Plan and the community’s response by: increasing education and access to naloxone; 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, fentanyl testing strips and infectious disease testing; and advocating for expanded and coordinated treatment services.
- **Week of Walk-ins for Recovery** - Led a first of its kind community effort to provide comprehensive resources to those seeking addiction services, community resources and medical services by meeting them in community locations where they live and work. The initiative created temporary access points for multiple services to be offered at “one-stop shops” at multiple locations in Columbus, specifically using medical, faith based and behavioral health partnerships to house these temporary services. Services included access to treatment, eligibility for insurance (Medicaid/Medicare), access to Hepatitis-A vaccinations, linkage to treatment, distribution of Naloxone/ fentanyl test strips, and access to food.
  - Provided 236 referrals
  - Assessed 43 clients for treatment
  - Provided 37 clients direct admission to detox programs
  - Distributed 230 doses of naloxone and 682 fentanyl test strips
  - Distributed 571 meals to clients and their support systems.
- **Hepatitis A Outbreak** - Investigated and responded to the largest hepatitis A outbreak in 25 years to prevent infection and protect health, providing community education and hepatitis A vaccines to high risk groups.

### **Food Protection**

- Conducted 14,823 inspections of 10,027 food facilities.
- Educated 1,559 participants in food safety.
- Conducted 580 school safety inspections.

### **Disease Prevention**

- Treated 43,493 acres for adult mosquitoes, conducted 2,344 inspections of larviciding sites, larvacided 5,856 catch basins, and treated 344 rain barrels to prevent mosquito-borne diseases.
- Completed 3,264 rat surveillance assessments.
- Issued more than 805 Retail Tobacco and Paraphernalia Licenses, and conducted 1,174 underage buy attempts and 1,313 sign checks to ensure compliance with Tobacco 21.

### **Neighborhood Environmental Health**

- Initiated investigations of 100% of all cases of children with elevated blood lead levels by contacting the parents or guardians within state recommended guidelines.
- 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.

## **TB**

- Provided evidence-based blood testing (QFT) for TB to 815 high-risk students from 62 countries in Columbus City, Worthington and Dublin Schools.
- Provided 9,706 directly observed therapy (DOT) visits for TB clients. 6,075 of these were performed electronically (eDOT) with 1 eDOT visit saving approximately 1 hour of staff time and 10 miles of transportation cost for staff).
- Provided medical care and case management for 105 active TB patients, including 48 newly confirmed cases counted in Franklin County.

## **Vaccine Preventable Disease**

- Administered a total of 26,456 vaccines to 9,130 clients.
- Case-managed all 101 newly reported cases of perinatal hepatitis B infection in pregnant women to ensure that the hepatitis B virus was not transmitted to any newborn child in Franklin County.
- Conducted a back-to-school drive that administered 5,674 vaccines to ensure that 1,292 students were not excluded from school.
- Provided clinical services (testing, education and, if applicable, treatment) to over 10,250 clients in the Sexual Health Clinic.
- Administered over 2,300 antibiotic injections in addition to other antifungal, antiviral and antibiotic pills in the Sexual Health Clinic.

## **Laboratory**

- Ran 410 confirmatory tests and transitioned all confirmatory testing for HEP C in-house using real-time transcription-mediated amplification (TMA) test, decreasing wait times for results, reducing expenses by 75% and saving \$40,000.
- Screened 11,000 clients for HIV and hepatitis C and 15,000 for syphilis.
- Ran 17,000 tests for urine GC/CT with a 13% positivity rate and screened 8,500 of these clients for oral GC/CT (5.5% positivity rate) and 1,700 for rectal GC/CT (16% positivity rate).
- Performed 150,000 in house tests on site.

## **Women's Health and Wellness Center**

- Completed over 5,300 visits in the health center and provided 578 LARCS (long acting reversible contraception) of which 98% of these were same-day.
- Implemented on-site services at Franklin County Correctional Facility (CBCF) and drop in centers for homeless and addicted residents at Sanctuary Night and Jordan's Crossing.
- Enrolled 141 residents with 45 healthy full-term babies born through the Baby and Me Tobacco Free program.

## **Sexual Health Promotion**

- Launched the *Know HIV. No Fear* multi-media campaign to increase awareness of HIV testing, treatment and PrEP and to reduce stigma.
- Expanded partnerships to include Jewish Family Services for an employment services program and Lutheran Social Services Faith Mission to serve persons who are homeless.
- Secured the CDC grant for STD Sentinel Surveillance Network (SSUN) which will allow for enhanced surveillance of gonorrhea, improving clinic service delivery and public health programs.
- Implemented NextGen mobile.

## **Alcohol and Drug Services**

- Served 1,023 clients through outpatient and intensive outpatient group therapies.
- Engaged 500 individuals at Safe Point and other community sites through outreach activities.
- Provided over 100 hours of free yoga to clients active in the ADS treatment program.
- Started a Medication Assisted Treatment (MAT) Program where 56 people were served, 36 patients were prescribed Suboxone and 17 patients were given Vivitrol injections.
- Engaged 556 individuals at Safe Point through outreach activities.
- Collected 180 pounds of medication and an estimated 83 lbs. of sharps, needles and lancets at 2 drug take back events.

- Continued the Project LIFE – Fentanyl Test Strip Distribution Program in 10 partner locations, distributing approximately 3,977 test strips to save people from accidental overdoses.
- Provided naloxone trainings, education and harm reduction strategies to 1,200 residents and distributed 1,249 boxes of NARCAN nasal spray.
- Provided Alcohol and Drug Prevention Education to 4,798 residents in 78 community sites.
- Provided HIV/Hep C/STI education and harm reduction strategies to 1,515 residents.

### **Dental**

- Screened 7,311 children for dental sealant needs.
- Provided dental sealants to 4,864 children.
- Distributed more than 14,000 toothbrushes to encourage good oral hygiene.
- Distributed more than 15,000 sugar sweetened beverage brochures and posters.
- Distributed more than 5,000 water bottles to encourage good oral and overall health.

### **Maternal Child Health**

- Distributed 1,692 cribs for infants without a safe sleep surface to help reduce infant mortality.
- Trained 990 Safe Sleep Ambassadors.
- Conducted 51 safe sleep classes and educated 463 families.
- Inspected 637 child safety seats for proper installation, and distributed 149 child safety seats.
- Held 163 car seat classes and distributed 873 child safety seats to eligible families.
- Provided 36 car seat check-up events and 22 fitting stations.
- Distributed 250 multi-purpose straps and 1,000 cabinet locks for home and medication safety.
- Completed 5,716 home visits for pregnant and newly parenting families.
- Began implementation of the Healthy Families America evidence-based home visiting model.

### **Women, Infants and Children Nutrition Program (WIC)**

- Served an active client caseload of 29,286, the largest caseload in Ohio.
- Provided 4,705 \$20 vouchers to WIC participants to purchase fresh fruits and vegetables at our farmers markets with a 92% redemption rate for a total \$86,555 redeemed for produce.
- Supported 3,217 pregnant and 3,242 breastfeeding women in the WIC clinic through breastfeeding peers.
- Educated and supported 345 moms through WIC breastfeeding classes.
- Provided one-on-one lactation support to 246 mothers.

### **Emergency Preparedness**

- Conducted 18 presentations on emergency preparedness to community partners, private businesses, partner agencies and national/international audiences (webinars).
- Utilized the Citywide Mass Notification System to verify CPH employee emergency response availability, receiving an 86% staff response in a 2 hour period.

### **Office of Epidemiology**

- Conducted analyses for comprehensive reports on reportable infectious diseases, sexually transmitted infections, sleep-related infant deaths, fetal and infant mortality, youth suicide, and men's and women's health.
- Created an interactive tool to display several years of Key Community Health Indicators related to the Community Health Assessment
- Maintained or increased monitoring and reporting of trends, including influenza, syphilis, hepatitis A, B and C, infant deaths (including sleep-related), preterm births, and overdoses (deaths, emergency medical services (EMS) runs and emergency department (ED) visits).

### **Office of Outbreak Response**

- Investigated and responded to 33 outbreaks, including the largest outbreak of hepatitis A in our community since 1993, through outreach, education and vaccination.
- Conducted outreach to the African immigrant community as part of the Coalition against Hepatitis for People of African Origin (CHIPO) to promote prevention of hepatitis B.

### **Office of Infectious Disease Investigation**

- Investigated approximately 10,737 reports of infectious disease.

### **Strategic Nursing Team**

- Administered 4,118 doses of flu vaccine at Columbus and Worthington Schools as well as private and charter schools.
- Administered 212 Tdap and 419 meningococcal vaccines in Columbus and Worthington Schools as well as private and charter schools.
- Responded to 1 American Red Cross Shelter activation, providing triage, health services and referrals to victims.
- Conducted *Stop the Bleed* courses for 102 participants to help residents prepare to react in multiple casualty disaster events.
- Provided community education and training on opioid overdose and how to administer naloxone for 416 participants.
- Participated in 5 Mayor's Neighborhood Pride events, conducting 54 health screenings and providing health education to community members.
- Participated in 93 community health fair events and conducted health screening and education for 1,493 people.
- Conducted 1,901 health screenings for residents at 75 regular community partner sites.
- Provided 331 health screenings during Minority Health Month outreach events.
- Provided 2,228 hepatitis A vaccinations in collaboration with the infectious disease nurses at community sites where there is a high-risk population.
- Taught 2 Prevention Matters classes to the community focusing on prevention of disease and promoting wellness for 29 participants.
- Provided 14 Nursing Continuing Education Programs with 817 participants, and awarded 24.85 contact hours for the year with these programs.
- Provided screenings for lead poisoning for children enrolled in the Early Start Pre-K Columbus in Columbus City Schools where 201 children under the age of 6 were screened for lead poisoning. \

### **Chronic Disease Prevention**

- Hosted 60 walks across 4 neighborhood walks with 454 walkers taking more than 8 million steps – almost 4,000 miles – to better health.
- Trained 145 early childhood and education staff on strategies to incorporate healthy living in every day curriculum so children are kindergarten ready.
- Provided onsite technical assistance to 45 local early childhood and education centers to increase healthier foods served, more physical activity opportunities, breast feeding support, and building resilience for 2,770 children and their families.
- Assisted 18 local early childhood and education centers in receiving a statewide designation of the Ohio Healthy Program through ODH.
- Developed and disseminated secondhand smoke exposure risk, Tobacco21, and tobacco use youth prevention campaigns, reaching nearly 500,000 residents in and around CelebrateOne neighborhoods.
- Implemented smoke free policies in 2 multi-unit housing complexes, impacting 572 residents.
- Conducted 27 trainings for 1,539 youth, parents, health professionals, community members, teachers and school administrators on the harmful effects of vaping.
- Provided over 100 hours of technical assistance to local Columbus Farmers Markets to promote Produce Perks for low income families, certify market managers for sustainability, and recruit local neighborhood farmers.
- Supported 2 worksites in policy and environmental changes, impacting 12,000 employees, and 1 infrastructure change, impacting 21,590 residents.
- Fit and distributed helmets for 1,593 students at 4 elementary schools in partnership with Neighborhood Pride Bike Safety Festivals.
- Completed pilot implementation of Girls in Gear with two additional schools for 17 girls.
- Held 14 Columbus Art Walks and Landmark Talks for 157 walkers.

### **Health Equity**

- Participated in 41 events and meetings where Neighborhood Health Ambassadors shared information and resources with 1,013 community members.
- Coordinated the Embracing Health Equity Training Series for 262 participants.

- Led the planning for the inaugural Diversity and Health Equity Summit which included 11 workshops, women's health annual exams/cancer screenings, STI screenings and immunizations for 143 participants.
- Participated in 110 community events where 2,735 residents received information and 1,485 residents were provided health screenings.
- Presented Access to Care and Health Insurance 101 to two Community Health Worker Cohorts at The Ohio State University, reaching 51 Community Health Workers.
- Organized 3 Community Health Literacy events: to increase knowledge of services and referrals/linkages for 182 people.
- Coordinated partnerships with Franklin County Job and Family Services, SouthEast Inc. and PrimaryOne to provide 1,024 residents with health care enrollment assistance.
- Distributed 3,371 *Are You Covered?* cards and followed up with 152 phone calls from residents regarding Medicaid and the Health Insurance Marketplace.
- Coordinated and co-hosted with OSU Wexner Medical Center 5 Mini-Medical School lecture sessions for 67 attendees.
- Connected with 41 African American (AA) community leaders in an effort to garner participation in conversations about overdose deaths and the impact on the AA community, coordinating with ADS to provide presentations for 13 congregations.
- Participated in planning the Recovery Sunday initiative with Columbus Kappas:
  - Coordinated with ADS to provide opiate/ADS resources to 8 churches and mosques
  - Coordinated with SNT to provide Narcan training session to 6 congregation reps (6 participants representing 6 congregations)
- Planned 12 Minority Health Month activities, reaching 1,061 residents.
- Impacted 22,131 individuals via trainings, forums and health fairs.
- Coordinated the Mexican Consulate outreach event 4 times where over 1,800 residents were served.
- Coordinated more than 8,000 interpretation and translation services

#### **Columbus CARE Coalition**

- Reached 2,440 homes in proactive outreach for Neighborhood Committees and Mental Wellness Events
- Hosted 24 events on resiliency and engagement connecting with 775 residents.
- Hosted 2 mental wellness events serving 320 residents and partnered with the Reeb Center for Winterfest for 30 children and families.
- Facilitated 2 support groups on the South side serving 21 youth.
- Hosted the 2<sup>nd</sup> annual remembrance vigil with 80 families in attendance.
- Attended 63 outreach events in Linden and Hilltop.
- Hosted 8 Neighborhood Committees: 4 in Linden and 4 in the Hilltop.
- Hosted two events for Boys and Men of Color for 75 participants
- Hosted 50 Trauma Responsive Care trainings in the community.
- Hosted After a Violent Loss and Cultural Grief and Humility trainings for 155 participants.
- Served 298 Clients with brief case management services on complex cases.
- Completed 923 internal social work consult requests.
- Provided services at 20 community sites on a monthly basis throughout 2019.
- Responded to an average of 25 Social Work Helpline calls per month.

# **Department of Public Safety 2019 Annual Report**

The Department of Public Safety manages the operations for the Divisions of Police, Fire and Support Services for the City of Columbus. Its mission is to provide outstanding public safety services to the residents of Columbus allowing “every resident, on every street and, in every neighborhood” to feel safe.

Under the leadership of Mayor Andrew J. Ginther and Safety Director Ned Pettus Jr., PhD, who was appointed August 1, 2016, the Department of Public Safety improved safety services and contributed to making Columbus the best place to live, work and raise a family. Public Safety is the recipient of approximately two thirds of the Mayor’s budget.

## **SAFETY DIRECTOR’S OFFICE**

### **Of Significant Interest-**

The Department was involved in numerous initiatives proposed by Mayor Ginther.

Specifically:

- Selection of a new Police Chief
- Results of the Community Safety Advisory Commission and Matrix Consulting Review
- SpotShotter gunshot detection pilot programs
- Wellness, Mental Health and Addiction initiatives
- Diversity hiring initiatives
- Mobile Stroke Treatment Unit

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### **Community Safety Advisory Commission and Matrix Consulting results**

The Division of Police underwent a very thorough 18 month review by the Columbus Community Safety Advisory Commission. The Commission was composed of 17 members and included community leaders and safety officers, pastors and social service professionals, academics and activists. The Commission was tasked with identifying, reviewing and recommending best practices to ensure the Columbus Division of Police has the best training, policies and procedures to protect and serve our entire community. Moreover, the Commission used the Matrix Consulting Company as a resource in promulgating 80 recommendations covering topics of recruitment, training, diversity and inclusion, community engagement and independent investigations. We look forward to reviewing and implementing the recommendations to make both the Division of Police and our community even stronger.

### **Diversity Hiring**

The Department ventured into new and innovative initiatives to address diverse hiring for both police and fire. These efforts led to the December classes for both divisions being the most diverse since the court mandated split lists of the 1980s.

- CFD added the “Text to Apply” option for the recruitment period which led to increased resident participation. An interested person can text “JOINCFD” to 474747 to immediately be placed in the recruitment cycle.
- The Divisions have partnered with the Urban League of Central Ohio, Ministerial Alliance, Columbus Public Schools and others to expand recruitment efforts in populations that are underrepresented within CFD and CPD. Welcoming new officers to the Division of Police and creating new initiatives to confront violent crime will remain a top priority as we work to keep our neighborhoods safe.
- Cadet Program was established by the Divisions of Police and Fire. This program, intended to capture the focus of those interested in a career in Public Safety, hiring those over 18 years of age and exposing them to coursework in police and fire classes at each Division’s academy. The intent is to keep them engaged and provide resources to enable them to be successful in entrance examinations for police and fire, thus creating a pipeline for hiring. A class of 20 cadets started with Columbus Fire in April and a class of 17 cadets started with Columbus Police in August.
- The Division of Fire partnered with Columbus City Schools to create a fire pathway as part of their Public Safety Program at Columbus Downtown High School. Students in their junior year this year will be able to select the fire pathway for their senior year, mirroring the law enforcement pathway. This partnership creates another portion of the pipeline for diverse recruiting.

### **EEO**

The Department is pleased to report that the Director's office hired an Assistant Director for Equal Employment Opportunity Compliance (EEOC) who will help to oversee both training throughout the Department and investigation of these matters. Moreover, the policies in the Divisions were changed to allow reporting of any such incident directly to the new Assistant Director, which is in addition to chain of command reporting.

### **Mobile Stroke Treatment Unit**

The Division of Fire partnered with OhioHealth, Mount Carmel Health System, and The Ohio State University Wexner Medical Center to launch state-of-the-art lifesaving care to stroke victims before they arrive at the hospital. The Mobile Stroke Treatment Unit is a specialized vehicle designed to diagnose and provide definitive care to victims of stroke in the field. This is important because a stroke can rapidly damage the brain if left untreated, making every minute count. When the unit arrives on scene, a team of trained stroke care professionals virtually connect to the OhioHealth stroke neurologist. A CT scan helps determine the cause of the stroke and the neurologist determines the appropriate treatment. The patient is taken to one of three Comprehensive Stroke Centers in central Ohio: The Ohio State University Wexner Medical Center, Mount Carmel East Hospital, or OhioHealth Riverside Methodist Hospital.

### **New Police Chief**

Tom Quinlan, a 30-year veteran, was selected through an incredibly competitive, national search as the City's Chief of Police. For the first time in the City's history, the City was able to look outside the Division for a new Police Chief. We began this exhaustive search when former Chief Kimberley Jacobs retired in February. The City formed a search advisory committee with a range of law enforcement and community leaders, and engaged hundreds of residents and police officers for their views on the next Police Chief. Community feedback helped shape the job description and the types of candidates we recruited. From taking the survey to attending a focus group or community forum, resident engagement was the cornerstone of this search.

### **Nuisance Abatement**

The Department, working along with the Office of the City Attorney, increased joint enforcement initiatives for this last year in the area of nuisances. There were eighteen (18) houses closed due to drug sales and related criminal activity. Illicit activities were discovered at five (5) markets/carry outs and two (2) massage parlors, resulting in their closure. The City objected to six (6) liquor permits in 2019 and out of the eight (8) liquor permits objected to in 2018, two (2) of the objections were upheld and four (4) were resolved with agreed nuisance findings. In addition, with the assistance of CPD and CFD, four (4) hotel/motels were once again targeted as nuisances with objections to renewal filed. Of the three (3) hotel motel permits objected to in 2018, all three (3) were resolved with agreed to nuisance orders.

### **PACT**

Implementation of the Division of Police PACT (Police and Community Together) Teams to address quality of life issues in neighborhoods, including those previously addressed by the now defunct Vice Section. Early feedback has been tremendously well received in the community and experienced large number of arrests to include human trafficking cases, followed by services provided.

### **Safe Streets Community Police Initiative**

Community outreach and engagement continue to be a focus for the Division of Police. Neighborhood meetings, social media, diversity & inclusion officers were avenues used to collaborate with residents. The Division expanded the Safe Streets Community Police Initiative in 2018 to three neighborhoods, Linden, Hilltop, and the Parsons Avenue area, which corresponds to areas where ShotSpotter was implemented in 2019. This past year saw expansion of hours and duration of the program with plans to expand around holidays in 2020.

