

Columbus City Bulletin



2013

ANNUAL REPORT

Andrea Blevins, City Clerk
COLUMBUS, OHIO

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2013 ANNUAL REPORT

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**MAYOR'S OFFICE
2013 ANNUAL REPORT**

2013 Mayor's Office Report

The Office of Mayor Michael B. Coleman spearheaded numerous initiatives and projects toward the goal of making Columbus the best city in the nation to live, to work and to raise a family.

Jobs

Columbus completed economic deals to create 3,735 new jobs—almost 1,000 more than were created in 2012—while retaining 8,033 existing jobs. Major deals include Safelite Group (350 new jobs) Lululemon Athletica (170 new jobs) and Print Syndicate (150 new jobs). These deals have secured almost \$774 million in private investment, an increase of \$423 million from 2012, and added almost \$30 million in new annual payroll.

Columbus served as host to two major international sports events: the World Cup qualifier match between the United States and Mexico and the Presidents Cup (both won by the U.S. teams), generating worldwide recognition as well as thousands of visitors, revenue and jobs.

Mayor Coleman also took new steps to invest additional funds in tourism, the arts and human services, proposing to permanently reallocate the city's \$1.3 million from the bed tax to Experience Columbus, the Greater Columbus Arts Council and human services. In 2014, this will mean:

- about \$709,000 in additional revenue for Experience Columbus on top of the \$2.3 million it began to receive from the bed tax in 2013;
- about \$300,000 in additional revenue for GCAC, on top of the \$300,000 it began to receive from the bed tax in 2013;
- about \$300,000 for human services organizations, on top of the \$300,000 they began to receive from the bed tax in 2013.

Twelve ex-offenders graduated as the second class of Restoration Academy, securing new skills and new jobs.

Education

Mayor Coleman led a citywide conversation on education that resulted in community alignment behind a bold plan for improving educational opportunities for kids while creating a new culture of accountability from and for Columbus City Schools.

The Columbus Education Commission appointed in late 2012 by Mayor Coleman and City Council President Andrew J. Ginther produced a comprehensive report containing 55 specific recommendations that would change the way Columbus children are educated. The recommendations—supported unanimously by the diverse, 25-member commission—include specific strategies for expanding early-childhood education, improving technology, increasing career readiness, recruiting quality teachers and principals, replicating successful district schools, attracting successful charter schools, streamlining district operations and refocusing district policies. The commission also recommended a new level of leadership and accountability, including creation of a public-private partnership for education and creation of a director of educational improvement reporting to the mayor.

At the mayor's request, the Education Commission recommendations were officially endorsed the Columbus Board of Education, which hired an interim superintendent, Dan Good, committed to implementing them. In a span of just a few months, Dr. Good set a new tone of academic and administrative accountability and began the process of creating a more efficient, more responsive and better performing Columbus City Schools district.

Mayor Coleman's budget proposal included an unprecedented direct investment in education: \$7.5 million for areas of greatest academic impact for children in line with the Education Commission recommendations.

Fiscal Responsibility

The mayor's 2014 budget proposal would deposit an additional \$10.6 million in the city reserve account, bringing the total to \$64 million by the end of 2014. That would be \$14 million more than the promise of \$50 million that was made to voters following the approval of the income tax increase in 2009.

The city again received AAA credit ratings from Standard & Poors, Moody's and Fitch Group, making Columbus the largest American city with both a positive financial outlook and an AAA credit rating from the three major rating agencies.

Since 2009, Columbus has taken steps that will save more than \$223 million through 2019 due to changes in employee pension and insurance programs, savings and efficiencies. That's more than twice the savings originally promised by the city.

Safety

Recreation and Parks expanded APPS intervention staff, which played key roles in mitigating incidents of violence at various community events such as the Ohio State Fair, Red, White and Boom, Jazz and Ribs and Festival Latina. Placed approximately 40 youth in case management with an 80 percent job placement rate. Expanded Cap City Night Festivals, including movie nights, produce markets and more corporate sponsorships.

The city opened the new police property room and broke ground on a new crime laboratory and as well as Fire Station 2, both of which will be completed in 2014.

The city passed legislation to regulate pedicabs and increase standards for taxicab owners and drivers

Public Safety installed an additional 75 neighborhood safety cameras, including 33 in existing neighborhoods and 42 Downtown.

The Coalition for a nonviolent Columbus issued 38 neighborhood seed grants totaling \$35,034.

Public Safety received a grant for about \$100,000 to implement the TAPS program to reduce the social distance that exists between police and youth and encourage positive decision making and seek alternative ways to deal with negative situations.

Neighborhoods

On Nov. 5 the City of Columbus received overwhelming voter support for Issues 1, 2, 3 and 4, an \$842 million bond package, allowing the city to maximize capital neighborhood investments.

Columbus approved a combined \$65 million for resurfacing over the next two years: a record \$32 million this year plus \$33 million in 2014. The unprecedented investment in resurfacing will improve more than 145 lane miles of roadways and more than 30 miles of alleys, bringing the total resurfacing investment

since 2010 to more than \$110 million. The budget also included more than \$5 million for pedestrian safety improvements that include nearly 8 miles of sidewalks.

300 structures have been demolished under the VAP program, and 88 additional structures are in the demolition process. Another 508 parcels have been requested for expedited foreclosure through the County Prosecutor. The mow-to-own program granted 10 vacant lots to neighboring residents who agreed to care for them.

Columbus authorized \$125,000 from the West Side Community Fund to support the Hilltop YMCA. Coupled with a matching \$125,000 from Hollywood Casino, the \$250,000 grant enabled the Hilltop YMCA to reach its fundraising goal of \$1.9 million. This marked the first neighborhood investment from the West Side Community Fund, which was created as part of the 2010 settlement agreement between the City of Columbus and Penn National Gaming that preceded the construction of Penn's Hollywood Casino.

Mayor Coleman announced an intensified, refocused approach to code enforcement by adding two new teams of four code enforcement officers each. These eight new positions will constitute a new unit that will be proactive in addressing and targeting areas experiencing the greatest challenges. Code enforcement will be proactive and systematic in its approach toward property owners who are breaking the law by failing to keep their properties safe.

The mayor also announced the city will invest in technology and other resources to closely track the properties of our offenders.

Mayor Coleman asked City Council to increase city penalties for code violations from a third-degree misdemeanor, which translates to 60 days in jail and a \$500 fine, to a first-degree misdemeanor, which means 180 days in jail and a \$1,000 fine.

At the request of the Clintonville Area Commission, Public Service successfully installed an eastbound left-hand turn lane on East North Broadway at the High Street intersection.

The first phase of the Joyce Avenue improvement project and the Karl Road improvement project were completed.

Columbus renovated the Milo-Grogan Recreation Center, expanding it from 9,500 square feet to 16,000 square feet.

In partnership with the Columbus Neighborhood Health Center the construction of the 21,500 square foot John R. Maloney Family Health and Wellness Center was completed. Services will include Family Practice, OB/Gyn, and Internal Medicine.

Columbus introduced Mobile City Hall, a simple way for residents and visitors to access City services and community resources at festivals and events throughout the city. Visitors are able to access applications for city employment, pay parking tickets and water bills, register for library or voter registration cards, and more.

Columbus Public Health launched the Ryan White HIV Care program, which has served about 700 clients, and launched a coalition to address health disparities of the LGBT community.

Getting Green

Since June 2012, residents have diverted more than 36,178 tons of materials from the landfill and saved taxpayers over \$2,005,116 in landfill fees by participating in the residential recycling program. A house participation count showed that 74 percent of eligible homes participated in the program.