### **ShotSpotter**

2019 saw the implementation of ShotSpotter in three (3) selected pilot project neighborhoods with very positive results. ShotSpotter is a gunshot detection system that will notify law enforcement of gunfire even faster than

residents in the area can contact authorities. The system, strategically deployed across nine square miles of the city during the first quarter of 2019 has proven to be an effective tool in identifying and reducing response times to gunfire.

### **Wellness, Mental Health and Addiction Initiatives**

Addressing those experiencing mental health and addiction issues remains a priority to the Department. The Division of Police has partnered with ADAMH to place seven Netcare Mental Health Clinicians with seven Crisis Intervention trained officers to respond to mental health related calls for service (up from 1,300 in 2018). In 2019, these Mobile Crisis Response Teams responded to over 3,900 calls for service, and worked to link clients with community services. The Mobile Crisis Response Teams have been very successful, therefore in 2019 the Unit was made permanent and staffed by 6 officers and 1 sergeant.

Likewise, we continue to explore innovative ideas to address the opiate crisis. Through a grant from the Ohio Attorney General's office, the Division of Police has created 3 permanently assigned officers to the highly successful Rapid Recovery Emergency Addictive and Crisis Team (RREACT), created by Columbus Fire. Working with CFD, RREACT teams follow up with recent overdose victims, working to convince them to enter treatment at the Maryhaven Addiction and Stabilization Center and to stop the cycle of abuse.

Lastly, during reorganization of the Division of Police, the Department saw the creation of the new Wellness Bureau. It houses the aforementioned Mobile Crisis Unit, Crisis Intervention Training Coordinator, Court Liaison Section and the new Therapy Dog Unit, consisting of 5 therapy dogs, 4 officers and a Sergeant.

## **BRICK AND MORTAR**

### **Fire and Police Facilities**

- Broke ground on replacement Fire Station 16.
- Police parking lot replacement for Substation 3/17 completed and Substation 10 was begun.
- Fire apparatus bay floors projects were initiated.
- Fire Station 17 apparatus bay column restoration completed.
- Renovation of Generators for Fire Stations 11, 17, 28, 29, 32 were procured.
- Police horse barn dumpster shelter was begun.

## **DIVISION OF POLICE**

- Class of 40 recruits started in June
- Class of 50 recruits started in December
- Took delivery of thirty-eight (38) Ford SUV interceptor vehicle
- Took delivery of five (5) transport PTVs
- 3 Special Service Explorers
- Took delivery of thirteen (13) light duty vehicles

## **DIVISION OF FIRE**

- Class of 35 recruits started in June
- Class of 40 recruits started in December
- Took delivery of ten (10) medics
- Took delivery of two (2) tiller ladders
- Took delivery of one (1) platform ladder
- Took delivery of eight (8) engines
- Took delivery of eleven (11) light duty vehicles
- Received two (2) alternative funded SUVs designated for the RREACT team
- Received 9 Smart City sponsored vehicles

## DIVISION OF SUPPORT SERVICES

### Communications Section highlights for 2019:

- Approximately 12,000,000 radio calls made with no system busies.
- Total calls answered by Police and Fire for year 2019- 1,442,965
- Processed 1,295,216 calls for service through Computer Aided Dispatch (CAD).
- Completion of the launch of *Text to 911* functionality to our 911 system which allows those that cannot call in to our communications section the ability to text for help.
- 911 Calls processed by the Viper 911 System- 932,114
- Administration calls processed by the Viper 911 System- 1,635,724
- Text sessions and messages processed by the Viper 911 System- 1,952 Session resulting in 15,773 messages
- Replacement of all Fire Dispatch “Locution” computers in the Division of Fire and neighboring townships.
- Directly supported communications for Red, White, and Boom 2019, the Arnold Classic, Komen Race for the Cure, all The Ohio State University home games, and the Columbus marathon.

### License Section highlights for 2019:

- Issued 1912 Alarm Appeals
- Issued 22 Arcade licenses
- Issued 902 "Bug your Bike" packets
- Issued 6 permits for Carnivals, Circuses, or Shows
- Issued 295 Charitable Solicitation licenses
- Issued 5 Close Out Sale/Extension permits
- Issued 0 Clean Zone permits
- Issued 134 Commercial Sales/Tri-Annual/Promoter licenses
- Issued 2 Community Market permits
- Issued 65 Community Noise permits
- Issued 1 Dangerous Ordinance Permit
- Issued 169 Hotel/Motel licenses
- Issued 1 Itinerant Vendor permit
- Issued 34 Massage Establishment permits
- Issued 53 Masseur/Masseuse licenses
- Issued 117 Public Right of Way permits
- Issued 349 Mobile Food vending licenses
- Issued 37 Parade permits
- Issued 21 Professional Fund Raiser permits
- Issued 2 Roadway permits
- Issued 6 Scrap Metal Facilities
- Issued 990 Short Term Rental licenses
- Issued 741 Vehicle for Hire drivers licenses
- Issued 502 Vehicle for Hire Owner licenses
- Issued 80 Vehicle Transfer licenses
- Issued 37 parade permits

### Weights and Measures Section Inspectors Completed

- 18,607 device inspections
- 17 package inspections
- 87 Lots inspected
- 2821 packages represented in the 87 lots
- 12 lots rejected resulting in 349 packages ordered off sale
- 209 price verification inspections with 8,508 prices verified
- Resolved 75 consumer complaints

### Fiscal Section highlights for 2019:

- Processed 264 indigent burial payments
- Received \$4.5 mil in revenue for the Division

### Weights and Measures Highlights for 2019:

# **Department of Technology 2019 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 2019 accomplishments of DoT. A balance of improving existing services and offerings, implementing new technologies that help the City of Columbus meet the needs of residents while safeguarding and maximizing the tax dollars we are allotted and adhering to the core department pillars.

## COLLABORATION AND PARTNERSHIPS

Dedicating resources, time and effort to join with other departments in building effective solutions which empower the business of our City. Collaboration and Partnership forms the third pillar of customer satisfaction for DoT. In 2019, DoT partnered with City offices and departments on key public policy priorities:

- **Body Worn Cameras:** DoT continued to work collaboratively with Public Safety to maintain the city's first body-worn camera program for Police. The program included deployment of cameras to over 1,200 officers, network infrastructure at police substations across the city, and acquisition and deployment of video storage for body-worn and vehicle cameras. Today, the city is ingesting thousands of videos a day. DoT's efforts have evolved from the body-worn camera program to focus on modernization of public safety information technology systems that support critical life-safety functions for the city.
- **Public Alert Communications:** DoT and Franklin County Emergency Management and Homeland Security continued to upgrade and improve the Everbridge emergency and alerts communications system used throughout the city and county. The system was further enhanced to continue to cross-link with Ohio State University emergency communications and provide text alert subscriptions to large civic events such as the Arnold Fitness Classic, Red White & Boom and the Columbus Pride Festival and Parade.
- **Columbus Public Schools Partnership:** DoT continued to partner with Columbus City Schools to provide services for 7,127 phones to the school district's 128 administrative and school locations as a shared service, thereby sharing telephone staffing and equipment costs for both the city and district.
- **The Cherwell CSM with "TechDesk" self-service portal**  
Launched in February 2019, Cherwell contains detailed service records for 11,955 customers. Since launch, the system has received 55,576 Incident or Service Request Tickets, including 18,975 submitted through the TechDesk Portal and 7,013 created via email. Cherwell has been used for DoT Change Management since May 2019. In that time, 1,260 changes have been submitted for approval – 65 normal, 168 emergency, 431 standard, and 596 expedited.
- **Accela Upgrade:** DoT worked collaboratively with Building and Zoning Services, the Department of Development, Public Service, Columbus Public Health, the Department of Neighborhoods and application vendor Accela to upgrade the Accela 9.1.3 system. The revenue generation system includes offering our citizens, businesses, and visitors access to government services online, 24 hours a day, 7 days a week to schedule inspections for building permits. New ad hoc reporting features include (GIS) geographic information system mapping to integrate various types of data layers for analytical review.
- **CelebrateOne's Performance Management Dashboard** (<http://c1resources.columbus.gov/pages/performance-management>): In 2019, the DoT GIS team developed a series of maps and operations dashboards to demonstrate CelebrateOne's metrics for: Birth, Death, and Programmatic Work.
- **Office of Diversity and Inclusion (ODI) Tableau dashboards** (<https://app.smartsheet.com/dashboards/v5M5XGvr6vwQ9QwqJgww4GqfvxC6WFxf22M2pVf1>): DoT Tableau team built multiple Tableau visualizations for ODI. These visualizations make Work Force and Supplier data available to ODI and other City departments.
- **CUBS (Columbus Utility Billing System):** DoT worked collaboratively with the Department of Public Utilities and application vendor Hansen to perform a major upgrade of the revenue driven system CUBS (Columbus Utility Billing System) package software. The primary functions of the system stores all the customer and billing information for the City of Columbus' Divisions of Water, Sewer Storm water and Electricity.

- **Data Management & Analytics:** DoT established a Data Management & Analytics section to collaborate with city departments in their use of data to support mayoral and departmental priorities including: Celebrate One, Opioid Epidemic, Diversity and Inclusion, Public Safety, Affordable Housing, and the 2020 Census.

## CONTINUAL IMPROVEMENT

As related to DoT's fourth pillar of continual improvement, the department made enhancements to many of the standard e-commerce, and business technology applications and services provided to internal customers and citizens.

**E-Government:** E-Government, or electronic government, is the distribution of goods and services, or data, over an electronic network-- primarily the Internet. The benefits of e-government includes around-the-clock access to information, speed of service, and transparency.

- **City of Columbus Website** (columbus.gov): In 2019, Columbus.gov had over 2.6 million visitors, averaging over 7,200 daily, with approximately 53% of these visitors accessing the site from a mobile device. In 2019, there were 4,278 submittals through 36 RSVP forms. Today there are over 4,253 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. The DoT Emerging Applications team and the Mayor's Office Communications team continue to work with City departments to improve functionality and content on columbus.gov.
- **Columbus Government Television CTV** (Spectrum and WOW, channel 1024, AT&T, channel 99 youtube.com/user/cityofcolumbus and WCBZ 22.6):  
CTV continued successful customer service by providing 30+ hours of original programming each month, including all City Council meetings, as well as the new City Council talk show, Council in 90, and complete coverage of outside hearings such as the Columbus Safety Advisory Commission, Insight2050 Corridor Concepts Presentation and the National Latino Commission on Census 2020. CTV has also produced videos for special events and social media, as well as 8 hours of training videos for city departments. All program schedules are 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.
- **GovDelivery Communication** (columbus.gov/mycbus): In November 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. In 2019, a total of 1,092 bulletins were distributed/delivered. Current Topics/Categories total 146, up from 93 in 2018. There are 149,966 subscribers, up from 118,000 in 2018.
- **Comprehensive Neighborhood Safety Strategy application (CNSS):** (<http://columbus.maps.arcgis.com/apps/webappviewer/index.html?id=db87c30e530b47b6a02aaf72d1736d67>): This internal application was developed for the Department of Neighborhoods. The application includes a variety of neighborhood related datasets including crime, vacant housing, and code enforcement related datasets.
- **One Neighborhood Explorer (ONE)** - <http://gis.columbus.gov/one/>: This application was developed for the Department of Neighborhoods and contains information related to health, public service, public safety, and community based entities.
- **Data Management Platform:** The Data and Analytics team of DoT has been working on building a new Data Management Platform that includes two major platforms: Talend, a product that will enable the city to develop and publish high quality data, and Cloudera, a new data lake that stores large datasets and enables big data analytics. The platform will be operational by spring of 2020.
- **Women's Commission:** DoT Data and Analytics team streamlined the Pay Equity Adopter sign-up and Adopter tracking process using a survey and a new database. They also created a web map showing location of Adopters within the region.
- **Community Benefits Agreement site:** [www.columbus.gov/CBAEvents](http://www.columbus.gov/CBAEvents): DoT developed a new site for the City of Columbus and the Community Workforce and Apprenticeship Committee who has been hosting multiple information sessions for residents. The site provides detailed information about each event and provides tools to register interested parties and analyze the outcome of each event
- **Business Technology Advancements:** Implemented technologies that allow the City to provide services that enhance the safety, security and quality of life of Columbus residents.
- **Citywide Computer Deployment:** DoT continues to focus 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 2019, 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.
- **Technology Support for 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. In 2019, DoT implemented a Hyper Converged

Infrastructure solution to help meet the City's compute demand, and began performing a Datacenter Facilities upgrade project to upgrade City's datacenter to higher Tier and eliminating single points of failure.

- **REDCap** (<https://redcap.columbus.gov/>): at the request of the Department of Public Health, DoT's Data and Analytics team installed and configured REDCap, a mature and secure web application for building and managing online surveys and databases.
- **Virtual Tour of the City:** (<https://columbus.maps.arcgis.com/apps/MapSeries/index.html?appid=0c4124d63c274dd28b12597e03417506>) DoT GIS developed an application that provides a tour of the City by allowing the viewer to navigate different datasets. The application was shared with the new School Superintendent and several other groups and interested parties.

# **Department of Development 2019 Annual Report**

## 2019 Department of Development Annual Report

### 1. Administration Division

The Fiscal Office managed an overall budget of \$202.1 million. This is composed of a \$44 million operating budget, \$46.0 million in capital funds, \$95 million in Tax Increment Financing (TIF) proceeds, \$13.4 million in incentive payments, and \$3.7 million in Special Improvement Districts (SID) proceeds.

The Human Services Coordinator manages 41 grants totaling \$4.6 million that is used to improve the lives of the city's most vulnerable citizens. The city provides annual grants to organizations such as the Community Shelter Board, Huckleberry House, YMCA, ADAMH and many others.

In 2017, our department created the Development Diversity and Inclusion Committee (DDI) to advance and sustain an environment of racial, gender, age, sexual orientation, religious and cultural diversity.

During 2019, DDI accomplished a tremendous amount including:

- 1) Organizing Lunch and Learn Programs on Building Equitable and Inclusive Communities and the Women's Commission.
- 2) Organizing a half day All-Staff Meeting in October on Building Equitable and Inclusive Communities with the OSU Kirwan Institute to learn about the impact of racially discriminatory policies enacted by federal, state, and local governments on our community.
- 3) Organizing 2nd Annual Heritage Potluck that encourages staff to use food as a vehicle to celebrate our diversity.
- 4) Hosting a Coffee and Conversation Program to encourage staff to travel abroad.
- 5) Creating a monthly Language and Learning Series where a staff member teaches other staff members about the basics of speaking different international languages. In 2019, we hosted 4 sessions: three on Spanish and one on Farsi.
- 6) Celebrating, promoting, and educating staff on different cultural celebrations through email, raffles, bake sales, history quizzes, and visual presentations.
- 7) Engaging City Wide Training to provide Cultural Competency Training to nearly 100 staff members.

Since 2017, DDI has helped increase female representation in our department by 5% and by 8% in Code Enforcement field based positions (historically male dominated classifications).

Additionally:

- 1) Our recruitment successes were featured in a January 2019 article in the Columbus Dispatch.
- 2) 36% of all positions we have hired are racially diverse.
- 3) The DDI Committee has been referenced as a model for other departments to follow by the Office of Diversity and Inclusion (ODI).

### 2. Planning Division

#### Administration

- Planning Division Management established the goal and began implementation of process improvements for the processing of certificates of appropriateness and approval for historic district and design review areas. This is the first time in at least 20 years that process improvements have been implemented with the aim of improving efficiencies, clarity, and transparency for this important development review function.

#### Celebrate One

- Planning continued support for the Celebrate One program, including the following:
  - o Prenatal Trip Assistance: Planning worked with Celebrate One, Smart Columbus, and The Ohio State University to pilot an on-demand non-emergency medical transportation service which provides enhanced and efficient access to prenatal care.
  - o Esri Hub: Planning and Celebrate One worked with Department of Technology and the company Esri to create and promote a suite of web-based medical and community resource applications to address the needs of child-bearing women between the ages of 14-44 (the Celebrate One target population).
  - o Community Canvassing: Planning worked with Celebrate One to strategically map and implement canvassing events with the goal to directly connect with women of child-bearing age and to identify code enforcement issues and capital improvement opportunities.

#### Columbus Citywide Planning Policies

- Columbus Citywide Planning Policies (C2P2) continues to be used in 14 communities through Land Use Plans or "Early Adoption" of the C2P2 Design Guidelines.
- The Hilltop Land Use Plan was completed and adopted by City Council. The effort was in partnership with the Hilltop Community Plan efforts.
- Began planning for the first update to the C2P2 Design Guidelines.

#### Historic Preservation and Development Review

- As development continued to surge in Columbus, Planning staff reviewed 2,674 development related applications, including rezoning and variance reviews, annexation applications, Section 106 reviews, small cell facilities, and applications for certificates of appropriateness and approval from the city’s architectural and design review boards and commissions.

**Maps and Apps**

- Planning staff completed approximately thirty-seven distinct maps and associated data requests on topics ranging from the establishment of new Community Reinvestment Areas, area commission areas, Low Income Housing Tax Credit application sites, growth related map, other.
- Planning staff have engaged with the Department of Technology on the development of a new Columbus Communities Index.
- Planning staff initiated the development of the Columbus Development Info Database (“CDID”), which will be a webmap that illustrates existing developments in Columbus and include information such as project density, design related facts, and other information to help educate the public and broader community on development types.
- Planning reviewed and research local address points prior to the 2020 Census, identifying 43,473 new addresses in the City of Columbus that were not originally listed in the U.S. Census Bureau’s master residential address list. Providing the U.S. Census Bureau accurate address point data is the foundation to an accurate census count for the City of Columbus. An accurate census helps ensure election representation and it directly impacts the amount of funding Columbus will receive in federal funding over the next decade.

**Partnerships and Special Projects**

- Planning Staff provided significant support on a wide variety of special projects managed by other Departments and Divisions, including the below:
  - 161 Market Study
  - Annexation/Growth Policy
  - West Franklinton Design Guidelines
  - Climate Action Plan
  - Urban Forestry Master Plan
  - Corridor Concepts
  - Local Food Action Plan Implementation
  - Low Income Housing Tax Credit Review

**Urban Infrastructure Recovery Fund and Public Art**

- 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.
- Highlights of projects completed in 2019 include: new curbs on North Gould Road, new sidewalks on Dawnlight Avenue, Arcadia Avenue road diet and bike lanes, new sidewalks on Stambaugh Avenue, the South Side bikeways project and new sidewalks in the Fifth by Northwest area.
- Community interest in public art remains high in Columbus. Public art highlights included coordinating the implementation of the Art on High public art piece for the Short North, which will be placed as the southwest corner of West Hubbard and North High Street, the installation of public art bike racks at three community recreation centers, continuation of the Parsons Avenue public art project contract, repair of existing public art, and continued staffing of the Columbus Art Commission, which heard eleven public arts projects in 2019.

**3. Code Enforcement Division**

The Code Enforcement Division completed its annual vacant property count in 2019, and the number of vacant structures is 4,085. While the overall totals slightly increased from 2018, there was a 53% decline in the properties identified as being in poor condition from 2018-2019.

**Breakdown Per Area Last Eight Years:**

	2012	2013	2014	2015	2016	2017	2018	2019
Franklinton	575	529	480	459	395	322	360	407
Hilltop	1,204	1,196	1,147	879	705	702	681	662
Southeast	1,119	1,188	1,142	1,016	835	695	701	702
Near East	1,270	1,215	1,135	1,071	922	751	673	889
North & South Linden	1,353	1,388	1,285	1,321	1,134	884	934	818
Northeast	351	385	454	300	254	196	206	192
Campus-South	174	150	99	90	86	63	67	102
Other	238	187	229	169	237	204	258	313
<b>Totals</b>	<b>6,284</b>	<b>6,238</b>	<b>5,971</b>	<b>5,305</b>	<b>4,568</b>	<b>3,817</b>	<b>3,880</b>	<b>4,085</b>

Other Activities in 2019 by Code Enforcement Included:

Total Violation Notices Issued	19,267
Vacant Structure Violations Notices Issued	1,870
Weed & Solid Waste Abatements	1,044
Graffiti Abatements	46

**4. Housing Division**

- Provided home repair assistance to 587 households so that they could safely remain in their homes
- Made 77 housing units safer by providing lead abatement assistance
- Created 153 new units consisting of 137 affordable rental units and 16 homeownership units
- Helped 43 new homebuyers with down payment assistance.
- Approved 324 residential tax abatements
- Provided funding to housing counseling agencies to serve over 1,100 households with pre-purchase, post purchase and landlord tenant information

**5. Land Redevelopment Division**

In 2019, the Division sold a total of 171 properties including: 73 structures to people who committed to renovating a previously vacant house; 48 vacant lots for new house construction; two parcels for new multifamily construction; and 47 side lots to the adjacent owner. Sales include sites to construct two important affordable housing projects: Parsons Place, a 62-unit permanent supportive housing project on the South Side by Community Housing Network, and Wheatland Crossing II, a 64-unit multigenerational apartment development in the Hilltop by the Woda Cooper Companies.