Columbus received the Green City Award for its new curbside recycling program. The Green City Awards, presented by Waste & Recycling News, honor municipalities' recycling programs for their diversion successes, community outreach and educational efforts. More than 60 communities were nominated for the awards. Columbus won the large community category, beating out Atlanta and Sacramento County.

The city installed 130 new recycling containers on High Street from Broad Street to Lane Avenue and donated free carts and hauling service to bars and restaurants. The Recycling on High pilot aims to divert 1,500 tons of glass and other materials out of the landfill, which will then be reused by Ohio based companies.

Mayor Coleman announced the expansion of the residential recycling program to residents at eligible condominium and apartment complexes, along with rowhouses and townhomes along city streets beginning in February of 2014. The expansion will add approximately 15,000 customers to the residential recycling program, bringing the total number of program customers to more than 200,000.

The Columbus Division of Fleet Management became the first Columbus facility with a large-scale solar energy system and the largest of its kind in Ohio. The facility at 4211 Groves Road covered its roof with 2,650 solar panels expected to produce almost half of the building's electricity needs. The 240-watt panels installed contain enough electricity to power 85 homes for a year and reduce of greenhouse gas emissions by 566 tons.

Columbus approved \$8.7 million for bikeway development, including 107 sharrow pavement markings, 49 bike boulevard pavement markings and 1.7 miles of shared-used paths.

Columbus launched CoGo Bikeshare, a network of 300 bicycles and 30 stations located throughout Downtown that enables users to purchase access and unlock bikes for short, quick trips. In the first two months of the program, 4,700 subscriptions were sold and approximately 57,445 miles were traveled. Had those trips been taken in motor vehicles, they would have produced 39,000 pounds of carbon dioxide emissions.

Columbus launched Car2go, a one-year pilot program of point-to-point vehicle sharing using high-tech smart cars to core city streets. Just one car sharing vehicle reduces the need for four to ten privately owned vehicles.

The city broke ground on its second compressed natural gas fueling station on the North Side. Compressed Natural Gas is cleaner, domestically produced and is cheaper—between \$1.50 to \$2 per gallon—than diesel fuel.

The Division of Fleet Management was named the No. 2 fleet in North America by 100 Best Fleets.

Columbus dedicated the City of Columbus Public Utilities Complex at 910 - 940 Dublin Road to honor former Columbus Mayor Dana G. "Buck" Rinehart

Blueprint Columbus is making great strides in community outreach and gathering data that will help the city determine the best ways to address sanitary sewer overflows and serving as a national model for other utilities departments across the country.

Downtown

Together with its partners, the City of Columbus announced a vibrant new vision for the Scioto Peninsula, including a Downtown Columbus Zoo location, a new and improved Veterans Memorial, new residential units and new green space on either side of COSI.

Construction began on the Scioto Greenways project which will remove the Main Street Dam, create 33 new acres of green space and return the Scioto River to its natural state.

As of September, 786 housing units were being built Downtown. Once completed those will bring the total to 5,333—an increase of almost 3,200 since 2000. An additional 831 units have been proposed.

Public Service completed the installation of convenient credit card-friendly smart parking meters throughout the city.

Rich Street and Town Streets were converted from one-way to two-way traffic.

Finance and Management worked with the North Market on a new ventilation system that is now near completion. The goal of the project is to achieve a more energy efficient and effective system which will greatly improve interior air quality.

Construction of the 77 North Front Street building was completed. The new building offers efficient work spaces and offices to six city agencies. The design incorporates a unique blend of old architecture with modern technology. This allows the city to relocate functions previously located in the 109 N. Front Building to the Beacon Building to ready this site for redevelopment and consolidation. On this site a new building will be constructed to develop and enhance the cohesiveness, functionality, flexibility, sustainability, durability, and accessibility of the City Hall Campus.

National Recognition

Columbus was the only city in the nation named on the Intelligent Communities Forum's list of seven smartest cities in the world for 2013.