The Division licensed 91 parcels for community gardens and beautification projects and acquired 152 properties, of which about half were abandoned structures. Partnered with the County Land Bank Program to demolished 77 structures within the City, most demolitions where paid by the Neighborhood Initiative Program (NIP) Grant. Funded the construction of the first six single-family houses under the new Central Ohio Community Land Trust.

**6. Economic Development**

In 2019, the Economic Development Division of the Department of Development:

- Completed 36 business attraction and expansion projects which will leverage more than \$256 million in private sector investments within the City of Columbus. These projects will add 2,869 net new/relocated jobs to the city and create more than \$167 million in net new payroll.
- Added approximately 628,581 million square feet of additional office space throughout Columbus.
- The Public-Private Partnership (P3) program completed construction on \$76 million in public improvements that leveraged more than \$846 million in private investments.

In 2019, the Office of Small Business and Entrepreneur Development completed a comprehensive Small Business Ecosystem Assessment with more than 45 business and community partners for the City of Columbus.

Office of Business Assistance

The Office of Business Assistance completed 34 business attraction and expansion projects which will leverage more than \$322 million in private sector investments within the City of Columbus. The projects anticipate creating 2,869 net new/relocated jobs and retaining 1,651 existing jobs creating more than \$167 million in net new annual payroll resulting in approximately \$2.6 million in net new income tax revenue for the city.

Of the new business attraction and expansion projects in 2019, 21 projects were commercial or industrial real estate investments that collectively will create more than 4.1 million additional square feet of space. These projects will create capacity for future business attraction and expansions in Columbus.

Project Examples include (square feet to be constructed, renovated or occupied):

Abbott Labs New Manufacturing Space – 25,000 square feet

Montwards Nelson Road – 560,000 square feet

Orix Capital – 200,000 square feet

Essilor of America – 330,000 square feet

Xbec Industrial Development - Rickenbacker – 1.5 million square feet

## Office of Infrastructure Investments

Public-Private Partnerships (P3) are development projects supported by public infrastructure improvements funded wholly or partially by public funds. The City of Columbus Office of Infrastructure Investments uses P3 to coordinate the delivery of such public infrastructure improvements and to ensure the efficient use of public funds. In 2019, the City's Public-Private Partnership (P3) program started construction on \$76 million in public improvements that leveraged more than \$846 million in private investments...so for every dollar the city invested, the private sector invested approximately \$28.77.

These investments will create:

- 1,931 new housing units; and
- 628,581 square feet of new commercial office space in the City of Columbus.

## Office of Small Business and Entrepreneur Development (OSBED)

In 2019, the Office of Small Business and Entrepreneur Development completed a comprehensive Small Business Ecosystem Assessment with over 45 small businesses, community and (large) business stakeholders serving as advisors to the process. Through this work, a Columbus Small Business Agenda was created to cultivate an inclusive, dynamic, and continuously improving small business ecosystem that enables all entrepreneurs, including entrepreneurs of color, to enjoy equitable opportunity for success that contributes to local economic development outcomes. This work is supported by ecosystem builders, announced by Mayor Ginther in December 2019, who are working under the direction of the City, to lead four working committee to advance the strategies presented below:

1. Expand awareness of resources
2. Build capacity of ecosystem stakeholders
3. Improves services and capital position
4. Foster connectivity among anchors and small businesses

Last year the City launched Accelerate Columbus – city-branded management and technical assistance programs – targeting aspiring and existing entrepreneurs. Through Accelerate, the City partnered with the Small Business Development Center (SBDC) at Columbus State and YMT Consultants to offer two distinct tracts of program across several cohorts. The training targeted to businesses based on their stage in the business lifecycle and by geographic location. To that end, we graduated over 150 businesses in 2019, with one of the graduates going on to compete in and place in the “Pitch to Win” national venture capital pitch competition sponsored by Nationwide Insurance and Blue Vine Capital.

The OSBED team also partnered with Columbus State Community College in bringing Goldman Sachs 10,000 Small Businesses to the City. A total of 24 local small businesses graduated from the Goldman Sachs program.

Additionally, OSBED 2019 outcomes include the following:

- Disbursed \$3,777,529.83 in pass-through funding to 12 Special Improvement Districts;
- Disbursed \$49,925.00 in payments to entrepreneurial support organizations servicing the City of Columbus small business portfolios revolving loan fund partners and capital providers from prior years;
- Awarded 12 Grants (Contracts) for Interior and Exterior Renovations through the Neighborhood Commercial Revitalization (NCR) Program;
- Awarded \$273,199.00 6 neighborhood-based small businesses under the NCR Program. These funds were leveraged by and additional \$731,602.00 in private funding from the small businesses or property owners;
- Graduated 127 aspiring entrepreneurs and small businesses from the Accelerate Columbus Start-up and Launch Program; additional outcomes of the Accelerate Columbus: Start-Up and Launch include:

- Held 58 Workshops
- Conducted 1,558 Hours of Classroom Sessions
- Provided Services to 104 new (First-time) Small Business Clients
- Conducted 482 Advisement Sessions Consisting of 584 Cumulative Hours of One-on-One Client Engagement
- Assisted Clients in Securing \$684,972 New Financing

# **Department of Public Service 2019 Annual Report**

The Department of Public Service mission is to deliver unparalleled public services in Columbus to enhance mobility, safety, and quality of life. These essential services are delivered by the department's approximately 725 employees in five divisions: Design and Construction, Infrastructure Management, Traffic Management, Refuse Collection, and Parking Services.

### **The Director's Office**

In 2019, the Office of Support Services managed the department's annual operating budget of more than \$118.8 million and capital budget of nearly \$161 million for job-creating infrastructure projects.

Support Services facilitated 381 pieces of legislation considered by Columbus City Council. It finished 55 Ohio Public Works Commission grant/loan disbursement requests totaling \$5.1 million and 179 Ohio Department of Transportation grant disbursement requests totaling \$29.6 million. The office advertised 44 construction projects and 15 requests for proposals. It created 59 purchase orders for professional services and construction contracts.

Notably in 2019, Human Resources continued its Diversity and Inclusion efforts, focused on attracting female employees in job classifications where women are scarce.

Diversity and Inclusion highlights:

- Exploring opportunities for partnership with the Ohio Reformatory for Women in Marysville to hire graduates post-release of its vocational training program. This would provide a boost to hiring women into underrepresented fields and help lower potential recidivism by providing second chances for those leaving prison.
- Hired five student summer interns in a partnership with Columbus City Schools' STEM program; all students were minorities. Prior to their student internship eligibility, the department deepened its connection to assist these students by becoming involved in the Career Readiness Program and helping them with their resumes, elevator speeches, and interviewing skills.
- Participated in the Women in the Trades event organized by the Columbus Women's Commission.
- Created and delivered Equal Employment Opportunity/No Harassment/No Discrimination training to all department employees starting in November 2019; approximately 200 were trained by the end of 2019 and the remainder should be completed by spring 2020.
- Extended 187 offers to hire or promote candidates for Public Service positions in 2019

The Department's Safety team accomplished these workplace highlights in 2019:

- Experienced a 7% reduction in recordable incidents in 2019 compared to 2018
- Installed a complex ventilation system to the Division of Design and Construction's Materials Testing Laboratory utilizing a BWC occupational safety grant to minimize silica exposure
- Created a new approach to light duty/transitional job duties for injured workers that places them in assignments in their own division, elsewhere in the department, or at other departments to reduce the amount of lost work time through collaborative efforts
- Improved safety awareness of the department's entire supervisory staff, with 34 employees earning OSHA 10-Hour Construction Safety certificates and 28 earning OSHA 10-Hour General Industry Safety certificates
- Completed a third year of no "stick" injuries for department staff who clean up and dispose of needles found while working on city streets, alleys, and rights of way.

The department's Communications Office responded to more than 250 media inquiries in 2019 and more than 200 constituent concerns, in addition to attending dozens of area commissions and civic association meetings in Columbus neighborhoods.

### **Division of Design and Construction**

The Division of Design and Construction is a trusted and respected regional leader that delivers high quality workmanship. The division is charged with planning and bringing to life infrastructure and roadway improvements that protect the safety of pedestrians and motorists, improve quality of life, and support the city's economic vitality. Its professional staff is committed to a diligent approach to every project, large and small. The division's engineers, associates, and inspectors focus on designing and constructing roadways that improve capacity and traffic flow while enhancing safety for motorists, pedestrians and bicyclists. These projects may incorporate upgrades such as traffic signals, street lights, sidewalks, shared-use paths, utilities relocation underground, and sewer improvements.

2019 Construction project highlights:

- \$26.2 million in city street resurfacing, including \$6.2 million in Community Development Block Grant funding — the first time CDBG funding was used for the city's resurfacing program.
- High Street Streetscape Phases 3 and 4 for sidewalk and streetscape improvements on North High Street from W. Starr to E 9<sup>th</sup> avenues.

- State Route 315 and West North Broadway/Olentangy River Road interchange roadway construction significantly completed by fall 2019.
- Lazelle Road reconstruction and widening between High Street and Worthington-Galena Road, to include replacing two railroad bridges and adding sidewalk and a shared-use path. Construction is ongoing through 2022.
- Livingston Avenue from 5<sup>th</sup> Street to Kennedy Drive is being reconstructed and widened, with intersection improvements at Grant Avenue. Additional improvements include bike lanes, curb extensions where parking is permitted, new sidewalk, intersection upgrades, and streetscape improvements. New storm sewer and street lighting will be installed. All aerial utilities will be relocated underground.
- Creative Campus Phase 2 roadway, sidewalk and streetscape improvements along Cleveland and Washington avenues and 9th Street between Long and Broad streets. All aerial utilities will be relocated underground.

2019 Design project highlights:

- South Hamilton Road from Groves Road to Helsel Park will get lane additions with intersection improvements and a shared-use path and sidewalks.
- North Hamilton Road, from south of Morse Road to north of Preserve Boulevard, will add a through lane, intersection improvements, and shared-use path and sidewalks.
- Little Turtle Way, from state Route 161 to Firewater Lane, will be reconstructed to three lanes and a roundabout installed at Longrifle Road. The project includes a shared-use path and a sidewalk.
- Avery Road will be reconstructed and widened between Hayden Run Road and the future extension of Tuttle Crossing Boulevard. The project will include lane additions, a shared-use path and sidewalk.

2019 by the numbers:

- Resurfaced 56 lane miles on 57 streets, including completion of full-depth spot repairs to several streets in the 2019 resurfacing program
- Constructed 2.8 miles of sidewalk
- Installed 605 ADA compliant curb ramps
- Slurry sealed 38 lane miles on 118 streets
- Crack sealed 149 lane miles on 140 streets

**Division of Infrastructure Management**

The Division of Infrastructure Management strives to positively and efficiently manage the city’s essential infrastructure to promote the mobility, safety, and well-being of residents and visitors. The division’s committed workforce is cross-trained in the complex day-to-day maintenance of roadways and other right-of-way infrastructure while also proactively planning improvements for a growing city.

These functions include, but are not limited to, planning for capital improvements, managing bridge and pavement programs, right-of-way permits, and GIS/applications. Additionally, the division provides vital services such as snow and ice control, pothole repair, street sweeping, and roadside mowing.

2019 highlights:

- Replaced the Sinclair Road bridge, and now the city has the highest rated roadway bridges of all large municipalities (population > 50,000) in Ohio
- Implemented electronic plan review for all routed permits
- Implemented a permit counter kiosk to increase efficiency and assist applicants with future online submittal
- Updated/redesigned street closure signage to be more informative to residents
- Updated Warrior Watch to be more informative regarding priority and roadway typology, which included enhanced email communication tools
- Developed an improved prioritization process for potential sidewalk projects
- Designed and implemented an internal roadside mowing tracking & management application
- Designed and implemented an internal alley surface treatment tracking & management application

2019 by the numbers:

- Maintained more than 6,400 roadway lane miles and 206 bridges
- Completed 130 alley surface treatment projects
- Provided service to 42 special events
- Completed 175 general repair pavement projects totaling 191,457+ square feet
- Serviced 88 graffiti locations
- Sealed over 40,000 linear feet of roadway cracks
- Swept over 16,000 curb miles of roadway
- Completed over 5,000 pothole service requests
- Collected 7,542 tons of right-of-way debris

- Serviced 61,806 lane miles of roadway for 17 snow and ice control events during the 2018-19 winter season
- Inspected 310 bridges, including railroad bridges and privately owned bridges in the right of way
- Issued 15,346 right-of-way permits
- Inspected 2,496 right-of-way projects
- Investigated and assessed 82 streets (approximately 109 lane miles) to plan the 2019 resurfacing program

### **Division of Traffic Management**

The Division of Traffic Management provides safe mobility options that connect residents and visitors to opportunities in a growing city and improve quality of life. The Division applies a holistic, uniform, and consistent approach to managing the city's complex congestion and safety concerns, while respecting the unique nature of city neighborhoods.

2019 Highlights:

- Installed signs/markings for Smart Mobility Hubs in 6 locations
- Installed signage for two Connected Electric Autonomous Vehicle projects
- Installed over 17 miles of low stress bike routes for the city's bike network
- Refreshed/improved over 225 miles of pavement markings throughout the city
- Replaced over 70 school flashing beacons with new components
- Inspected 234 traffic signals
- Fabricated 2,226 street name signs and 7,281 regulatory signs, and installed 5,926 signs
- The Sign Shop printed over 44,800 individual pieces of materials
- Refurbished 24 signalized intersections
- Completed 584 pavement marking work orders
- Installed first contraflow lane in the City of Columbus on Souder Avenue as part of the South Side Neighborhood Bikeways project
- Was awarded OPWC grant funding for school flasher upgrades and the Neil Avenue signals project

### **Division of Refuse Collection**

The Division of Refuse Collection is committed to providing a clean and safe environment for all residents and visitors. It is a leader regionally and nationally to promote cleaner neighborhoods and to use taxpayer dollars efficiently to better serve our community. The Division is on the cutting edge in the battle to keep Columbus neighborhoods beautiful by quickly responding to and tracking 311 requests from our residents within 3 days and cracking down on illegal dumping and littering.

Refuse Collection picks up trash from nearly 320,000 households each week, in addition to biweekly recycling and yard waste collection and scheduled bulk pickup services. In 2019, the division collected:

- 313,344 tons of municipal solid waste
- 15,503 tons of bulk items and 6,131 tons of illegal dumping
- 30,869 tons of residential recyclable materials
- 21,695 tons of yard waste

The efficiencies gained with the 2018 implementation of Routesmart were enhanced with the 2019 implementation to collect data from drivers in the field. The use of Routeware will allow Refuse Collection to further analyze collection routing and improve customer service.

The division continues to lead Mayor Andrew J. Ginther's Clean Neighborhoods initiative.

2019 highlights:

- Solid Waste Investigators investigated 11,456 requests regarding possible refuse code violations, including 439 regarding illegal dumping.
- The division billed 49 property owners for failure to comply with written orders to remove unacceptable waste from the right of way, for a combined total of \$13,301.
- Twelve illegal dumping cases filed through the Franklin County Municipal Court, resulting in 10 convictions and 2 remaining active cases as of Dec.31, 2019.
- Cameras were used at 71 known illegal dumping sites.
- A total of 6,143 tons of litter and illegal dumping were removed from alleys throughout Columbus, including 5,761 tires totaling 53 tons.
- The Division's Container Management staff replaced 1,364 300-gallon trash containers with 3,701 90-gallon containers to help reduce illegal dumping.

- The Solid Waste Inspection team attended 12 community meetings to provide information and answer questions regarding solid waste issues and illegal dumping.

Keep Columbus Beautiful, a Refuse Collection program, promotes public education and volunteer service to clean up litter, promote recycling, and beautify our city. The program, affiliated with Keep America Beautiful, works with Columbus neighborhood and community groups, businesses, and schools on cleanup and beautification projects. 2019 highlights:

- 440 litter cleanups by 7,664 volunteers
- 16,978 cleanup volunteer hours
- 331,310 pounds of debris collected — nearly 166 tons
- 41 beautification projects by 1,026 volunteers
- 3,259 beautification volunteer hours

### **Division of Parking Services**

The Division of Parking Services is committed to providing accessible, equitable, and predictable mobility and parking options for all residents and visitors. Parking Services aims to increase mobility options and manage congestion and parking in a city experiencing enormous growth, while preserving the uniqueness of our neighborhoods for all to enjoy.

The Division administers, enforces, operates, and manages public parking in the City of Columbus. It also sets parking policy.

Parking Services kicked off 2019 by implementing the Short North Parking Plan in January. The plan took a comprehensive approach to on-street parking that balances residents' needs with economic development opportunities. This plan included modernizing the permit parking program, adding mobile payment to existing parking meters and residential streets, and implementing license plate recognition technology to aid enforcement. This plan also won the division its first national parking award. In October, the team accepted the National Parking Association's 2019 Innovative Parking Organization of the Year Award.

In 2019, the division also finalized the Strategic Parking Plan that studied parking demand and access in downtown Columbus, University District, Franklinton and south of Downtown neighborhoods. This comprehensive plan will guide the division through implementation of parking plans in the designated areas and be the toolbox for future parking changes as the city continues to grow and develop.

2019 highlights:

- Completed the Downtown Parking Survey to gather feedback from residents, businesses, and visitors for the Downtown Parking Plan to be implemented in February 2020
- Completed a three-month pilot program to test 300 in-ground and meter dome sensors
- Implemented a preventive maintenance plan for meters that increased meter up-time to more than 99%
- Implemented the ParkColumbus mobile payment app at nearly 1,000 parking meters and in mobile payment only areas on residential streets in the Short North
- Implemented the first demand-based pricing process in the Short North. The changes were data driven based on parking occupancy and payment data
- Expanded permit parking programs in several existing areas and created a new program in East Franklinton
- Worked with Smart Columbus on development of the Event Parking Management mobile application expected to launch in March 2020

2019 by the numbers:

- Maintained 4,500+ parking meters
- Issued more than 17,000 parking permits
- Installed 65 residential Americans with Disabilities Act parking spaces
- Managed 120 loading and 32 valet zones

# **Human Resources Department 2019 Annual Report**

## 2019 Human Resources Annual Report

The success of an organization relies on its workforce. The City provides a professional environment that promotes workforce development, recognizes excellence, and ensures fair and equal treatment of 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 2019, 47 employees (44 FT, 3 PT) were budgeted in Human Resources (HR) supporting the following programs: Administration, Citywide Occupational Safety & Health/Risk Management, Citywide Training and Development, Compensation Management, Employee Benefits & Wellness, Employee Resources, Equal Employment Resources, Labor Relations, and Veterans Affairs & Americans with Disabilities (ADA).

### ADMINISTRATION

HR Administration provides support to the HR Department, as well as the Mayor's Office, Department of Education, and the Office of Diversity and Inclusion. HR Administration participates on committees to increase diversity, update citywide policies, and plan for employee succession through regular engagement with human resource personnel throughout the City.

### CITYWIDE OCCUPATIONAL SAFETY AND HEALTH/RISK MANAGEMENT PROGRAM (COSHP)

In 2019, a significant portion of time was spent on the City's participation in the Ohio Bureau of Workers' Compensation (BWC) Industry Specific Safety Program (ISSP), Drug Free Safety Program (DFSP), and the Capital Area Safety Council (CASC) to achieve the objectives required to obtain premium discounts and rebates. In 2019 the Department of HR received \$1,048,755 specifically related to the to the ISSP and safety council programs.

In partnership with the Columbus Division of Police and Citywide Training, COSHP facilitated multiple CRASE (Civilian Response to Active Shooter Events) training classes for City of Columbus employees. CRASE training is an in-depth look at active shooter events and how to improve your response in order to influence survivability.

COSHP manages the contract with Mount Carmel Health Systems to provide services in the City's Occupational Safety and Health Clinic (OSHC). Focusing on the safety of City employees is accomplished through collaboration, and this partnership offers multiple resources to reinforce a culture of safety and health for City employees, while meeting applicable regulations from the Occupational Safety and Health Administration (OSHA) and the Ohio Public Employment Risk Reduction Program (PERRP).

Services performed at OSHC includes audiograms, asbestos surveillance, bloodborne pathogen vaccinations and post-exposure surveillance, cholinesterase surveillance, hazardous waste operations and emergency response (HAZWOPER) exams, lead surveillance, respirator medical evaluations, tuberculosis screening, union contract voluntary comprehensive wellness physicals, workers compensation appointments including work related injury treatment and case reviews, and educational services. Of the 1,547 face to face patient encounters and 18,817 overall services performed, 799 were vaccinations, and 1,069 were respirator clearances.

Risk Management - The Risk Management program manages the City's workers' compensation, and injury leave programs in accordance with City and Ohio BWC policies, procedures, and union contracts. The Risk Management team facilitates the claims process by initiating and maintaining communications with all involved parties. In addition, they develop action plans for injury claims, managing them to resolution. Responsible for the review and processing of handicap reimbursement applications, and represents the City's interest before the Ohio Industrial Commission. May provide training on Injury Leave, and Ohio Processes and Procedures to various departments/divisions. Highlights of the Risk Management section include:

- The City of Columbus received a **dividend check of \$19,886,307** from the Ohio BWC as part of its "More than a Billion Back" program. As the largest State-Fund BWC policy in terms of premiums and payroll, the City of Columbus' successes in reducing claims, claims costs, and implementing safety and wellness initiatives are contributing factors to the BWC's ability to rebate these premium dollars.
- The Risk Management team focused on numerous cost control strategies related to management of the City's Workers' Compensation Program. Increased emphasis and attention on the pursuit of handicap reimbursement, claim settlement and subrogation, and proactive claims management have resulted in cost savings of approximately \$6.7M
- Successful management, tracking, and on-time reporting of performance in BWC rebate programs, including the ISSP, the Transitional Work Performance Bonus, the Safety Council Participation and Performance rebates, and the Lapse-Free rebate has resulted in more than \$3M in premium rebates during the 2019 policy year.
- The City's Managed Care Organization (CareWorks), the BWC, and the Department of Public Safety, implemented a process to eliminate ambulance charges for injured City employees, resulting in projected premium savings of more than \$214,000 per year.
- Participated in 21 claims review meetings with BWC, CareWorks, and Department/Division personnel to devise action plans and strategies for moving more than 160 claims towards resolution.
- Represented the City's interests before the Ohio Industrial Commission at more than 2,200 hearings.

## **CITYWIDE TRAINING AND DEVELOPMENT**

Citywide Training and Development (CTD) received the Columbus Business First 2019 Diversity in Business Award in the category of Outstanding Diversity Organization. CTD also became an official SHRM Recertification Provider.

In 2019, CTD continued to improve operational efficiencies by providing comprehensive reporting options to designated HR employees; assigning compliance courses directly to employee profiles and adding department-specific/technical training records to the Training Gateway.

4,980 employees registered for instructor-led training classes, 460 employees were served in New Employee Orientation, and 1,227 employees attended one of CTD's Diversity & Inclusion courses. Employees also engaged in updated online training programs including Anti-Harassment & Sexual Harassment; Diversity & Inclusion Awareness, Preventing Workplace Violence.

In 2019, CTD exhausted the remaining Small Business Training Program funds and was graciously awarded an additional \$12,000 to continue offering free training and development opportunities to small businesses. CTD expanded outreach efforts to Enterprise customers. CTD customized and facilitated onsite leadership development, Microsoft Office, MBTI, communication and customer service training classes as well as provide space for company trainings and local conferences. CTD continued its partnerships with smaller municipalities to provide relevant, cost-effective training solutions to their employees. As well as offer free resume labs and career development workshops at community events.

## **COMPENSATION MANAGEMENT**

The Compensation Management section 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 section is also responsible for developing and managing effective performance management programs.

In 2019, the Compensation Management program area conducted a nationwide market study of fire and police chief salaries. This comprehensive study benefits Columbus by ensure public safety leaders are being compensated fairly and appropriately. Data from the study was utilized by the Police Chief Search Committee. Compensation Management created a total rewards statement and provided data and expertise to support search efforts for the next Chief of Police.

Compensation Management solidified the performance management goals for many exempt employees by designing and instituting an updated program to simplify the employee goal-setting process. Along with a competency-based design, employees experienced greater flexibility and wider ranges of use to make the evaluation, feedback, and engagement sections of the software and program more robust and user-friendly.

Compensation Management led a market study in preparation for 2020 negotiations; performed more than 25 special-request pay reviews and pay recommendations for new classifications in 2019; regular communication with more than 60 local, state and national municipalities to ensure Columbus continues to offer new and current employees competitive, fair, and equitable salaries.

## **EMPLOYEE BENEFITS AND WELLNESS**

The Benefits and Wellness area administers the medical, pharmacy benefit management, dental, vision, short-term disability, basic life, voluntary benefits and COBRA plans for City employees and eligible dependents, in accordance with applicable laws and/or negotiated union contracts. In addition, the HealthyColumbus program provides employees and family members with opportunities to improve their health, well-being and quality of life through programs such as, physical fitness activities, disease management, nutrition and healthy eating support, health challenges and tobacco cessation. The strategic goals for 2019 included education, consumerism and revamping of the benefit and wellness onboarding process.

In 2019 there was a complete re-facing of the employee benefits webpage. The webpage now includes the tools and resources a member needs to make informed and educated decisions about their healthcare. The "Wellness Wednesday" newsletter was introduced, providing short articles, and details about programs. The newsletter provides steerage to the employee benefits webpage. Utilization of online registration and plan tools all increased with this strategy.

The Benefits Insurance Committee resumed in 2019. This group made up of all union leaders and the leadership of central Human Resources meets bi-monthly to review plan topics such as utilization, rate setting, potential plan design suggestions and strategy discussion. Armed with this knowledge, union leaders are better equipped to talk to membership regarding trends and the health of the benefits fund.

97.9% of in-network providers are being utilized. This resulted in a \$79M savings in network discounts to the benefits fund. In-network utilization improved by 3.7% in our uniform population following changes to their plan design. The value of every 1 point swing equates to \$250K in savings to the Plan.

The Benefits and Wellness team completed a total revamping of the onboarding process. New City employees get a full scope presentation of their entire benefits and wellness program. The presentation includes all of the required legal documents, all of the benefit plan vendors and their contact information. The new employee goes home with a complete packet customized to each person by their ordinance or bargaining union.

The free employee fitness center was utilized over 17,000 times by over 1,000 employees in 2019. The enrollments to the fitness center were up by over 100 new employees. Registration for on-site group fitness classes, employee and community 5k walks/runs continue to increase with new marketing and promotion. Employees continue to participate in intramural sports. Several healthy lifestyle challenges were offered to encourage employees to be active, eat well, reduce stress and be financially sound with budgeting and savings courses.

Over 1,500 employee biometric screenings were conducted at 29 locations. With those screenings we were able to provide additional resources for hypertension, weight and cholesterol management, and diabetes advocacy and coaching. In 2019 HealthyColumbus was again presented the Healthy Ohio Healthy Worksites GOLD Award by the Ohio Department of Health.

## **EMPLOYEE RESOURCES**

Employee Resources coordinates citywide philanthropic efforts that benefit our vulnerable citizens through the Mid-Ohio Foodbank and the Combined Charitable Campaign. In 2019, more than 246,029 meals were donated to the foodbank, and \$189,934.00 was donated through the Combined Charitable Campaign.

The program is responsible for the coordination of the American Red Cross Blood Drives. In 2019, 281 productive units of blood were donated for the cause. In partnership with Employee Benefits and Wellness, the section hosts the annual Employee Health and Benefits Fair.

This section continues to coordinate the annual Employee Recognition Program, as well as participates in New Hire Orientation Expo, highlighting benefits and discounts afforded to City of Columbus employees.

## **EQUAL EMPLOYMENT RESOURCES**

The Equal Employment Opportunity Commission's (EEOC) bi-annual EEO-4 Survey was submitted using the new process developed by the City's Department of Technology. The survey was submitted and certified on October 16, 2019. The survey will be due again in 2021 (every odd year).

Spring of 2019, this office partnered with the Recreation and Parks Department to conduct Anti-Harassment and Sexual Harassment training for 115 recreation center managers and supervisors. The EER office also partnered with Citywide Training to do the voice-over for the City's newly updated EEO e-learning video. The video is included in Citywide New Employee Orientation. The office conducted Anti and Sexual Harassment training for Citywide Training's New and Seasoned Supervisor Series, and facilitated three Lunch-n-Learn series that were held at the Jerry Hammond Building in the fall.

The Department investigated (or consulted) 19 EEO complaints Citywide. This included partnering with the Division of Police, Internal Affairs Bureau (IAB) on three employee complaints and one complaint with the Division of Fire, Administration Investigations Unit (AIU). In March of 2019 CWA recommended two employees from the Department of Public Utilities to participate in Transformative Mediation. The office facilitated the process with a successful outcome.

Co-chairs the Best Practices Committee, created to develop new, review and/or amend existing policies with citywide application. Also review practices in city departments that may be identified as cutting edge, a "best practice" for citywide consideration and application.

## **LABOR RELATIONS**

The Labor Relations program area is responsible for the negotiation, and year round interpretation of six (6) collective bargaining agreements and one compensation plan. This past year saw the first year without any contract negotiations in over a decade. In that time, the Labor Relations Section:

- Coordinated pre-negotiations efforts among HR Departments to compile data to support proposals for upcoming negotiations with AFSCME Local 1632, Local 2191 and CWA Local 4502 in early 2020.
- Rolled out updates of the Central Work Rules, Drug-Free Workplace Policy, Anti-Harassment and Sexual Harassment Policy, Social Media Policy, and forms for Tuition Reimbursement.
- Entered into ten (10) Memorandum of Understanding among all bargaining units and drafted legislation to amend the collective bargaining agreements.
- Ongoing involvement in the Labor Relations Advisory Committee to communicate updates and direction on labor issues; and the HR Best Practices Team to review, edit, and update citywide policies.
- Trained new and seasoned supervisors on the basics of contract administration and the drug free safety program.

The Section also conducts grievance, disciplinary and fitness for duty hearings for AFSCME Local 1632, AFSCME Local 2191, CWA Local 4502, FOP/OLC bargaining unit members, as well as Management Compensation Plan employees within the City. In 2019, the Section oversaw the following:

#### Grievances

- One hundred and two (102) new Step 2 grievances were filed;
- Fifty three (53) grievances were heard at Step 2;
- Forty two (42) active cases were withdrawn;
- Fifteen (15) active cases were settled;
- Five (5) cases went to arbitration and the City was successful in two (2) of those matters.

#### Discipline (suspension/termination cases)

- Two hundred and twenty four (224) cases filed against one hundred and thirty three (133) employees
- Forty five (45) disciplinary hearings were held
- One hundred and seven (107) settlements
- Sixteen (16) employees resigned
- Thirteen (13) withdrawals
- Nine (9) hearings cancelled
- Five (5) last chance agreements

#### Fitness for Duty Hearings

- Forty two (42) cases scheduled for hearing;
- Nineteen (19) hearings held;
- Fifteen (15) employees were separated.

The Section also administers the Tuition Reimbursement Program. In 2019, the Section processed \$884,645.23 worth of tuition reimbursement for City employees. This figure represents \$77,251.66 increase over the 2018 totals.

The Section's Drug and Alcohol Coordinator (DAC) is responsible for the Drug Free Safety Program (DFSP) and 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, 2,548 drug and alcohol tests were conducted in 2019. The DAC also designs and coordinates the training of all employees regarding BWC's DFSP.

#### **VETERANS AFFAIRS & AMERICANS W/DISABILITIES**

The City Veterans Services 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 2019, the Veteran Affairs office conducted numerous public events including the City Employee Veteran Appreciation Day Luncheon and Service Summit, Veterans Day Parade, Purple Heart Day, and 9/11 Remembrance Ceremony. The office receives inquiries 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, 2019 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 responded to inquiries on matters pertaining to the ADA or issues faced by persons with disabilities and connects them with community resources and information.

# **Department of Public Utilities 2019 Annual Report**

## Department of Public Utilities 2019 Annual Report

### **Director's Office**

Complying with regulatory requirements and improving service remained top priorities within the Department of Public Utilities (DPU) in 2019. Following a cost of service rate study and approvals from the Sewer and Water Advisory Board and Columbus City Council in 2018, a new rate structure went into effect in January 2019 reflecting a 2% increase for water, a 3% increase for sanitary and a 1% increase for stormwater, resulting in an average 2.49% increase to the average customer bill. The department continued outreach on the Low Income Discount Program, which provides a 20% 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 4,193 single family home participants and an additional 1,486 families in multi-unit housing for a total of 5,679. Also, 3,505 senior households in the Columbus water service area received an additional discount on their water bill, having their water service charges waived. 205 Columbus power customers who are seniors enjoyed a 10% consumption discount on their bills. A pilot program to provide emergency funding to power customers having difficulty paying their bills began in 2018 and continued in 2019, made possible by an EcoSmart grant in partnership with the Mid-Ohio Regional Planning Commission and the Local Government Energy Partnership. Around 180 households received a one-time credit of up to \$150 toward their city electric bill under this program in 2019.

The department successfully maintained its Environmental Management System (EMS) certification under criteria established by the International Organization for Standardization (ISO) standard 14001:2015. DPU 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. DPU continues to implement capital projects and operational controls to address activities which could significantly affect the environment, including potential impacts from sewer overflows, chemical storage/handling, and waste management.

The mission of the department's Emergency Preparedness Section is to ensure emergency plans are updated and personnel are trained to safely respond during emergency incidents. In 2019, the section updated 11 plans, facilitated 13 scenario discussions and four notification drills, for which After Action Reports were written and corrective actions identified. The section also: developed on-line response training for the Division of Sewerage and Drainage's two wastewater treatment plants and the Compost Facility; participated in a floodwall gate closure drill and assisted with enhancement of the Floodwall Emergency Action Plan; facilitated response to requests from two public water utilities - the cities of Dayton and London - following tornado damage and substantial water leakage issues; in October, took on the added responsibilities of DPU facility security. Additionally, work continued on a department-wide vulnerability assessment, including cybersecurity, seeking to identify hazards most likely to affect DPU infrastructure and possible points of system failure. This assessment is expected to be completed in 2020.

GreenSpot was created in 2008 as a way for people to learn about living and working greener. 2019 saw significant membership growth and now totals more than 20,000 homes, businesses, community groups, and neighborhoods, each committing to behaviors promoting responsible stewardship of the environment. More than 1,300 households participated in the GreenSpot Backyard Conservation cost share program to receive either a rain barrel or native plants. Six businesses graduated from the GreenSpot Sustainable Business Course. GreenSpotLight award winners were the Ohio Department of Rehabilitation and Corrections, Sunny Glen Wellness/Sunny Glen Garden, and Corporate Cleaning, Inc. GreenSpot spearheaded the city's Wyland National Mayor's Challenge for Water Conservation initiative; as a result, Columbus ranked number one in the large city category for water conservation.

Customer service and communication is a high priority at the Department of Public Utilities. Information is shared with customers regarding water quality and conservation, prevention of water pollution and other notifications required by the Ohio EPA through the department website, bill inserts and other publications, customer portal, events, media and an ever growing social media presence. In addition to the department's Facebook and Twitter pages, a dedicated Twitter feed updates city power customers on outages. 45,488 customers had opted for e-billing through the new Customer Portal this past year. The portal provides customers opportunities to receive a paperless bill, pay online, enroll in auto pay, and other features. A Customer Service/bill payment and a Permit Office serves customers in person at the Michael B. Coleman Government Center, 111 North Front Street.

### **Division of Power**

The Division of Power maintains a network of substations, transmission lines, distribution and street lighting circuits throughout Columbus. Almost 16,000 business and residential accounts enjoy reliable city power, allowing the city to provide the necessary maintenance and energy to almost 58,000 streetlights in Columbus and ODOT's freeway lights on major highways within city limits. In addition to the 20% green purchase power component, the division continued to offer the opt-in EcoSmart Choice program. In 2019, participants purchased almost 89.4 million kilowatt hours of zero-emission energy through renewable energy certificates, used to account for renewable electricity and its attributes whether that power is installed on the organization's facilities or purchased elsewhere. All city facilities served by the division are enrolled in the program at a 50% participation level, including the water and wastewater treatment plants. The Division of Power completed a rigorous application for the American Public Power Association's Reliable Public Power Provider designation (RP3). An RP3 designation is a sign of a utility's dedication to operating an efficient, safe, and reliable distribution system and

demonstrates a utility’s commitment to its employees, customers, and community. Division of Power has been recognized as a platinum level utility, scoring 96.5 points out of 100.

In 2019, the division began finalizing the Smart Street Lighting system implementation plan. The goal is to assess centralized control systems and other city data uses that can be included in the project. DOP expects to spend \$3 million per year on “smart” streetlights and light emitting diode (LED) conversions until all division streetlights are LED. For the year, crews converted 616 existing streetlights to LED and updated 25 circuits, while accepting 532 new LED lights into the system. The following major streetlight projects were constructed and accepted in 2019, and are now incorporated in the city’s streetlight grid system: Poindexter Phase 3, Valley View Improvements, Warner Road Phase 2, Parsons and Hosack Improvements, Lockbourne and Refugee Road Improvements, Cleveland Avenue and Schrock Road, and Milo Grogan Improvements.

Final design work to rehabilitate the city’s 5 megawatt hydroelectric plant in the O’Shaughnessy Dam wrapped up in 2019; the team advertised a Request for Statements of Qualifications with the goal of beginning construction in 2020 and finishing in late 2021.

To improve overall reliability, DOP has a plan to update one underground and one overhead circuit annually. In 2019, design work was completed and bid out for the overhead circuit, which is expected to cost \$2.4 million. Additionally, crews began work on an underground circuit, an in-house project due to finish in 2020.

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 2019 totaled \$86,780,098 while expenditures totaled \$80,791,300.

### **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.

### **Blueprint Columbus**

Blueprint Columbus is the alternative to portions of the Wet Weather Management Plan, submitted to the Ohio EPA in 2005 to address sewer overflows and consent orders with the state in 2002 and 2004. The final Blueprint integrated plan was approved by the agency in 2015, and utilizes greener alternatives to solving wet weather problems instead of building more costly sewer tunnels or “gray solutions”. The four main strategies, or pillars, of the plan include: residential home sewer lateral lining, roof water redirection, sump pumps, and green infrastructure.

Clintonville 1, the first of 21 Blueprint project areas, broke ground in 2017. Construction of 423 rain gardens and a wetland feature in Whetstone Park wrapped up in 2019, and the project began the second phase of implementation: lining individual home sewer laterals and assessing and implementing solutions for roof water redirection. By the end of 2019, 1,084 sewer laterals had been lined, and 1,009 homes had some or all downspouts redirected.

In the North Linden 1 project area, Blueprint began installing sump pumps and will also begin green infrastructure construction in summer 2020. As of 2019, Blueprint has installed 646 sump pumps in homes in Clintonville 1 and North Linden 1. For more information, please call 614-645-1253 or visit [www.columbus.gov/Blueprint](http://www.columbus.gov/Blueprint).

### **Sewer System Engineering Capital Improvements**

- Lockbourne Intermodal Sewer: This 3.26 mile, 78” diameter sewer, installed by microtunnel and open cut methods, was put into service on December 3 and now serves a 10,000 acre area southwest of Rickenbacker International Airport.
- Large Diameter Sewer Assessment Program: All sanitary and storm sewers 36” and larger are inspected; projects to rehabilitate or replace sections found to be in poor condition are then designed and constructed. In 2019, rehabilitation of the Alum Creek Trunk (Middle) Phase B started, and Phase C was bid. Inspection and design on seven other large diameter sewer assessment projects continued in 2019.
- Terrace/Broad Stormwater System Improvements: A new 66-78” diameter storm sewer on N. Eureka Avenue and W. Broad Street was completed in 2019. This project addresses chronic flooding on W. Broad Street near its intersection with N. Terrace Avenue, and provides an outlet for flood waters from the area. The project is part of the stormwater capital improvement program to address infrastructure and flooding.
- Lower Olentangy Tunnel: This tunnel will serve as a direct relief for four of the city’s major trunk sewers, an indirect relief for three more, and will significantly reduce overflows into the Olentangy River. It will also help reduce water in basement occurrences and

sanitary sewer overflows in the area. Construction plans progressed through 95% completion and property acquisition began in 2018. Bidding of this important consent order sewer will take place in the spring of 2020, with construction beginning in early 2021. Completion is scheduled for 2026.