The Civic Foundation named Columbus tops among major U.S. cities in indicators of fiscal condition. The Civic Foundation compared 12 major American cities using financial indicators compiled from the most recent audited financial statements over a five-year period.

The Human Rights Campaign named Columbus as one of 25 American cities with a perfect score in terms of treating its gay, lesbian, bisexual and transgender residents with dignity and respect. HRC surveyed 291 cities of varying sizes and found Columbus to be the only Ohio city with a Municipal Equality Index of 100 percent.

The City of Columbus was awarded the Secretary of Defense Employer Support Freedom Award in honor of its commitment to supporting National Guard and Reserve employees. Columbus was the only city to receive the award in 2013.

Georgetown University's Public Policy Institute declared Columbus the second best city in the nation for employment for young adults.

Policymic ranked Columbus No. 2 on its list of 8 Cities Where Millennials Won't Break the Bank.

Columbus was named by Forbes as the No. 7 City for Female Founders, based on the success of Columbus women.

NerdWallet named Columbus the No. 7 city for new college graduates.

Wells Fargo named Columbus the No. 10 city for job growth since the recession began. Wells Fargo noted the Columbus metro area has seen a 2.3 increase—a gain of 20,000 jobs to 966,000—since December of 2007.

The Kauffman Foundation named Columbus among the Top 10 business-friendly cities in the nation. The city received an A grade overall, based on a survey of small-business owners regarding overall friendliness, ease of starting a business, ease of hiring, regulations, health and safety, employment, tax code, licensing, environmental, zoning and training and networking programs.

Site Selection Magazine named Columbus among the Top 10 Metro Areas.

The Economic research firm Policom Corp named Columbus the No. 22 city—and the only one in Ohio—for economic strength.

**CITY TREASURER
2013 ANNUAL REPORT**

**ANNUAL REPORT
DEPARTMENT OF CITY TREASURER
FOR THE YEAR ENDING DECEMBER 31, 2013**

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 trust, of all money held in trust by it."

Specific regulations concerning the deposit of public funds are contained in Chapter 321 of the Columbus City Code, while rules regarding the investment of public funds are covered under Chapter 325.

The average daily balance of investments in 2013 was \$1,620,312,356.31 with cash-basis investment earnings of \$5,833,439.72 for a yield of 0.360 percent. The investment balance at year end was \$1,675,784,400.97. Schedules of all investment activity for the year, and the portfolio composition as of December 31, 2013 are presented later in this report.

Columbus City Treasurer's Office
Balance Sheet as of 12/31/13

ASSETS:

Cash in Banks	3,446,125.18
Cash-in-Payroll Account	298,165.15
Cash-on-Hand	92,839.01
Receivable Items	11,611.15
Currency for Deposit	41,126.00
Due to Others	301,719.15
Sinking Fund Coupons	44,025,025.00
Returned Checks	24,223.01
Treasury Investments	1,675,784,400.97

Total Assets	\$1,724,025,234.62

LIABILITIES:

Auditor's Warrants Payable	14,477,205.08
Sinking Fund Warrants Payable	44,031,715.65
Payroll Checks Issued	298,398.12
Advance Receipts	19,125,846.41

Total Liabilities	77,933,165.26
City Fund Balance	1,646,082,208.59
Sinking Fund Balance	9,860.77

Total Fund Balances	\$ 1,646,092,069.36
Total Liabilities and Fund Balance	\$1,724,025,234.62

Columbus City Treasurer Investment Earnings-Cash Basis 1987-2013

Year	Earnings
1987	\$28,388,518.85
1988	\$22,060,069.73
1989	\$25,936,181.69
1990	\$25,462,770.85
1991	\$21,972,435.31
1992	\$14,630,762.90
1993	\$14,078,568.03
1994	\$14,407,539.40
1995	\$21,167,207.89
1996	\$24,328,056.80
1997	\$26,925,897.15
1998	\$29,599,645.25
1999	\$31,525,495.24
2000	\$36,981,982.63
2001	\$40,300,193.79
2002	\$26,027,402.32
2003	\$16,136,402.90
2004	\$10,336,025.03
2005	\$18,399,091.67

2006	\$40,592,503.35
2007	\$54,766,454.31
2008	\$52,196,589.58
2009	\$18,000,322.49
2010	\$10,794,788.99
2011	\$9,003,587.24
2012	\$6,686,401.60
2013	\$5,833,439.72

CITY OF COLUMBUS
DECEMBER 31, 2013
INVESTMENTS BY TYPE

	Amount	Average Yield	% of Portfolio
FFCB Coupon Notes	241,205,853.17	0.40%	14.39%
FFCB Coupon Notes – Callable	79,921,527.40	0.66%	4.77%
	-----		-----
Federal Farm Credit Bank	321,127,380.57		19.16%
FHLB Coupon Notes	304,728,040.22	0.54%	18.19%
FHLB Coupon Notes-Callable	49,991,652.95	0.51%	2.99%
FHLB Discount Notes	0.00	0.00%	0.00%
	-----		-----
Federal Home Loan Bank	354,719,693.17		21.18%
FHLMC Coupon Notes	240,484,986.65	0.26%	14.35%
FHLMC Coupon Notes-Callable	171,327,066.00	0.64%	10.22%
FHLMC Discount Notes	0.00	0.00%	0.00%
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Federal Home Loan Mortgage Corp.	411,812,052.65		24.57%
FNMA Coupon Notes	191,291,065.93	0.39%	11.42%
FNMA Coupon Notes-Callable	172,179,415.86	0.50%	10.27%
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Federal National Mortgage Association	363,470,481.79		21.69%
Certificates of Deposit	25,000,000.00	0.39%	1.49%
Star Ohio	20,426,437.43	0.02%	1.22%

JP Morgan Chase Bank	175,421,765.15	0.08%	10.47%
Huntington Premier Money Market	1,905,164.95	0.01%	0.11%
Key Bank	1,901,424.88	0.10%	0.11%
US Bank	0.38	0.05%	0.00%
Total Investments	1,675,784,400.97	0.41%	100.00%

**CITY ATTORNEY'S OFFICE
2013 ANNUAL REPORT**

In 2013, City Attorney Richard C. Pfeiffer, Jr. placed added emphasis on problem hotels and large multi-unit apartment complexes. As a result of the office's task-force style approach, assistant city attorneys worked with the Ohio State Fire Marshal's office, Columbus Police Division, Code Enforcement, Building Services, and the Health Department to push for the permanent demolition of Motel One on the east side of the city, as well as permanent injunctions against Columbus Inn & Suites and the Red Carpet Inn on the city's north side.

Attorneys also devoted significant time and effort to assist the immigrant and refugee population located at troubled apartment complexes such as Summit Park.

City Attorney Pfeiffer also worked with staff from C-TV to produce a highly acclaimed documentary on domestic violence and stalking in central Ohio. The documentary aired extensively on Channel 3 (Insight and Time Warner) and Channel 99 (WOW and AT&T U-Verse). DVD copies were also distributed to the community.

The office also launched a summer strike initiative, led by Chief of Staff Bill Hedrick, to target Columbus' 12 most wanted animal abuse suspects. Ten out of the 12 suspects were brought to justice, with the other two presumed to have fled the jurisdiction.

Several staff members received honors and accolades in 2013. Chief of Staff Bill Hedrick received the Mayor's Award of Excellence for his "creative use of technology, resources, and community partnerships to improve services." Chief Prosecutor Lara Baker-Morrish was appointed to the Ohio Supreme Court's Commission on Specialized Dockets. Principal Assistant City Attorney Robert Tobias received the Capital Crossroads Unsung Hero Award. The Domestic Violence and Stalking Unit, led by Director Anne Murray, received the Promising Practice Award given by the Ohio Attorney General's office during the Two Days in May annual conference.