#### Wastewater Treatment Capital Improvements

- Chemically Enhanced Primary Treatment (CEPT): Will provide the Southerly Wastewater Treatment Plant the ability to treat additional wet weather flows, increasing total wet weather treatment capacity to 440 million gallons per day (MGD) through additional raw sewage pumping, screening, primary clarification, disinfection, and other treatments. Facilities were implemented by four construction contracts; one was completed in 2017, while the remaining three are scheduled to attain substantial completion in 2020.
- Southwesterly Composting Facility Odor Reduction Improvements: The Compost Facility produces Com-Til, an exceptional quality soil amendment, used in numerous applications in central Ohio for its nutrient value, organic content and moisture retaining characteristics. This project will reduce odors by adding air capture to the curing step and replacing odor control equipment. New composting equipment will allow for improved monitoring and optimized compost processing. The project is scheduled for construction in 2020.
- Jackson Pike Wastewater Treatment Plant Biosolids Land Application: This project will increase the plant's capacity to store biosolids and facilitate maximum beneficial agricultural usage. Four existing biosolids land application storage tanks will be rehabilitated; new pumping systems will move biosolids to the storage tanks, then to a new loadout facility that will be used to fill trucks for land application to area farm fields. The construction Notice to Proceed was issued in 2019.
- Jackson Pike Cogeneration Facility Project: This improvement will design and install equipment to provide beneficial reuse of digester biogas, which will produce about half the total electricity used at the plant and provide large amounts of boiler heat for the treatment processes and buildings. Preliminary design began in 2017 and detailed design will continue in 2020.
- Jackson Pike Primary Clarifiers Electrical Upgrade: primary clarification is one of the initial treatment processes, removing solids to reduce loading to the biological treatment process and protect downstream equipment. Due to the corrosive environment of raw sewage and the age of the electrical wiring, distribution and controls, the electrical infrastructure requires rehabilitation to ensure reliability of this treatment process. Construction was completed in 2019 and the project is in closeout stage.
- Facilities and Equipment Upgrade for Whittier Street Storm Tanks: The storm tanks and Gatehouse Facility, located on the Whittier Peninsula adjacent to the Greenlawn Dam, were constructed in the 1930s and have not had any significant upgrades since 1986; the equipment and instrumentation require upgrades to remain operational. After installation of the OSIS (Olentangy Scioto Interceptor Sewer) Augmentation Relief Sewer, known as the OARS tunnel, the storm standby tanks are no longer needed. However, full rehabilitation of the gatehouse is needed to ensure continued operation of the sewer system. Detailed Design was completed in 2019 and the construction contract is scheduled to be advertised in 2020.
- Real Time Control Sewer Optimization project: Utilizing real time data during wet weather events reduces combined sewer overflows by maximizing storage and treatment. During 2019, the project installed the basic framework for monitoring, reporting, and making decisions based on real time conditions. A dashboard now provides staff a two hour prediction of future conditions at the plant headworks. Upcoming work will incorporate precipitation data in key locations, and the system will be expanded to include additional key assets such as CEPT and the OARS pumps.

• The Project Dry Basement sewer backup prevention program continued to progress during its 15th full year with 26 new backflow valves installed; a total of 1,045 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 4,573 miles of sanitary, storm and combined sewers. Flows treated at the two wastewater treatment plants resulted in a combined average of 188 MGD; precipitation for the year totaled 44". The Sanitary Enterprise Fund collected \$285,907,777 in revenue and expended \$269,112,309. The Stormwater Enterprise Fund collected \$43,328,615 in revenue and expended \$43,311,467.

#### **Division of Water**

Division of Water 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 2019, 50.6 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 1,233,879, the average per-capita consumption was 112 gallons per day. Total daily water pumpage averaged 138.5 million gallons.

#### Water treatment plants

- **Dublin Road Water Plant:** Substantial completion was achieved on Part 4 of the \$200 million dollar DRWP Capacity Increase Project. Construction continued on the ultraviolet (UV) Disinfection Improvements project, where installation of yard piping was completed and structural modifications to the existing clearwell were started. Construction also continued on the Standby Power project, which will improve the city's ability to provide water during extended power outages. Detailed design work was started on the DRWP Clarifier Replacement project.
- **Hap Cremean Water Plant:** Work was completed on the Washwater Tank Rehabilitation project, while construction continued on the UV Disinfection Improvements and Slaker Replacement projects. On the UV project, five of 24 planned UV reactors were installed, tested, and placed into service. Under the Standby Power project, generators and switchgear equipment were delivered. Detailed design work was started on the Hypochlorite Conversion Project, to convert the plant from a chlorine gas-based disinfection process to a liquid hypochlorite-based process, and on Part 2 of the Basin Concrete Rehabilitation project, to address age and weather-related deterioration of the plant's treatment basins.
- **Parsons Avenue Water Plant:** Detailed design continued on the Well Pump Replacement, Lime Slaker Replacement, and HVAC Upgrades projects. Preliminary design work was completed on the PAWP Hypochlorite Conversion project, to convert the plant from a chlorine gas-based disinfection process to a liquid hypochlorite-based process. Work began on the 2019 Supervisory Control and Data Acquisition Upgrade project to update hardware and software used by operators to monitor the treatment process.

Involving all three treatment facilities, work on Part 1 of the Residuals Management Plan Update project continued, including investigation of potential beneficial reuse markets and evaluation of implementation options.

Additionally, these milestones were reached on projects at the division's reservoirs and dams: completed construction on spillway improvements at O'Shaughnessy Dam, including replacement of flashboards, a new debris boom, and repair of downstream erosion protection; started detailed design of boat launch improvements at Griggs Reservoir; continued detailed design of improvements to the O'Shaughnessy Dam Hydroelectric Facility; continued detailed design work for the Hoover Dam Improvements - Part 1 project, which will replace aging gates, valves, and other equipment inside the dam; and completed embankment repairs at the John R. Douitt Upground Reservoir.

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 2019 included: Dewberry Road Area (approximately 21,000 linear feet of new 6"- 8" mains); Dresden Street Area (approximately 13,600 linear feet of new 6"- 12" mains); and Union Avenue Area (approximately 12,000 linear feet of new 6"- 8" mains). Overall, investment legislated toward the R&R program totaled more than \$29 million. The division also invested over \$5 million to replace larger diameter transmission mains, which could cause widespread water disturbances if damaged. Major transmission main projects included the Olentangy River Road 24" Water Main project (approximately 3,400 linear feet of new 24" main), and the Mound District Booster Station 20" Discharge Line project (approximately 5,700 linear feet of new 20"-24" mains). Additional investments included upgrades to two facilities: the Henderson District Booster Station (upgraded pumps and process piping, new roof, added electrical room, new technologies to reduce electricity usage), and the Westgate East Tank (replaced original 1930 tank with new, cost-effective two million gallon tank – double the size of the original to meet additional customer need). The Pitometer Water Waste Survey located 85 breaks in the distribution system while investigating 983 miles of pipeline. Repair of these breaks reduced underground leakage by an estimated 4 million gallons per day. The Main Line Repair Crews repaired a total of 558 main-line breaks along the 3,551 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 23,420 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 \$205,545,733 in revenue and expended \$188,248,403.

Excellent customer service remained a top priority in 2019. Customer Service Representatives answered 438,245 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	278,582
Sewer	275,535
Stormwater	198,176
Power	15,895

Meter reading, inspections and repair also continued to provide excellent customer service by reading all water, power and sewer meters for billing, completing 93,350 service calls.

# **Civil Service Commission 2019 Annual Report**

## **MISSION**

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.

## **INTRODUCTION**

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 90 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 8,100 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 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 2019, 100 percent of the City's class plan was up-to-date. As part of this objective, staff completed a total of 174 class reviews with recommendations approved by the Commission in 2019.

The 174 reviews resulted in:

- 6 actions to create new classification specifications
- 13 actions to abolish classifications
- 44 actions to review without change
- 110 actions to revise and/or retitle
- 1 action to impose moratorium

Additionally, 84 positions were randomly reviewed to determine if their duties matched their current classification; of these, 83 positions (99%) 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 2019, Commission staff completed a total of sixteen 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 online. 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 2019, the Applicant and Employee Services Unit:

- received 14,756 Job Interest Cards submitted electronically for all City jobs
- posted 560 noncompetitive/provisional/unclassified job vacancies
- received 27,329 online applications for noncompetitive/provisional/unclassified job postings

### **NON-UNIFORMED TESTING**

The Commission's Non-Uniformed Testing Unit administers exams to further determine candidates' suitability for the work which will be performed in all tested (competitive and qualifying noncompetitive) job classes, other than the Police and Fire sworn jobs. Exams open for testing are advertised (posted) on the Commission's website. Individuals interested in taking the exam can submit an application and then be invited to the test if it's determined they meet the minimum qualifications (education/experience/licensure) for the exam. Those passing the test have their names put on an eligible list, in score band order (or alphabetically for qualifying noncompetitive lists), for consideration for any upcoming vacancies a department may have.

If, after an eligible list is established through open recruitment, a City department has special recruiting needs for a position, they may request a candidate be considered and tested for a job class under provisions of CSC Rule VI. If the candidate meets all requirements and passes the test, their name is added to the existing eligible list in accordance with the established scoring structure and effective dates for the list.

In 2019, the Non-Uniformed Testing Unit:

- received 189 exam recruitment requests from departments (85 regular recruitments and 104 Rule VI)
- reviewed 15,854 exam applications
- tested 4174 candidates (4081 regular and 93 Rule VI)

The Commission is committed to having a current exam in place and ready to be administered for each of the 243 non-uniformed competitive and qualifying noncompetitive classifications in the City and to establishing an eligible list within 60 days from the date a test is requested by a department. The exams are directly based on the work performed by current employees in the job class and are comprised of varying combinations of components, called subtests. The most common subtests include: computer skills, information ordering, logic and reasoning, mathematics, memorization, name/number comparison, oral communication, oral comprehension, problem sensitivity, reading maps/plans, written communication, reading comprehension, and written expression.

To keep the tests current, our goal is to complete a full job analysis and to review, revise, and/or develop the exam for approximately 51 non-uniformed competitive and qualifying noncompetitive classifications each year. In 2019, we completed 45 job analysis projects, 44 test development projects, and averaged 55 days to create eligible lists.

Commission Rules also allow latitude for City departments to hire personnel provisionally when there is a critical need to immediately fill a position but there is no eligible list in place. In order to ensure fair access to City jobs, the Commission is committed to maintaining a provisional employee count below two percent. The City began 2019 with no full-time provisional employees and ended the year with no full-time provisional employees, resulting in a provisional appointment rate of zero percent.

### **UNIFORMED TESTING**

The Civil Service 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 written test, an oral response, and a physical assessment or tactical exercise. The Uniformed Testing Unit works closely with the IAFF and the FOP unions to ensure fairness and consistency in the testing process of promotional exams. The following exams were administered in 2018 with resulting eligible lists established in 2019: Fire Battalion Chief and Fire Deputy Chief. The next group of exams were administered in 2019 with the resulting eligible lists established in 2019: 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

In 2019, there were 3,825 individuals who applied to take the Firefighter exam. Five hundred fifty two candidates were placed on the Firefighter eligible list. In 2019, there were 1,942 individuals who applied to take the Police Officer exam. A total of 402 candidates were placed on the Police Officer eligible list.

## Promotional Testing

	<b>Number of Exam Phases</b>	<b>Number of Applicants</b>	<b>Number of Candidates Tested*</b>	<b>Number of Candidates Added to Eligible List</b>
Police Sergeant	4	169	130	88
Fire Lieutenant	3	197	144	63
Fire Captain	3	59	51	35
Fire Battalion Chief	3	10	8	7
Fire Deputy Chief	3	9	5	3

\* Number of Candidates tested may vary based upon those who withdrew during various testing phases.

In March 2019, the Civil Service Commission's Uniformed Testing Unit moved to a new office space and test center located in the Jerry Hammond Building at 1111 East Broad Street.

## 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 2019, the Commission processed an average of 681 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 3,685 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, 2019, there were 124 classification specifications in the Columbus City Schools' class plan. During the year, staff completed a total of 22 class reviews with recommendations approved by the Commission.

The 22 reviews resulted in:

- 4 actions to create new classification specifications
- 3 actions to abolish classifications
- 0 actions to review without change
- 0 actions to place a moratorium
- 15 actions to merge, revise and/or retitle

These actions resulted in the district's class plan totaling 124 classifications as of December 31, 2019. There is one classification awaiting pay and bargaining unit assignment by the School Board before it can be officially included in the classification count.

In 2019, Columbus City Schools utilized the Commission's downtown test center for 27 days of testing, and the Hearing Room for three 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 expired 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 2019, 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 2019, the Commission:

- held 12 regular meetings
- held 3 trial board disciplinary appeal hearings

The Commission’s 2019 docket included:

- 7 disciplinary appeals filed by employees/unions
- 6 non-disciplinary appeals filed by employees/unions
- 2 appeals withdrawn
- 5 disciplinary appeal rulings (2 dismissed)
- 6 non-disciplinary appeal rulings (all dismissed)
- 51 requests for background administrative reviews by applicants
- 44 background administrative review rulings (7 carried over from 2018)

**EXPENDITURES**

<u>Summary - Expenditures by Unit</u>	<u>2018</u>	<u>2019</u>
Administration	\$2,147,885	\$2,330,634
Classification & Testing-Sworn Employees	1,584,968	1,528,848
Classification & Testing-Civilian Employees	481,509	544,941
<b>Total Expenditures</b>	<b>\$4,214,362</b>	<b>\$4,404,423</b>

# **Department of Finance and Management 2019 Annual Report**

The Department of Finance and Management is organized into two operational groups: Financial Management and Asset Management. Financial Management oversees city-wide operating and capital budget development, grants management, fiscal monitoring and control. Asset Management coordinates and manages city owned real estate, facilities management, construction project management, and maintains vehicles for most city agencies. The Director's Office provides overall coordination and policy direction for the Department's fiscal, human resources, and legislative processing functions, and oversees the city's procurement, construction pre-qualification, 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 as well as the Purchasing Office and Construction Pre-Qualification. Within the Asset Management Group are the Divisions of Facilities Management and Fleet Management, Construction Management, and Real Estate Management.

The 2019 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 2019 budget was adopted by City Council on February 11, 2019 and was signed by the Mayor on February 12, 2019. A year-end report of 2018 financials was also issued in the first quarter of 2019, comparing overall 2018 revenues and expenditures to 2017 levels, as well as to the projections in the 2018 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 (2019-2021). 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.

The office completed various special projects in partnership with other city agencies, including, among others, the following: served on various RFP committees, including the selection of a new implementation partner for the upgrade of the financial (ERP) system to be completed in 2020; produced and compiled forecasts for the 2020 County Tax Budget; and continued support of the Mayor's goals and initiatives. 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 fourth consecutive year.

The Mayor's 2020 Recommended Budget was presented to the public on November 13th and submitted to City Council by November 15, 2019 in conformity with provisions in the City Charter. Building upon the redesign work of the past five years, the 2020 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 2019 Capital Improvements Budget and the 2019-2024 Capital Improvement Program. In June, the city issued a \$2.5 million Limited Tax note to refund a previously issued debt associated with city-owned parking garages. In October, the city issued \$309,410,000 of General Obligation Securities to fund various new citywide capital improvement projects. In addition, the city issued \$42,910,000 of General Obligation Refunding Bonds to refund previously issued bonds.

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 2019. Also, Columbus voters approved a 2019 Voted Bond Package involving five bond issues in May 2019.

### Grants Management

The Grants Management Office does budget preparation and program monitoring for various federal grant programs such as 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). As part of the planning process for 2020, the Grants Management section coordinated and submitted the five year Consolidated Plan 2020-2024 to HUD.

## 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.

2019 highlights include:

- Over 39,000 catalog purchase orders were created; agencies successfully shopped the catalog over 150 times each business day.
- The contract with OnActuate was signed and design began, with an estimated go-live date of September 2020.
- The Purchasing Office partnered with the Office of Diversity and Inclusion, as well as other City departments, on multiple outreach events to ensure that the City of Columbus sources goods and services in all commodity categories.
- Assisted in meeting the requirements of Ohio EPA National Pollutant Discharge Elimination System Permit and permits for Stormwater Discharge by helping establish a new citywide contract.
- Purchasing successfully participated in the city's Operational Review.
- Purchasing staff created over 1,300 non-catalog purchase orders and created 486 informal bids, 163 formal bids, and thirteen requests for proposals.
- Over 3,100 bid documents flowed through the Vendor Services portal, with over 907 distinct vendors submitting approximately 8,318 responses.
- The Purchasing Office published a procurement manual outlining the city's procurement policies.

## Construction Prequalification

The Office of Construction Prequalification pre-qualifies potential construction bidders and specific sub-contractors who receive or perform construction service work for the City of Columbus. 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 Office processed approximately 200 hundred prequalification applications in 2019.

## ASSET MANAGEMENT GROUP

### Construction Management

The Construction Management Office provides building construction and renovation project management. Construction Management is also responsible for Energy Management.

Some 2019 highlights are:

- Oversee construction of Fire Station 16 and Fire Station 35, and ongoing construction of Police Substation 18.
- Continued renovations of the HVAC system at 240 Parsons; Columbus Main Health Building.
- Completed design of the City Hall fire suppression system, and the Roberts Road Street Maintenance facility.
- Continued design for renovation of the Georgesville Road Street Maintenance Facility and Main Outpost facility.
- Began construction of the Material Storage Area and the Truck Wash for the 25th Ave. Transportation Headquarters.
- Inventorying greenhouse gas emissions from City operations.
- Construction and design for elevator renovations at 1393 E. Broad, City Hall and Municipal Court Building.
- Began design of the Police Drivers Training Track.
- Designed the Fire Training Practical Skills Bldg. exterior repair, Fire Station 23 bay extension project, and FS 15 groundwater study.
- Ongoing design of the West Side Early Education Center.
- Design of the Neighborhoods Bldg. renovation, 1410 Cleveland Ave.
- Began construction of the West Side Health generator replacement.

## Real Estate Management

The Real Estate Management Office 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 property and serves as a resource to all City entities for real estate research.

2019 highlights include:

- Acquired a property in Delaware County comprised of 161 acres to serve as part of the City's future 4<sup>th</sup> water plant.
- Negotiated a five-year new lease on behalf of Recreation and Parks for the building occupied by the Milestone 229 restaurant.
- Implemented a new vending self-service for employees located at the Jerry Hammond Center, 1111 East Broad Street.
- Completed the annual review of City's current insurance program and coverages.
- Managed city-owned property inventory and leased property databases.
- Managed nineteen (19) expense and thirty-seven (37) income leases, completed twenty (21) new lease agreements.
- Administered receipt of over \$1.72 million in income from the lease of City properties to third parties.
- Managed seven furniture projects including the reutilization of serviceable surplus furniture.
- Updated 125 deed records in the City's Deeds Database and added 128 new deed records.

## Facilities Management

The Division of Facilities Management provides maintenance, custodial, and security services to over one hundred and four (104) city buildings. That covers over 3.1 million square feet of space, part of 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 and practical skills building, as well as the training academy. The division also provides services to twenty eight (28) police facilities including the Police Headquarters and the Police Training Academy. Other buildings and facilities include the Division of Refuse Collection, Public Health, 1393 East Broad Street, the I-71 complex, the Public Safety/Public Service Impound/Parking Violation and the management oversight for 1111 East Broad Street, The Jerry Hammond Complex, and the 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 section patrol and monitor the downtown municipal campus and monitor systems and access to other municipal facilities across departments. Security administrates access controls for the division and other departments.

2019 highlights include:

- Council chamber floors sanded/re-stained/re-finished.
- City Hall 2nd floor west hallway lighting complete replacement and upgrade.
- Restroom renovation across from Council chambers.
- Constructed a Plans Room at 1393 E. Broad St.
- Renovation of Mayor's elevator lobby at City Hall basement.
- Replaced five HVAC units at City Hall on courtyard roof.
- New overhead door openers and electrical routing at Marion Rd Refuse Collection facility.
- Repaired broken water main at 2100 Alum Creek.
- Various Fire Station improvements such as fire panels, gate renovations, asphalt replacement, and new sanitary sewer line.
- Police Headquarters underground garage renovations, PS 13 female locker room renovations, and Police Academy roof drain retrofit.
- Completed a total of 13769 work orders, responded and completed 5465 customer work request.

## 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 pool and shuttle bus services.

2019 highlights include:

- Obtained Automotive Service Excellence (ASE) Blue Seal for the 12th consecutive year.
- Fleet's "Green Fleet Action Plan" was updated with a brand new look and with new targets and environmental goals for 2019- 21.
- Fleet Management purchased its remaining commitment of electrified vehicles for the Smart Columbus initiative in 2019.
- Up fit EMS Battalion Chief administrative vehicles with smart city technology that includes vehicle to vehicle communication, alerts and safety features.
- Began on-site proctoring of ASE testing for the National Institute for Automotive Excellence.
- Held five vehicle/equipment on-line auctions

# **Department of Neighborhoods 2019 Annual Report**

## 2019 Department of Neighborhoods' Annual Report

The Columbus Department of Neighborhoods works from a foundation of devoted residents, committed neighborhood leaders and a dedicated City workforce to solve community challenges and tap into neighborhood potential. Delivering on Mayor Andrew J. Ginther's commitment to every Columbus neighborhood, the Department is helping to build a stronger, more equitable Columbus, where everyone can prosper. Serving as the 'front door' to the City, the Department of Neighborhoods empowers residents, responds to their needs and protects their rights.

As the single point of contact for all non-emergency requests for city services, the Department works to find solutions through the 311 customer service center, making it easier for residents to work with the city.

The Department celebrates the rich history and community pride in our Columbus neighborhoods through its Neighborhood Pride Centers. In collaboration with area residents through Area Commissions and civic associations, the Department helps to drive neighborhood planning by moving community ideas from inspiration to implementation.

The Department protects the rights of Columbus residents through its investigations of discrimination complaints, mediations, and other voluntary options to help address discrimination and remove the effects of past discrimination within the city.

Honoring each Columbus neighborhood, their stories, and their heritage, the Department supports long time neighborhood residents while also providing pathways for newcomers. It provides access and opportunity for all immigrants and refugees in the city, recognizing their voices, removing barriers, and empowering them to be active and productive residents of Columbus.

The Department embraces its responsibility to uplift every resident, including young boys and men of color through My Brother's Keeper, providing education and tools for success. Understanding that our unique neighborhoods make us better, the Department facilitates sustainable change and reduces disparities so that all can share in Columbus' growth.

The work of the Department of Neighborhoods in 2019 was fully aligned with Mayor Ginther's strategic priorities for Neighborhoods, Neighborhood Safety and Public Health, Diversity and Inclusion, and Innovation. We are pleased to present highlights of our work by strategic priority area.

### Neighborhoods

- **Area Commission Support:** The Department worked closely with Area Commission members to implement a new training series, create best practice by-laws and update City Code 3109 which governs Area Commissions.

The code updates removed confusion regarding area commissioner terms, appointment status and ability to vote by standardizing terms to three years. Ten training classes were offered that focused on enhancing Commissioner knowledge of City processes and building leadership skills. The work completed in 2019 will help to enhance meeting management, improve communications, boost awareness and ensure each Commission is easily accessible to residents, neighborhood groups, and business and property owners.

Our ability to support Area Commissions and civic associations was enhanced with the expansion of the Neighborhood Liaison team to eight positions. The Liaisons organized and supported community meetings primarily focused on issues of code enforcement, health, new development and safety.

- **Creation of New Area Commissions:** Since the Department of Neighborhoods was launched, the team has worked with residents to create three new Area Commissions. In 2019, the Mideast Area Commission became the City's 21<sup>st</sup> Commission. The Mideast Area Commission serves residents in 14 eastside neighborhoods.
- **Community Planning:** Work continued to finalize the Hilltop Plan and begin implementation of the One Linden Plan's Ten Big Ideas.

To prepare for the January 2020 launch of Envision Hilltop, 15 engagement opportunities were conducted. This included focus groups, presentations at Area Commissions and civic associations and 50 hours of open house hours at the Hilltop Library.

In Linden, work emphasized building partnerships that will advance plan priorities, support work to enhance community pride and engagement and advance programming to assist children and their families. This included the Linden 5K and One Linden School Project at Hamilton STEM that seeks to increase academic achievement by enhancing parent engagement and better connect families to services.

- **Neighborhood Pride:** In 2019, a new model was piloted to engage residents over an extended four week period. For the first time, the program engaged the Far South, Greater Southeast, the Northwest, and West Scioto communities. Through the programming that was provided, an emphasis was placed on building resident awareness and participation in their local civic association or Area Commission. 530 people attended Neighborhood Pride events. In addition, the Neighborhood Pride Team conducted six Bicycle Safety Festivals with

over 2,000 children. Twenty-five students from three middle schools participated in the 14<sup>th</sup> annual Neighborhood Pride Talent Show.

- **National Night Out Grants:** A streamlined process was created and implemented to receive, evaluate and fund small grants to support National Night Out activities. 35 events received support in 2019.
- **Neighborhood Best Practices Conference:** The 10th Annual Neighborhood Best Practices Conference was held in October with the theme “The Power of Us: Opening Doors to Create a Safe and Civil Community.” Nearly 300 residents participated in ten different workshops and enjoyed a keynote presentation from Carl Smallwood on building community trust. The Dan Charles Award for community leadership was presented to Lisa Boggs and youth leaders were recognized with 20 Under 20 awards.

#### **Neighborhood Safety and Public Health**

- **Comprehensive Neighborhood Safety Strategy (CNSS):** CNSS invested in the social determinants of safety through dedicated funding and cross-agency partnerships. Strategies were informed through feedback from the Neighborhood Safety Committee meetings and data analysis. Safety Committee Meetings were hosted on a quarterly basis in Linden, Hilltop and the Southside to update residents on safety matters and provide additional information on City services and programming. Alley clean-ups occurred in Linden and the Hilltop.  
The first annual Landlord Fair was held with a focus on engaging property owners to work in partnership with the City to provide safe, affordable housing. Information was provided on City services and discussion occurred regarding the issue of evictions and the impact on families and neighborhoods.

#### **Diversity and Inclusion**

- **Community Relations Commission:** The Commission implemented new administrative rules to enhance the resident experience as part of the process to submit and investigate complaints of discrimination. There was a 62 percent increase in the number of inquiries received after the Department website was updated to reflect the new procedure.

To help educate community members on how to become engaged in safeguarding their civil rights, the popular Lunch and Learn series was refreshed to emphasize the protected classes. Three sessions were held that focused on discrimination as it related to national origin, religion, and sexual orientation. In addition, Commission members and Department staff made presentations at Area Commission meetings.

To help protect the civil rights of more individuals in central Ohio, the Department entered into contract with the City of Westerville to provide discrimination complaint investigation services for their residents.

- **My Brother’s Keeper (MBK):** To support the success of boys and young men of color in Columbus, the BETA program was launched to provide exposure to STEM careers and the process to launch a business. In partnership with the Franklin County Department of Job and Family Services, the annual My Brother’s Keeper Youth Conference was held and focused on the theme: “It’s a Different World – Envision your Future.” Three organizations, the African American Wellness Walk, CRIS and the Columbus Urban League, were awarded MBK grants to improve outcomes for boys and young men of color in the area of high school success.
- **New American Leadership Academy:** Building on the inaugural class in 2018, the Academy graduated two cohorts in 2019. There are now nearly 60 alumni representing 26 nationalities. The program provides education and skill building opportunities to help prepare New Americans for service on their local Area Commission or civic association.
- **Rev. Dr. Martin Luther King Jr. Celebration:** To celebrate the life and legacy of Rev. Dr. Martin Luther King Jr., the annual Youth Oratorical Contest and the March and Celebration were held in 2019. Reflecting on the theme, "It's our Time, A Movement Toward Justice," the Rev. Marissa R. Farrow provided inspirational remarks to those attending the March and Celebration. The 19th annual MLK Youth Oratorical Contest welcomed 25 orators from nine different schools throughout Columbus. The orators were judged on their aplomb, their physical appearance, voice quality, their proper use of gestures, posture and the oration creativity.

## Innovation

- **311:** Utilization of 311 reached record levels in 2019. As illustrated in the following table, the total number of contacts increased by more than 95,000. Growth was seen in both phone calls and digital contacts. The callback feature that was piloted in 2018 was used nearly 45,000 times in 2019. This feature allows individuals to save time by requesting a call back instead of holding for an extended time when call volume is high.

Contributing to the growth in 311 utilization were new partnerships to support the Police Chief search and Blue Print Columbus as well as outreach with Area Commissions and civic groups and the creation and distribution of a brief video highlighting the service.

<b>Number of 311 Customer Service Center Contacts</b>	<b>2018</b>	<b>2019</b>
Phone Calls	292,413	319,735
Voice Mails	6,437	8,861
Digital Contacts (Online-website, MyColumbus app, e-mail)	134,961	156,289
Callbacks	832	44,879
<b>Total</b>	<b>434,634</b>	<b>529,764</b>

Work continued in partnership with the Department of Technology to select a new 311 system to enhance the user experience, improve internal work flows, and ensure better use of data for planning and decision making purposes.

- **Marketing:** The Department placed an emphasis on enhancing community awareness of the many services we provide to Columbus residents. In partnership with the Mayor's Communications team, new fact sheets and videos were developed. New materials focusing on the overall work of the Department, the Neighborhood Liaisons, the Community Relations Commission and 311 were launched as part of the annual Neighborhood Leader's Dinner. The Departmental videos were shared with over 90,000 individuals through e-mail and multiple social media channels.

# **Building and Zoning Services 2019 Annual Report**

## 2019 Annual Report

The mission of the Department of Building and Zoning Services is to build a safe and sustainable City where neighborhoods thrive. In support of that mission, plans review, zoning review, building permits, and inspections provide necessary safeguards that promote safety and reliability throughout the design and construction life cycle. Each and every completed building permit signifies that the work performed met the standards set forth in the building and zoning codes.

The Department of Building and Zoning is organized into four sections: Building Permits and Inspections, Zoning, Site Engineering, and Customer Service.

### **Building Permits and Inspections**

Building plan review, permits, and inspections is the largest section of the Department. The section consists of administrative staff, plans examiners, and inspectors, all of which totaled over 90 full time positions for 2019. Within this section, applications for building permits are reviewed to ensure compliance with both the Ohio Building Code and the Columbus Building Code. Once a permit application has been issued, construction can begin in accordance with the scope of work outlined in the approved permit. Inspections are conducted at various points throughout construction to confirm that the work performed conforms to the approved permit.

#### Permits

The City of Columbus issues building permits for many different types of construction. Permits are issued for work performed in residential, commercial, and multi-family structures, tents, graphics, and festivals. A permit can represent a wide array of projects, from the installation of a hot water heater to the construction of twenty story high rise. In each case, a permit must be issued before work can begin to ensure that the scope of work will result in a structure that is code compliant and safe to occupy.

- Over 46,500 permits were issued in 2019, representing an increase of 3.5% over permitting volume for 2018
  - Commercial permitting for 2019 rose slightly from the previous year totaling nearly 10,800 issuances, marking a 1.7% increase
  - Multi-Family permits displayed impressive gain, rising 14.6% from 2018 totals, amounting to over 4,700 issued for 2019
  - Residential permitting continued an upward trend from 2018 levels, totaling more than 29,000 permits issued, for an increase of 2.3%

#### Expedited Plans Review

Expedited Plans Review allows applicants with qualifying projects to accelerate the approval of building plans. A faster plan approval affords the applicant the opportunity to begin construction on a hastened time table. This program has been regarded as a successful, customer-focused innovation since its implementation in 2015.

- 553 expedited reviews were conducted in 2019
- Expedited review activity increased 30% when compared to 2018 levels

#### Online Permitting and Other Services

Online permitting has been a focus for the Department of Building and Zoning Services for several years. First undertaken in 2011, the Department has strived to continually add permits and services to the suite of options available online. Currently, all mechanical, electrical, and plumbing permits as well as permits for windows, roof, siding, and doors are available online. Online users can also purchase additional inspection trips for building permits. Most recently, the Department began accepting applications online for Final Site Compliance Plans.

- Over 26,400 permits were issued online in 2019
  - Online permits accounted for nearly 57% of all permits issued in 2019.
  - Online permitting continued to show a robust upward trend with permit volume increasing nearly 8% from 2018
- Over 14,300 inspection trips were purchased online in 2019, over a 14% increase over 2018 totals
  - Over 84% of all inspection trip purchases were made online in 2019
- In 2019, roughly 23% of Final Site Compliance applications were applied for online and electronically reviewed

Additionally, online inspection scheduling was launched in 2019. This service affords contractors and home owners the ability to schedule and confirm their inspection request online with instantaneous feedback. Furthermore, this implementation allows customers to schedule next day inspections all the way up until midnight of the previous day.

- Since implemented in August, over 29,500 inspections, or 47%, were scheduled online in 2019

#### Inspections

Approximately 60 employees comprise the inspections team at the Department of Building and Zoning Services. Regardless of weather and conditions, building inspectors set out each day to review construction projects in the field. The inspection process is integral to the safety of the built environment, as inspectors validate that completed work is building code compliant and consistent with the approved scope of work.

- Over 85,000 inspections were completed in 2019, which marks an increase of 5% over 2018 totals
  - Inspection requests were completed within 1 business day 99.8% of the time in 2019, resulting in very few carry overs

### Building Compliance

The Building Compliance team investigates reports of unsafe buildings, buildings damaged by fire or vehicle impact, unlicensed contractors and work performed without permits that may threaten the general safety of the public. The Building Compliance Section inspects both residential and commercial properties while working closely with local authorities, contractors, property owners and other city departments to bring these properties into compliance.

- In 2019, over 1,500 service requests were opened and investigated
  - This total is relatively flat from cases created in 2018
- Almost 200 Notice of Violation orders were written throughout last year
- Unsafe Building orders written totaled 325 for the entirety of 2019
  - 2019 numbers for Unsafe Orders were relatively flat when compared to 2018
- The Department wrote 9 Emergency Hazard orders in 2019
- Overall, the Building Compliance team closed or complied 500 orders in 2019

### **Zoning**

Within the City of Columbus exists various zoning districts that contain regulations governing land use and sets standards for building height, location, as well as other components of design. Zoning districts assist with community planning goals, separate conflicting land uses, and enable the stable and predictable growth throughout the city. The Zoning section consists of two distinct, yet interconnected functions – Zoning Public Hearings and Zoning Clearance.

#### Zoning Public Hearings

The Zoning Public Hearings staff accepts and processes applications for Zoning Code variances and changes to the City of Columbus Zoning Map, which is known as a rezoning. Variance requests can take many forms, from changes to setback requirements, building height, and parking requirements to name a few. Rezonings allow the applicant to change the underlying zoning district of the property, which can affect how the property is used and may alter standards governing design and construction. All requests for variances and rezonings culminate in a public vote of approval by Columbus City Council, the Board of Zoning Adjustment, or the Graphics Commission – for variances related to design standards and locations of signs.

- Applications for rezonings and variances totaled over 400 for calendar year 2019
  - Overall, total applications increased 34% from the previous year
  - Rezonings accounted for nearly 24% of the public hearings volume in 2019 with a total of 104 applications
    - Rezoning applications increased 24% from the previous year
  - Council Variance applications for 2019 totaled 132, representing over 30% of the public hearing applications submitted
    - Similar to Rezonings, Council Variance applications displayed a significant year-over-year increase of 32% from 2018
  - Applications for Board of Zoning Adjustment (BZA) variances fell by nearly 11% from the previous year
    - Roughly 140 BZA variance applications were filed in 2019, representing a plurality of the public hearing volume at nearly 32%
    - The BZA case decrease can be partially explained by the passage of the Short North Parking District
  - Applications to the Graphics Commission, which provides commercial sign variances throughout the city, comprised roughly 14% of all public hearing applications in 2019
    - With 62 applications for variances sought, 2019 volume increased nearly 24% from the previous year

#### Zoning Clearance

The process of zoning clearance determines if a site plan application or building permit application meets the standards of the underlying zoning district, or is permitted by a variance, special permit, or decision from an appeal. A building permit cannot be issued and construction cannot commence until zoning clearance is established.

- Zoning Clearance staff conducted reviews for over 500 Final Site Compliance applications
- Nearly 300 preliminary site compliance plan reviews were conducted and meetings held
- Nearly 175 zoning-clearance-only reviews were completed in 2018, which was an increase of 78% from 2018

### **Site Engineering**

The Site Engineering section serves as a clearinghouse for various plans related to the private development process. After being submitted to the Department of Building and Zoning Services, plans for Street Construction, Storm Water, Storm Sewer, and others that related to private development are routed to multiple review agencies for approval. The Site Engineering section routes and coordinates reviews from divisions within the Department of Public Utilities, the Department of Public Service, Recreation and Parks Department, the Department of Public Safety, as well as reviewers in the Department of Building and Zoning Services. Once all necessary engineered plans are reviewed and approved, the Department will issue Final Site Compliance approval. When required, a building permit cannot be issued until Final Site Compliance approval has been obtained.

- Reviews for Final Site Compliance Plans totaled more than 1,300 for 2019, which was essentially flat from the previous year
- Nearly 300 Preliminary Site Compliance applications were routed and reviewed in 2019
  - This is a no cost option that allows an applicant to learn, within 10 days of submission, any hurdles they may face in developing a private parcel
- Preliminary and Final Plat reviews were essentially flat from 2018 levels, totaling more than 60 for 2019
- Roughly 200 reviews for Street Construction Plans were routed and reviewed in 2019
- Storm Water and Sanitary Water plan reviews totaled more than 750 for 2019
- Over 150 Lot Split reviews were conducted in 2019, with overall volume staying flat from 2018 totals

### **Customer Service**

The Customer Service Center at the Department of Building Zoning Service is often the first point of contact by the public in the permitting process. Staffed by approximately eighteen full time employees, the Customer Service Center is an integral component of increasing the efficiency of the permitting process. Customer Service Center staff will enter applications, process contractor licenses and registrations, accept payments, and answer questions about permitting requirements. Additionally, each day the Customer Service Center is staffed by a member of the Zoning Clearance team, a residential plans examiner, and a commercial plans examiner, who are all available to answer any questions an applicant may have. Each customer interaction is logged into an electronic queuing system to monitor the efficiency and effectiveness of Department staff.

- The average wait time at the Customer Service Center from March through December of 2019 was 12:50
- More than half of customers, or 56%, waited less than 10 minutes at the Customer Service Center for the year
  - During that time nearly 39,000 customers were served
- Customer Service staff process over 4,700 applications for contractor license or registration renewals, marking an increase of 4% from 2018
- Over 1,100 applications were processed for new contractor licenses or registrations, a 10% increase from the previous year

Consistent with Mayor Ginther’s strategic priority of Innovation, the Department of Building and Zoning Services continued to make investments in novel technologies to achieve process improvements in 2019. Electronic plans review and online applications for Final Site Compliance Plans began in earnest last year. Throughout the year, this service saw considerable growth whereby toward the end of the calendar year nearly 1 in 4 plans were being submitted electronically. Online inspection scheduling was another electronic service that was successfully launched in 2019. Once launched in August, nearly 40% of inspections were scheduled online. By years end, nearly half of all inspections were being scheduled through the online portal. These efforts have continued the long tradition of implementing customer focused technologies that improve the staff and citizen experience alike.

In support of Mayor Ginther’s Sustainable Columbus strategic priority, the City of Columbus applied for and won the Bloomberg American Cities Climate Challenge Grant. The Department of Building and Zoning has played an integral role in the implementation of one of the climate challenge goals, building energy benchmarking. Throughout 2019, the Department partnered with the Mayor’s Office and the Department of Public Utilities to develop a benchmarking policy and administrative process. This effort included stakeholder engagement, process discovery, policy development, and drafting the legislation necessary to make Columbus the first city in the State of Ohio to require building owner to report their building energy consumption. The ordinance is expected to be voted upon by Columbus City Council in early 2020, and ultimately implemented in 2021.