City Attorney Pfeiffer received a "Courage Award" bestowed by the Men of Courage. He also was named Citizen of the Year by the Columbus Board of Realtors.

Administration Section - Bill R. Hedrick, Chief of Staff

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 2013 was 119 while the number of part-time employees was 37. Of the full-time employees, 62 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 funds was \$12,017,793 (\$11,274,768 from the General Fund and \$743,025 from the Land Acquisition Fund, as well as \$308,184 from grants).

The administrative staff devoted a significant amount of time in the first quarter of 2013 preparing for the Civil and Real Estate Divisions move from City Hall to the newly renovated "old police building" located at 77 N. Front St. Staff also continued to work for much of the year planning, preparing, and implementing a new digital-based case management system for all sections of the Civil Division.

General Counsel Section - Joshua T. Cox, Chief Counsel & Section Chief

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.

Last year, the General Counsel Section reviewed 1,871 contracts for city departments, involving expenditures of over \$578 million. The section also reviewed 1800 ordinances. General Counsel provided legal assistance on dozens of noteworthy projects and issues during 2013 as well.

Labor and Employment Section - Pamela J. Gordon, Section Chief

The Labor and Employment Section, consisting of six attorneys and one support staff member, is responsible for handling all labor and employment-related litigation involving the city, and for rendering legal advice to city officials on labor and employment matters involving issues related to the city's seven collective bargaining agreements and approximately 9,000 employees.

On a daily basis, the attorneys field questions on various employment laws such as the Family and Medical Leave Act, Fair Labor Standards Act, Americans with Disabilities Act, Age Discrimination in Employment Act, Title VII, and Ohio Civil Rights Act. The attorneys handle cases in various forums, including arbitration, federal court (at both the trial and appellate levels), state court (at both the trial and appellate levels), the U.S. Department of Labor, the U.S. Equal Employment Opportunity Commission, the Ohio Civil Rights Commission, the State Employee Relations Board, the Industrial Commission of Ohio, the Ohio Bureau of Workers' Compensation, the Unemployment Compensation Review Commission, the Columbus Community Relations Commission and the Columbus Civil Service Commission.

The section started 2013 with 97 open cases pending in various forums. To date over the course of the year, 69 new cases were filed against the city and/or its employees, while 80 cases were closed. Thirty-seven of the closed cases were successfully resolved in the city's favor as follows:

- 12 arbitrations
- Six cases before the Equal Employment Opportunity Commission and the Ohio Civil Service Commission
- 18 court and administrative cases (Court of Common Pleas, U.S. District Court, Court of Appeals, and
- Unemployment Compensation Review Commission
- One threatened litigation but did not result in a lawsuit

In the remaining 34 cases, 30 were settled (15 arbitrations and 15 filings in the Franklin County Court of Common Pleas), two arbitrations resulted in split decisions and two arbitrations were resolved against the city.

Litigation Section - Glenn B. Redick, Section Chief

While litigation occurs in other sections of the office, the Litigation Section, consisting of six attorneys and one support staff member, deals principally with claims against the city and its employees that seek monetary damages based on allegations of personal injury or property damage or violation of constitutional rights. In 2013, the City Attorney's Litigation Section was assigned to handle 37 new cases that were filed against the city, seeking a total of \$20 million in damages.

A total of 56 cases were closed this year, which resulted in the city paying \$1,887,400 out of a total of \$71,750,000 in damages being sought. A total of 65 cases are still active.

Additionally, the Litigation Section worked with city departments and their employees through training, advice, and counsel to improve city practices and policies so that future lawsuits may be successfully defended or prevented.

Claims Division - Nancy L. Weidman, Division Chief

The Claims Section is responsible for the collection of debt owed to the city of Columbus and for investigating and paying—or denying—claims for personal injury and property damage made against the city. In-house collections from the City Attorney's Claims Section were \$ 1,984,575.