Finally, in accordance with Mayor Ginther’s Economic Development and Affordable Housing strategic priority, last year the Department of Building and Zoning Services began laying the ground work for a zoning code review. The code review process will ultimately contain several phases and take several years to engage stakeholders, analyze existing standards, research best practices, and recommend modifications and updates to the zoning code. This will be an exhaustive and inclusive process the will culminate in the adoption of a zoning code that will encourage smart and strategic growth well into the future.

# **Department of Education 2019 Annual Report**

## MISSION STATEMENT

The Mission of the Education Department is to enable all Columbus Children to succeed in Columbus' vibrant and growing economy and to develop into a highly-skilled, creative, entrepreneurial workforce that will propel economic growth in the 21st Century. The department will leverage the resources of the entire community to meet those goals.

## 2020 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

**Birth To Five:** Beginning in 2019, the Department of Education has been working with Future Ready Columbus, Franklin County Commission President Marilyn Brown, City Council President Pro Temp Elizabeth Brown, and other community partners on the development of a birth to five strategic plan for every neighborhood in Franklin County. This year, the Department will continue this work and when completed, move to implement and operationalize the recommendations; making sure that every child, in every neighborhood is ready for kindergarten.

In 2020, 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. In 2016, The Department helped develop and open the Linden Park Neighborhood Early Childhood Education Center in Linden. In 2020, the Department will again provide funding for approximately 110 Linden Pre-K students at the center in both Columbus City Schools' classrooms and classrooms operated by community-based providers.

**Hilltop Early Learning Center:** Since 2018, the Department of Education has been working with City partners on the development of a new, state-of-the-art early learning center in the Hilltop. This year, the Department will focus on deciding what programs and services to include in the new facility. Providing crucial wraparound services to the Hilltop children enrolled in the center will reduce their barriers to success. In 2020, the Department will work with consultants and stakeholders to assist the Department in making data-driven decisions regarding enrollment, programming, and efficient operations of the facility.

**The Summer Success Program:** In 2020, the Department will partner with Ohio State University to expand the Summer Success Program to children in the Linden and Hilltop neighborhoods. And through a collaboration with PNC, the program will be offered to children in Grove City, as part of a county-wide effort to make sure all Franklin County children are ready for kindergarten. Summer Success, an OSU initiative, prepares children for kindergarten who have never been engaged in a formalized early education setting. This full-day, five-week, summer learning "boot camp" provides 4 and 5-year-olds critical core academic competencies in math and literacy, with supporting physical and motor development. Assessments of Summer Success from previous years have shown great results for children, especially in self-regulation and executive function – skills most needed for a successful transition to kindergarten.

**After School Programs:** Services funded by the Department's After School Grant Program in 2020 will focus on assisting specific ethnic and minority youth, such as Asians, Somalis, Ethiopians and the LGBTQ population. In addition, many programs serve children specifically from disadvantaged communities such as Linden, Milo Grogan, Near East, Franklinton and the Hilltop.

### 2. Safety

**Social-Emotional Learning:** Entering kindergarten ready to learn means more than being able to identify shapes, letters and count 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.<sup>1</sup> Long-term benefits of high-quality early learning include lower rates of poverty, unemployment, drug use and teenage pregnancy.<sup>2</sup>

The Department of Education's 2020 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 Future Ready Columbus with the

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<sup>1</sup> [http://www.highscope.org/file/specialsummaryrev2015\\_01.pdf](http://www.highscope.org/file/specialsummaryrev2015_01.pdf)

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

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 are required to complete the summary for each child to inform parents and school personnel of the child's progress and readiness for kindergarten.

**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, Somali, 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 Future Ready 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 to 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**

**Birth To Five:** Mayor Ginther's vision for America's Opportunity City is that every child in Columbus enters kindergarten ready to learn. Becoming kindergarten-ready is about so much more than participating in a quality early learning program. While an early education is important, other developmental milestones must be reached and adverse life conditions overcome.

Strategies that assist children successfully transition to kindergarten focus on serving the overall needs of the whole child – and their families. Screenings that identify developmental delays early, along with referrals and rehabilitative services are crucial in meeting educational goals. Home-visitation or center-based education and advocacy programs provide important information to family members on the early developmental needs of their child. For children and families that have experienced trauma and toxic stresses, mental and behavioral health, and counselling services are necessary. And meeting the basic needs of the family, such as having access to fresh fruits and vegetables, stable housing, employment, childcare, and transportation are important for the success of the entire family.

As noted above, the Department of Education has been working with Future Ready Columbus, Franklin County Commission President Marilyn Brown, City Council President Pro Temp Elizabeth Brown, and other community partners on the development of a birth to five plan for every neighborhood in Franklin County. This year, the Department will continue this work and when completed, move to implement and operationalize the recommendations.

#### **Pre-kindergarten:**

In 2020, the Department of Education will continue to serve Columbus children through Early Start Columbus (ESC), 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 2020, 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 2019, 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 among 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. According to Step Up to Quality, with only approximately twenty percent of the pre-kindergarten classrooms rated high 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 has served 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.

**Pre-Kindergarten in the Hilltop:** As previously noted, in 2020, the Department will continue to work on the development of the Hilltop early learning center. When complete, the new facility will provide a high quality prekindergarten education to up to 240 Hilltop children and the important wraparound services crucial for success.

#### **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. This potentially means that the return on our investment is nearly \$37,600,000.

**Local Support:** Through the 2020 Early Start Columbus program, the department plans to provide another \$4,700,000 in financial support to approximately 30 Columbus non-profits and businesses, almost all of which are minority or female-owned enterprises.

#### **2019 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**

**Pre-Kindergarten in the Hilltop:** In 2019, the Department continued their work on the development of the Hilltop early learning center, by meeting with investors and City staff to determine the appropriate location for the new facility. The Department also helped negotiate a successful land purchase with Columbus City Schools and convened an internal task force that met weekly to begin planning the work.

**Linden Park Neighborhood Early Childhood Education Center:** As noted previously, through 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 2019, the Department provided funding for 180 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 2019, 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 2019 After School Grant Program focused on assisting specific ethnicities and minorities such as Asian, Somali, 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.

**Weinland Park Summer Success:** The Department of Education partnered with Ohio State University in 2019 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 previously noted, long-term benefits of a high-quality pre-kindergarten education include lower rates of poverty, unemployment, drug use and teenage pregnancy. In 2019, 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. Of great importance is that children who attend a high-quality pre-kindergarten education program are more likely to enter kindergarten ready to learn, read on grade level and graduate from high school and less likely to commit crimes, be arrested or incarcerated.

**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 2019 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, Somali, 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**

**Birth To Five:** In 2019, the Department of Education began our work with Future Ready Columbus, Franklin County Commission President Marilyn Brown, City Council President Pro Temp Elizabeth Brown, and other community partners on the development of a birth to five plan for Franklin County.

**Pre-kindergarten Expansion:** In 2019, the Department of Education greatly expanded the number of pre-kindergarten slots available through Early Start Columbus, serving more than 1000 Columbus children and partnering with more than 30 high-quality early leaning programs. The Department continued the city-state preschool expansion program, that began in 2014, which supplements state half-day pre-kindergarten funds with city funds to create full-day slots. In 2019, 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.

In addition, the Department continued our partnership with Columbus City Schools (CCS) in 2019 that provided the funding for 559 4-year-olds to receive a high-quality early education and all of the crucial wraparound services offered through CCS.

**The Early Childhood Teacher Preparation Pipeline Scholarship:** To increase the educational attainment of existing pre-kindergarten employees, the City of Columbus, The Ohio State University College of Education and Human Ecology, Columbus State Community College and Action for Children developed a teacher pipeline program. This collaboration 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.

**Student Assessments:** As a requirement of Early Start Columbus in 2019, all Early Start Columbus students were administered Ready4Success pre- and post-tests in early literacy and math. Pre-kindergarten teachers at ESC funded locations, received on-site coaching and mentoring services to assist them using the data to effectively implement instructional strategies to increase kindergarten readiness.

**Social-Emotional Learning:** The Department serves approximately 2,200 Columbus children in after-school programs throughout Columbus. Since 2017, Partnership4Success (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, Early Start Columbus may have provided up to \$37,600,000 in returns to our community, our city and our state.

**Local Support:** Through Early Start Columbus, the department has provided \$4,700,000 in financial support to 20 non-profits and Columbus businesses, almost all of which are minority or female-owned enterprises.

# **Recreation and Parks Department 2019 Annual Report**

## **ADMINISTRATION DIVISION**

### **Community Relations**

- The Community Relations Section raised \$110,872 from the Champions for PLAY. (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 \$78,392 in P.L.A.Y. grants to more than 3,093 participants.
- Development Cash and in-kind support totaling \$1,312,361 was secured to enhance numerous department events/programs and the section recruited numerous residential and corporate volunteers for a total 14,059 volunteers who worked 160,465 hours which is valued at \$3,940,899.42 (based on Independent Sector's valuation of volunteer time at \$24.69 per hour for 2019)
- Communications and Marketing continued to expand its capabilities throughout the year
  - The Communications Team sent monthly newsletter to a combined list of 57, 342 (GovDelivery subscribers)
    - Website Page Views: Total: 1,290,142 Sessions: 631,926, New users 375,721
  - Social media engagement (Main CRPD accounts)
    - Facebook: 810,389 Impressions, 41,735 Engagements
    - Twitter: 1,275,349 Impressions, 10,250 Engagements
    - Instagram: 239,533 Impressions 5,021 Engagements
  - Social media engagement (Scioto Mile accounts)
    - Facebook: 4,867,760 Impressions, 163,445 Engagements
    - Instagram: 278,175 Impressions, 11,032 Engagements

### **Fiscal**

Fiscal was responsible for processing and administering the following:

- 32,000 invoices, advertisements for bids, contracts, purchase orders and utility accounts processed during the year
- 590 landlines, and 209 wireless devices managed
- 5 new Universal term contracts processed, 480 Individual Service Agreements
- \$54,200,000 in operating funds, \$6,000,000 in Grant funding,
- \$73,179,000 in Capital and Permanent Improvement Funding

### **Human Resources**

- Processed 12 short term disability (STD) claims
- Processed 78 BWC claims
  - 20 were OSHA recordable
- Processed approximately 33,600 paychecks
  - 25,000 Recreation and Parks and 8,600 COAAA
- Processed 486 new hires (including full time)
- Completed 342 performance reviews
- Completed 61 disciplinary investigations
- The Recreation and Parks Leadership Academy was rolled out to employees.
  - Included 17 active members.
  - The Leadership Development Academy is a program that is offered to our employees so that they will be empowered, educated, and positioned for future career growth opportunities. It is a professional development training and mentorship program designed for individuals that have the desire to enhance their careers. We offer trainings that address core competencies needed for each level of leadership.
- Completion and roll out of Employee Policy Manual
- Safety
  - 432 Seasonal employees were safety trained
  - 150 full and part time employees CPR certified
  - 125 employees CRASE trained
  - 300 plus employees safety trained at winter school
    - Various OSHA annual training requirements fulfilled
  - Additional AED units brought to department at no cost
    - \$11,800 cost savings to department.
  - 21% REDUCTION of OSHA Recordable Injuries
    - Citywide goal is to reduce injuries by 10%.
  - 16% INCREASE of Transitional return to work days
    - Resulting in a labor cost savings and increased productivity.

## **CAPITAL AND STRATEGIC PLANNING**

### **Organizational Strategic Planning**

- Developed Columbus Recreation & Parks' 5 year Strategic Plan

- Adopted 20 Strategic Playbooks that detail each Section’s annual contributions to the Department’s Statement of Strategic Intent for Smart Growth, Sustainability, Excellence in Programming, Communication, Organizational Development, and Diversity and Inclusion.
- Launched data inventory pilot project with the Department of Technology
- Launched effort to strengthen data governance across sections, beginning with the capture of each section’s performance metrics and development of standard data definitions and calculations.
- Led cross-sectional team to create CRPD’s Diversity, Equity, and Inclusion policy, goals, and plan
- Supported the department’s expansion budget requests through financial and program modeling for several sections.

#### **Strategic Communication**

- Accurately reported our portfolio status to the Trust for Public Land that resulted in a 10 point improvement in ranking over past year result. CRPD ranked 52 out of 100 of the largest cities in the United States.
- Completed the department’s first NRPA ParkMetrics report, allowing the department to join an Agency Performance Review effort with peer cities across the nation.
- Reintroduced and sustained publishing of quarterly planning and construction updates on the department website

#### **Conservation and Natural Resources Management**

- Developed Columbus Recreation and Parks’ first department-wide Integrated Pest Management Policy
- Provided maintenance and management of the Whetstone Prairie, resulting in target species diversity increase of 142% from 2017 to 2019.
- Began creation of the Columbus Forestry Master Plan (\$205,000 contract).
- Developed 4 Nature Preserve Management Plans
- Inception of the Parkland Conservation Team (5 different Sections represented)

#### **Park and Greenway Planning and Development**

- Completed a 5-year Land Plan, providing a framework through which to analyze the potential for future park and trail development to meet the needs of underserved communities
- Adopted the “10-minute Walk” methodology as a measure of the park system’s ability to serve the community.
- Acquired 86 acres of parkland across 9 park properties. 6 of those acquisitions result in entirely new parkland, while 3 acquisitions are additions that add acreage and value to existing parks.
- Replaced 6 aging playgrounds at Indian Mound (Scioto Southland), Casto Park, Stone Ridge Park, Madison Mills Park, and Northcrest Park with a volunteer build with the Columbus Blue Jackets at Beatty Park (\$640,000).
- In response to a growing community need, striped an additional 12 pickleball court overlays and created a Pickleball Resource Guide to let residents know where, when and how to access courts in Columbus.
- Completed the construction of 1.3 new trail miles
- Began Planning and Design efforts for the Scioto Trail from 5<sup>th</sup> Avenue to Griggs Park.

#### **Asset & Capital Planning**

- Implemented a 5-year Capital Improvement Plan and created capital budget allocations for each Division within the Department.
- Implementation and utilization of Asset Planner Asset Management Software
- Secured \$1.58M in Community Development Block Grants to support 10 playground builds in 2020 and the planting of up to 800 trees in low-income communities.
- Secured \$900,000 of Clean Ohio funding from the Ohio Public Works Commission to acquire land for the protection of Dysart Run located at the intersection of East Broad and Waggoner Road (\$1.1M).
- Secured \$136,000 of Recreational Trails funding through the Ohio Department of Natural Resources to design and build 3 miles of urban singletrack natural surface trail and bike skill area along the Scioto River Corridor south of Greenlawn Ave.
- Secured \$463,730 of Clean Ohio Trails Funding through Ohio Department of Natural Resources for the development of the Eastmoor Green Line, an over 2 mile linear park and greenway conversion of a former rail corridor from East Broad Street south to Livingston Avenue

#### **Asset & Property Management**

- Founded Park Signage Committee composed of 6 sections (Community Relations, Parks, Rental Services, Golf, Capital & Strategic Planning, Design & Construction) and another department (DPU - Watershed Management), to create a uniform signage family
- Co-led Parks Naming Committee, naming 6 new parks in 2019 (listed below) and renaming 3 parks (Sills became Sammons Park; Spring and Hamilton became Bronzeville Community Park; Wilson Road Street Island became Old Oaks Park)
- Mailed 45 encroachment letters to adjacent property owners
- Entered into 15 MOUs and 4 ROE Agreements with non-park and park users: CKTC Buddhist Temple; Clintonville Rotary; Eastmoor Civic Association; Edgewood Civic Association; Friends of Faith Pruden Foundation; Glen Echo Neighbors Civic Association; Old Beechwood; OSU Coyote research; OSU stormwater outfall monitoring; Pinecrest Civic Association; Puptown Lounge; Kenney Road ROW; Quarry Pointe HOA; South Eastmoor Civic Association; US Forest Service; Wagenbrenner Development
- Issued 12 Permits ; 1 volunteer permit; 1 equipment rental permit; 10 research permits
- Entered into 3 new temporary and 2 permanent construction easements

## **PARKS: MAINTENANCE AND OPERATIONS DIVISION**

### **Forestry/Horticulture**

- 4,338 mature trees pruned in 2018 3,848 in 2019 by the forestry crews. Many of these were backlogged work orders.
- 3,151 2,222 in 2019 three year old trees pruned in the right of way by tree nursery staff.
- 1,566 2,014 in 2019 trees planted within the right of ways by Nursery Staff beginning in the spring and fall of 2018. There were 1,193 899 in 2019 trees planted in right of way under contract. Funding provided by the Mayor's Green Initiative.
- 1,770 1,550 in 2019 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.
- 2,872 3,481 in 2019 sites were inspected for future right of way tree planting.

### **Park Maintenance**

- In 2018, the weekend crews removed a combined total of 10,324 bags of trash. 2019 total trash bags, 96,172 bags (weekend trash route was 9,772 bags). We can now track annually all zones instead of just weekends.
- Columbus Recreation and Parks Playground Program spread playground mulch at 23 25 playgrounds, using 690 1,090 cubic yards of mulch, 455 488 volunteers working a total of 1,365 1,464 hours.
- Volunteer landscape program utilized 584 674 volunteers to work 1,725 1,864 hours at 38 54 events, prepping horticulture beds and spreading 168 400 yards of mulch.
- The mowing rotation of all the parks was 8.4 8 in 2019 days per mow cycle, a slight increase over 2017.
- Columbus Ecological Restoration Program (CERP) held 19 events, using 213 volunteers providing 639 service hours, removed invasive plant material, planted 1,097 trees and native understory plants. The CERP program was eliminated in 2019, the sole employee in the program has been out on an extended medical leave. We do not expect the program to return.

### **Rental Services**

- Facility rentals generated \$789,234 in revenue which was an increase of 2.5%
- Lease revenue generated \$251,798 which was an increase of 20%
- 1,631 rentals took place at enclosed and open air shelters
- 988 Family gatherings including reunions, birthday parties, graduation parties, etc.; 331 Non-profit and organization rentals; 211 Weddings and receptions; 101 Business rentals
- 453 boat docks and stakes were rented at the three reservoirs. \$243,040 in dock and stake revenue
- Reduced operating cost by \$26,367 while generating more revenue compared to 2018.
- Total revenue for the year was \$1,284,072 which was an increase of 4%

## **RECREATION DIVISION**

### **Arts**

- The Cultural Arts Center registered 5,258 students in 2019 for its art classes. This equates to over 126,000 creative contact hours in our studios and \$360,000 in revenue. Participation in our classes has risen by 18% over the past 5 years.
- Cultural Arts Center Exhibition highlights included *Operation Monarch* exploring the substance abuse crisis in our state (which received a commendation from Governor Mike DeWine), and *Pasos De Arte 2019* celebrating the amazing Latino arts community within our city.
- The Golden Hobby Shop's 84 regular volunteers spent an astounding 19,146 hours helping to make sure the shop runs smoothly! 18,176 people from around the world enjoyed the crafts that our senior arts community created.
- CRPD produced seven fully staged theatrical productions for families, including a special production of the musical "Annie" at Westgate Recreation center which helped raised \$5,640 for the Mid-Ohio Foodbank.