Outside collection agencies hired by the City Attorney recovered another \$2,367,136.90 for a total of \$4,351,712 collected from delinquent taxpayers.

Additionally, \$153,285.11 was collected for other than tax-related indebtedness. Another \$178,648.44 was collected as a result of the efforts of the outside agencies for other than tax-related indebtedness, for a combined total of \$331,933.55. 2,241 new tax and 110 non-tax collection suits were filed in 2013.

The Claims Section investigated and processed 82 new claims against the city and paid negotiated settlements on 39 of those. On demands totaling \$283,183.09, the city paid out \$109,921.96.

The Claims Section continued the work load of the Police Department's claims officer after the position was eliminated and also works closely with the City Auditor's office to step up collection enforcement against delinquent hotel-motel excise tax debtors and city vendors who are tax delinquent.

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

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

- Training: (300+ hours in 2013) The demands made of this section by police for legal training has continually increased over the past several years -- and more legal training was provided this past year than ever before. Our advisors literally spent hundreds of hours providing legal training to current Division of Police Officers, as well police recruits.

On-going in-service legal training of all current officers was conducted twice a week, every week, from early April thru the end of September. 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. This too involved hundreds of hours of preparation and presentation. 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: Historically, the police legal advisors have received about 30-40 inquiries from officers every day. These inquiries vary from brief, easily answered questions to complex legal questions. Inquiries are made via email, phone, and in-person. Several hours a day are spent giving legal advice to the Division of Police.
- Legal Updates and Roll Calls: (12+ Written Updates/Roll-Calls 2013) The police legal advisors distribute Legal Updates to all Division of Police Officers for up-to-date legal information generally on a monthly basis. They also prepared several written-roll-call trainings on specific issues for specialized bureaus such as Internal Affairs.
- Videos: (Several videos produced 2013) The City Attorney's office continued providing short video presentations. These videos were required viewing for all officers. The videos are typically 2-4 minutes in length covering important legal topics which the officers are able to watch from their substations. We have received excellent feedback on these as a training tool.

- Meetings: This is hard to quantify because the Police Legal Advisors are regularly asked to attend meetings where legal issues might arise, but they easily attended over 100 meetings in 2013.
- Review of Division Directives/SOPS: Division Policies are regularly reviewed for legality. This, too, is difficult to quantify, but the advisors spent at least 80 hours reviewing/rewriting such policies.

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

Located at 375 South High Street 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, the Prosecutor Division 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 the City of Columbus and the unincorporated areas of Franklin County, this division also represented, by contractual agreement, a number of Franklin County municipalities.

The Prosecutor Unit—consisting of 14 courtroom prosecutors, four domestic violence prosecutors, three arraignment team prosecutors, two environmental prosecutors, an administrative assistant, and three legal support staff—prosecuted 123,206 misdemeanor cases initiated in the Franklin County Municipal Court. Courtroom prosecutors worked dockets with an average caseload of 440 criminal/traffic cases per month.

Prosecutions initiate in the four arraignment courtrooms of the Franklin County Municipal Court. In 2013, 37% of all OVI cases were resolved in the arraignment courtrooms, primarily by Assistant City Prosecutors Robert Levering and Melissa Hicks, with an 83% conviction rate meaning that 1,664 OVI cases did not have to be assigned to a courtroom docket. First offender Petty Theft cases are likewise resolved at an early stage through our Theft Diversion program. In 2013, 855 individuals qualified for the Theft Diversion program.

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 2013, 149 requests for public records were responded to in a timely fashion. The division also generated \$69,245 in revenue by providing legal services to area municipalities.

Legal Assistant Unit - Jackie Keller, Coordinator

This nine full-time and one part-time person staff processes and maintains prosecutor case files for the 15 judges of the Municipal Court. In 2013, 45,391 cases were processed to closure and stored. Overall, this unit initiated approximately 131,806 cases (6,379 of which were OVIs).