### **Aquatics**

- 103,938 open swim participants
- Offered a total of 330 swim lessons to all ages
- Stroke and Dive Clinics had 253 participants
- Masters Swim Classes had 113 attendees.
- 4,177 patrons registered for swim lessons (Indoor and Outdoor)
- Memberships Sold- \*Family Memberships: 317 - Individual Memberships: 205
- Rental Revenue: \$26,871 ( School Swim Teams- Over 400 participants, 49 Birthday Parties, 38 Private Swim Groups)

### **Community Recreation**

- Continued to dedicate a staff member to work with the Wedgewood Community to offer recreation programs and community support.
- Registered 67,465 participants in community recreation programs.
- Provided 2,05 swim lessons
- 174,638 participants in aquatics programs

### **Outdoor Recreation Highlights**

- **Spring/Fall/Winter**
  - 45 Community Recreation and CRPD partnership programs (Doubled from 2018)
  - 26 CRPD partnership programs at offsite locations

- 19 Community Recreation field trips to McKnight Outdoor Education Center
- **Outdoor Recreation Summer Mobile:**
  - 38 summer camp visits, 34 locations, 1170 campers participated in programs
- **Outdoor Recreation Summer Camps:**
  - Indian Village Day Camp: 1162
  - Indian Village PreK: 163
  - Camp Terra: 572
  - Camp Walnut: 179
  - Discover Boating: 290
  - Total: 2366
- **Volunteer hours:** 15,124 volunteer hours
- **School field trips:** 53 field trips reaching 1,429 participants
- **New programming highlights:**
  - Archery for the visually impaired
  - Year round program partnership with ADDventures (Adults with Developmental Disabilities)
  - Outdoor Recreation Teen programming partnership with Wedgewood
  - Indian Mound Outdoor Recreation Program Series
  - Brentnell Outdoor Recreation Program Series
  - Certified 9 new Archery instructors in Community Recreation
  - Archery Day Camp for Schools Out sessions
  - 3-D Archery trips with Community Recreation at Scioto Grove Metropark
  - Hosted OPRA Region 4 paddling trip
  - COSI Science Festival Event activities
  - Acquired Discover Boating Program from Aquatics
  - 1<sup>st</sup> annual Pollinator Field Day at Whetstone Prairie

#### **Therapeutic Recreation**

- Additional strategic partnerships added with Kenda Tires, Mobility Works (formerly MC Mobility), Goodwill Industries, and Outdoor Education promoting Therapeutic Recreation opportunities for individuals with disabilities. .
- Paralympic Sport Club added Blind Soccer to provide opportunities beyond our Fitness program for athletes with Visual Impairments.
- Total program participation 11, 273 not including summer camp
- Summer camp and inclusion support- 935

#### **Golf**

- Revenue \$4,086,811; 190,728 rounds
- Hosted multiple SNAG events; hundreds of youth participants
- Began construction on champions clubhouse project in final construction phase

#### **Special Events**

- 2019 Race Estimated Participation: 216,389 (2018 Race Estimated Participation: 214,081)
- 2019 Event Estimated Attendance: 2,121,569 (2018 Event Estimated Attendance: 1,893,200)
- 2019 Block Party Estimated Attendance: 19,590 (2018 84,970 Estimated Attendance-redefined block parties required some of the larger functions to be classified as “events”)
- 2019 Marine Event Estimated Participation: 4,710 (2018 Marine Event Estimated Participation 1,103)
- 2019 Special Activities Estimated Attendance: 6,320 (2018 40,840 Estimated Attendance- reduced numbers by increasing requirements for a permit from 10 people to 100 people)
- Permitted 157 Special Events (compared to 70 2018) 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 \$113,666
- Permitted 92 Race Events coordinated by community organizations (compared to 90 in 2018). Total Revenue \$128,125
- Permitted 84 Block Parties coordinated by residents/community groups. Total Revenue \$3,260 (2018 155 Bock Party Permits issued)
- Permitted 10 Marine Events coordinated by universities and rowing associations. Total Revenue \$1,300
- Permitted 49 Special Activities coordinated by residents/community groups. Total Revenue 2,050
- Produced the 40<sup>th</sup> Jazz & Rib Fest. The festival employed and presented 175 musicians from local, regional and national touring groups
- Produced 23<sup>rd</sup> annual collaboration with BalletMet to showcase an evening of classical and contemporary dance on the downtown riverfront
- Produced the first Rhythm on the River Music Festival in Bicentennial Park
- Produced the Third Annual African American Cultural Festival in Mayme Moore Park
- Produced third annual WinterFest event in Bicentennial park

#### **Sports**

- Revenue

- Indoor Revenue = \$1,172,512.65 (2% decrease from 2018); Outdoor Revenue = \$1,471,075.85 (21% increase from 2018); Overall Revenue = \$2,643,588.50 (8% increase from 2018)
- Tournaments
  - 5,319 tournament teams (up 29%); 140,000 people (up 23%); 12,000 games played (up 29%); 35 states/provinces represented; 800 cities represented \$70 Million economic impact
- Leagues – 2,518 teams (down 3%)
  - Softball – 1184 teams (down 3%); Basketball - 881 teams (down 6%); Volleyball – 453 teams (up 4%); Games – 12,109; Participants – 31,000 people
- Grounds Crew
  - 2,628 in house hours on special projects resulted in \$268,000 savings

## **YOUTH AND FAMILY DEVELOPMENT DIVISION**

### **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.
- 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.

### **Capital Kids**

- In 2019 the Capital Kids program again served over 200 participants (213 to be exact) and we have also had many social service referrals from those same families through our Rapid Resource Program. We now serve the entire family.

### **City Leaders**

- Recruitment for the new class of this youth leadership and development academy begins April 1<sup>st</sup>. Applications will be available on our city webpage as well as sent out electronically to innumerable agencies.

### **Summer Food**

- In 2019 the Nutrition Office provided approximately 463,498 after school and summer meals to children.
- Go Lunch!
  - The department successfully generated nearly 60 stories and roughly \$70,000+ in television and radio coverage for Go, Lunch! This does not reflect social shares of coverage, or print and online media. Additionally, these stories generated 3.6M in readership.
  - The department generated phone calls to over 60,000 households of Columbus City Schools.
  - The department introduced the Family Mentor Foundation to Go, Lunch!, which resulted in hundreds of weekend Buddy Boxes being provided to children of select Go, Lunch sites. The Buddy Boxes included shelf-stable foods to ensure that children had access to snacks and meals on the weekends when the program sites were closed.
  - The department responsible for leading and coordinating communication logistics and distributing print materials for Go Lunch Partner meeting with roughly 100 participants from 27 different agencies.
  - 20 site visits to CRPD community centers with food demonstrations provided by Local Matters

### **Rapid Resource Program**

- Department’s focus is on 5 core services that include but not limited to Employment, Food Access, Healthcare, Housing and Mental Health Services
- Department serviced 104 families during our 6 month pilot that began June-December 2019.
- 79% of families served have children, 82% of households are single adult, the age of the person applying for help ranges from 15 to 79.
- The Rapid Resource Program has over 50 partnerships with other agencies throughout the City.
- The average cost in benefits saved by using our partnerships in 6 months is \$25,977.50

# **CelebrateONE**

## **2019 Annual Report**

CelebrateOne is a community-wide, collaborative initiative created to reduce the Franklin County infant mortality rate (IMR) by 40% by 2020. While achieving this, we want to cut in half the racial disparity of non-Hispanic black babies, dying 2.5 times the rate of non-Hispanic white babies. The vision is to improve health equity in Franklin County so more babies reach their first birthday and thrive.

To make the most significant impact, CelebrateOne focuses its work in eight Columbus neighborhoods where the infant mortality rate is three times higher than county, state and national averages. These high priority areas include the Hilltop, Linden, Franklinton, South Side, Near East, Southeast, Northeast and Northland neighborhoods.

### **2019 Preliminary Infant Mortality Data\***

In 2019 more Franklin County babies lived to celebrate their first birthdays than the previous year. The IMR dropped to 6.9 deaths per 1,000 live births. The IMR for CelebrateOne zip codes is trending in the right direction with a new low of 10.5 deaths per 1,000 live births. Preliminary infant mortality data released by CelebrateOne and Columbus Public Health show 18,317 babies were born in Franklin County in 2019 and 127 died before reaching the age of one, 11 fewer deaths than in 2018.

The 2019 infant mortality rate for non-Hispanic white babies in Columbus was 4.3, below the national Healthy People 2020 goal of 6.0 and a slight improvement from 2018. For non-Hispanic black babies the 2019 rate dropped to 11.4, but it remains 2.6 times higher than the non-Hispanic white babies. This data shows progress is being made, but there is more work to do to improve the outcomes for black families.

The Fetal-Infant Mortality Review (FIMR) program reviews the cases of fetal and infant mortality and reports on the leading factors of loss. The data helps determine the cause for the death and the best method to eliminate it all together.

A major factor in reducing infant mortality is addressing issues impacting a community's overall health. Often referred to as the social determinants of health, such as education level, food insecurity, eviction rate, lack of health insurance, employment and high crime rates, can result in poor maternal health outcomes, premature births and infant deaths. In 2019, the racial disparity ratio in Franklin County has remained steady at 2.5% within the CelebrateOne zip codes.

The 2019 data shows a consistent percentage of pregnant women accessing prenatal care during the first trimester, an important step in ensuring a healthy pregnancy and reducing preterm births. The number of very preterm births (before 32 weeks of gestation) increased slightly, but the focus will be to get more women enrolled into StepOne and Moms2Be in 2020. By reaching more women in the CelebrateOne zip code, we expect the trend to move down each year.

In 2019, CelebrateOne and its partners continued expanding education and resources about the ABCs of safe sleep to ensure babies sleep *alone*, on their *backs*, in a *crib*. With expansion just outside of the CelebrateOne zip codes, the number of safe sleep trainings increased and more safe sleep ambassadors were trained. We decreased sleep related deaths by 61% in 2019; however, 17 infant deaths were sleep-related, 10 within CelebrateOne neighborhoods.

Co-sleeping and unsafe sleep environments continue to contribute to infant mortality in our community. In 2017-2018, 95% of sleep-related infant deaths occurred in infants who were **not** following all three of the ABCs of safe sleep. Our goal is no sleep-related deaths are caused by unsafe sleep practices.

*\*The 2019 infant mortality data for Franklin County are released by Columbus Public Health. All data are considered preliminary until reviewed and finalized by the Ohio Department of Health late in 2020.*

### **2019 Interventions**

CelebrateOne successfully leverages public and private resources to take an urgent, multidisciplinary approach focused on proven strategies to address factors that cause babies to die before reaching their first birthday. It is done by reducing preterm births, eliminating preventable sleep-related infant deaths, and connecting the disconnected. Examples of key interventions and initiatives, deployed through dozens of community partners, are below.

#### ***Preventing Sleep-related Deaths***

- In partnership with Columbus Public Health, 990 safe sleep ambassadors were trained and 50 safe sleep information sessions were held in all eight CelebrateOne neighborhoods.

- The goal of providing cribs to families in need was exceeded by 31% with distributing 1,702 pack n' plays through the Cribs 4 Kids network. This resource ensures more babies can sleep safely.
- Central Ohio birthing hospitals partnered with CelebrateOne for a third year to ensure every infant born from November to March leaves the hospital with a Halo sleep sack to help them sleep safely without blankets during cold weather. Each hospital shows a Safe Sleep video to each new parent to reinforce the ABC's of Safe Sleep.
- A new safe sleep campaign was launched in fall 2019 with messaging from a Sweet Dreams Team made of fathers and grandfathers, previously with the Ohio State Buckeye Football team. The messages focused on not co-sleeping with babies and knowing the ABC's of Safe Sleep. Three 60 second videos were created: Traveling with a pack-n-play, Barbershop Talk addressing the ABC's of Safe Sleep, and a Grandma conversation. Each video was shared on the website to increase awareness with fathers, siblings, and grandparents.

### ***Reducing preterm births***

- StepOne for a Healthy Pregnancy scheduled 3,602 women for prenatal care in 2019, 40% were non-Hispanic black women. Of the women served, 55 percent lived in CelebrateOne zip codes.
- The Ohio Better Birth Outcomes (OBBO) collaboration is dedicated to reducing the infant mortality rate by improving delivery care services for women. 174 of eligible women accepted progesterone as well as 865 women received LARC at their maternity stay.
- CelebrateOne partner Moms2B served 793 pregnant and parenting women in Columbus; and of those served, 597 were newly enrolled women. This exceeded the annual goal by 47%.
- Healthy Beginnings at Home (HBAH), a CelebrateOne initiative designed to improve perinatal outcomes among women experiencing housing instability, began a pilot program with 100 women. With funding from the Ohio Housing Finance Agency and other public and private partners, CelebrateOne developed the HBAH pilot study to demonstrate the impact of safe, stable and quality housing on maternal health and birth outcomes.
- HBAH, in partnership with the Columbus Metropolitan Housing Authority (CMHA) and the Homeless Families Foundation (HFF), provides rental assistance and wrap-around services to 50 Medicaid-enrolled pregnant women who are experiencing housing instability. Participants in the intervention group receive integrated care coordination from a team of providers which includes a housing stability specialist (master-level social worker), CelebrateOne community health worker and CareSource nurse case manager. 50 additional women go through the normal channels of assistance offers within the local community shelter. The study will examine the impact of rental assistance and housing stabilization services on maternal health and birth outcomes.
- The findings from HBAH research partner, Nationwide Children's Hospital, indicate developing and nurturing relationships with implementing partners is vital to driving cross-sector work. To date, 40 out of 51 babies in the intervention group were born full-term and at a healthy birth weight in comparison to 23 out of 46 babies in the usual care group

### ***Connecting the Disconnected***

- CelebrateOne Connector Corps connected with more than 5,000 pregnant women and families, in 2019, connecting them with needed clinical and social services, like as prenatal care, health insurance, home visiting, baby supplies, and reproductive health counseling. April through November, partners from the faith community and members of the National Pan-Hellenic Council, Inc. hosted eight Community Baby Showers and four Community Birthday Parties, serving families from all eight CelebrateOne priority neighborhoods.

- The Barber, Beauty and Nail initiative “A Healthy Baby is a Beautiful Thing” has more than doubled the number of barber shops and salons in CelebrateOne neighborhoods partnering to share messages about healthy pregnancy, baby and home with their clients.
- Community resources were aligned to transform mobility for pregnant women in Columbus with the Smart Columbus and Prenatal Trip Assistance initiatives. The project is a public-private partnership among CelebrateOne, Smart Columbus, Step One, CareSource, Molina, Kaizen Health and Ohio State University to create a pilot where non-emergency medical transportation services are on-demand; providing better, more efficient access to prenatal care. In 2019 there were 98 participants in the program, already supporting 25 healthy births.
- Baby and Me Tobacco Free program was ranked number one in Ohio for enrollment; of the women reached after completing the Tobacco Free program, 100% of participants remain smoke free for one year after baby’s birth. 56% of those participating in Baby and Me Tobacco Free were in a CelebrateOne zip code.
- 1042 families were newly enrolled in home visiting services in 2019. 66% were Black/African American, 73% enrolled prenatally, and 65% were from CelebrateOne priority zip codes. Overall, 2124 families received home visiting services in 2019.
- Department of Technology’s GIS team continued to evolve the Resource Hub, also known as the Esri Hub, for CelebrateOne. The Hub includes mapping applications to allow users to locate: primary doctors, pediatricians, child care, OB/GYN, CelebrateOne community health workers, baby needs, and rental and utility assistance resources. The Hub also includes surveys and a search component linked to CelebrateOne’s website. This resource was soft launched in 2019 and will also be available through CelebrateOne partners in spring 2020.

# **Office of Diversity and Inclusion 2019 Annual Report**

In 2019, the Office of Diversity and Inclusion continued its work of elevating the importance and value of diversity and inclusion in the city of Columbus. On our journey to making Columbus “America’s Equal Opportunity City,” the Office of Diversity and Inclusion prioritizes key strategies in workforce and supplier diversity, to ensure that the diversity of our supply chain and workforce is reflective of the residents we serve.

### **2019 Major Accomplishments:**

- The City of Columbus 2019 Disparity Study was completed and adopted by Columbus City Council. The 2019 Disparity Study is the first study in the City of Columbus since 1993.
- The total utilization of Minority and Women-owned businesses (MWBs) in city contracting was reported as a total of \$66.7 million and 13.5% of the total available City spend.
- The Office of Diversity and Inclusion was instrumental in establishing terms for a minimum of 30% inclusion of MWBE companies on the Columbus CrewSC projects, as well as putting forth a workforce development plan to encourage local hiring.
- Minority and Women-Owned Business Certifications and Registrations were up 19% to 657 in 2019 compared to 553 in 2018.
- The Office of Diversity and Inclusion executed a Citywide Workforce Diversity Photo Campaign highlighting the diversity within the City of Columbus workforce and supply chains. These photos are currently displayed throughout numerous City office and work locations.
- The City of Columbus joined a network of national Chief Diversity Officers focused on advancing equity, diversity and inclusion throughout various municipalities across the country. Approximately 20 major cities were represented at the inaugural event.
- The Office of Diversity and Inclusion became partner to a Memorandum of Understanding (MOU) with the U.S. Small Business Administration, Ohio Department of Transportation, African American Chamber of Commerce and Central State and Wilberforce Universities to advance youth entrepreneurship and diversity hiring and recruitment.

### **Supplier Diversity Success in 2019**

- In 2019, the Office of Diversity and inclusion processed a total of **392 new** contract compliance registrations and a total of **625** contract compliance renewals for a grand total of **1017** vendor contract compliance registrations. 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.
- The 2019 ConnectUs Small Business Conference & Expo was attended by over 470 attendees and 75 vendors in the exhibitor hall. Conference workshop sessions featured a partnership with Grow With Google, Columbus Downtown Development Corp and Columbus NextGen, and a youth entrepreneurship track co-sponsored by Columbus Downtown High School and Javier Sanchez.
- The Office of Diversity and Inclusion led and supported joint outreach efforts with various Departments across the City to create networking and information sharing opportunities, as well as make contracting opportunities available to MBE and WBE companies.

### **Workforce Diversity Success in 2018**

- The Office of Diversity and Inclusion established its presence during New Hire Orientation, providing the opportunity to share the vision, mission and goals of the office with new employees.
- As a result of the Office of Diversity and Inclusion’s joint membership in WELD (Women for Executive Leadership & Development) with Dept of Human Resources and Ohio Women’s Commission, enabled us to make a total of 11 leadership webinars available to all City of Columbus employees.
- The Office of Diversity and Inclusion facilitated the engagement of various City Departments in a number of hiring and recruiting events, including:
  - Emerging Leadership Summit and Employer Fair
  - Hispanic Career Fair
  - Global Languages Career Fair
  - CPH Diversity & Health Equity Summit 2019
  - Wilberforce University
  - Central State University
- The Office of Diversity and Inclusion, through its vast network of partners and stakeholders, supported City of Columbus employees’ access to a diversity and inclusion training and development programs and events, including:

- SHRM Talent Acquisition Spring Conference
- Researched and registered us with the Grow with Google program – providing free webinars for job seekers, entrepreneurs, small business owners and Veterans
- Women in Leadership Symposium – Attendance from Citywide Training, Mayor’s Office, Finance, Civil Service, Hispanic Chamber of Commerce
- WELD Keynote Event
- COSI Diversity in Science Events
- CMC – Power of Diversity Luncheon – Civil Service, Mayor’s Office, Neighborhoods
- 2019 Multicultural Roundtable – Fire, Police, HR, DPU
- Varied Abilities Summit

**Diverse Outreach Success in 2019**

The Office of Diversity and Inclusion continued to implement an aggressive outreach strategy which consists of partnering with key external stakeholders in the areas of business, industry, academia, government and social service sectors. The goal is to continue to drive our diversity and inclusion efforts across the region through strategic alliances and broad community engagement. The office sponsored, participated or partnered with organizations including the following:

- The Columbus Urban League – MBAC Program, Franklin County, Ohio Minority Supplier Development Council, National Minority Supplier Development Council, Ohio River Valley Women’s Business Council, Ohio Diversity Council, ODOT Civil Rights Symposium, COMTO, Women for Economic and Leadership Development (WELD), Women’s Small Business Accelerator, Columbus Hispanic Chamber of Commerce and Ohio Latino Affairs Commission, Columbus NAACP, Economic Community Development Institute, 2019 Ohio Business Matchmaker event, Grow With Google, Columbus Metropolitan Library, Columbus Regional Airport Authority, Central Ohio Diversity Consortium, Ohio MBE Advertising, Procurement Fairs and annual Ohio MBE Luncheon, Business First’s Diversity in Business Lunch Awards, Champions of Diversity Awards, Asian American Commerce Group Summit, Columbus/Central Ohio Building & Construction Trades Council, Diversity Compliance Coalition of Ohio (DCCO), State of Ohio Business Expo.
- Additionally, the office staff participated in numerous engagements with external partners seeking to enhance their diversity and inclusion efforts in supplier and workforce diversity. These partners include: Columbus Crew SC, Ohio Diversity Council, Central Ohio Diversity Consortium, Equality Ohio, COSI, Prizm Magazine, City of Dublin, Columbus City Schools, Franklin County, The Ohio State University Fisher College of Business, and Workforce Development Board.