Prosecution Resources Unit - Robert Tobias, Director

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

- Intake Section – *Jessica Cain, Lead Legal Intake Counselor*
Offering citizens the opportunity to have allegations of misdemeanor criminal violations reviewed by a prosecutor, the Intake Section processed 3,560 citizen complaints, resulting in the filing of 469 criminal charges. With a staff of approximately 18 intake officers, the Intake Section averaged 297 criminal complaints a month.
- PRU Mediation Program – *Catherine Graham, Coordinator*

This program operated in the evenings with mediators from the Moritz College of Law, Capital University Law School, and members of the alternative dispute resolution community in an effort to resolve disputes without resorting to criminal prosecution. The program scheduled 388 mediation hearings, resulting in 207 hearings conducted. Of these 207 mediation hearings, 52% resolved with an agreement.

- **Check Resolution Program** – *Barbara Williams, Coordinator*
Seeking to resolve disputes where checks are dishonored without resorting to the filing of criminal charges, this program scheduled a total of 10,145 first and second hearings resulting in the recovery of \$358,735.90 on dishonored checks. This process diverted 2,861 check writers from the criminal justice system.

Domestic Violence and Stalking Unit - Anne Murray, Director

This unit consists of a director, a chief advocate, two lead advocates, 14 full-time victim advocates including a Spanish speaking advocate and a Somali speaking advocate, three support staff members, a cyber crimes investigator, liaisons from CHOICES, Franklin County Children Services, Southeast Mental Health, Inc., and Capital University Law School's Family Advocacy Clinic, and a stalking investigator under contract to the Unit. Additionally, the unit houses the four specialized domestic violence prosecutors.

According to data compiled internally, the Domestic Violence & Stalking Unit provided victim advocacy services for victims of domestic violence in 5,345 cases. Of the 5,345 domestic violence cases, four specialized domestic violence prosecutors handled 2,758 (52%).

Appellate Unit - Melanie Tobias, Director

The Appellate Unit consists of a director, an assistant city prosecutor, a paralegal, and a staff of approximately seven law clerks. The Appellate Unit completed 23 briefs – two merit briefs filed in the Ohio Supreme Court, 16 filed in the 10th District Court of Appeals, and three briefs contra and two briefs in support of certiorari filed in the Ohio Supreme Court. 14 oral arguments were completed. Overall, the unit was successful in 85.7% of its cases.

The Appellate Unit also was responsible for the filing of over 700 objections to applications for record sealing as well as responding to over 1,300 defense motions.

- **Traffic Diversion Program**
The Traffic Diversion program is a coordinated effort of the PRU and the Appellate Unit designed to allow for a diversion alternative for traffic offenders. Of the 1,009 participants in 2013, 673 (66.7%) successfully completed the requirements allowing for case resolution at the arraignment stage. Of the 797 minor-misdemeanor-only participants, 612 (76.8%) successfully completed.

Real Estate Division - John C. Klein, Chief Real Estate Attorney

The Real Estate Division is responsible for the acquisition of all real property needed by city departments, the provision of legal assistance for all real estate matters, including the sale and leasing of property, tax abatements, tax increment financing, and certification of right-of-way clearance under federal regulations for federally funded projects.

In 2013, the Real Estate Division provided legal and negotiating advice for 20 projects—comprising a total of 202 acquisitions—that will contribute to Columbus' development. Major projects included completion of the first phase of American Addition Infrastructure, Joyce Avenue Phase 2, Lockbourne-Frebis SR 104, North High to Flint Road, the South Wellfield Raw Water Line and the commencement of the acquisition of 82 parcels for Hard Road Widening, Phase A.

The Real Estate Division also handled deed preparation and other issues related to 42 property donations and the preparation and submittal of real estate tax exemptions for newly titled city

properties. The division also provided services to the Columbus Land Review Commission in the preparation of valuations of city property considered by the commission.

Zone Initiative Unit - Assistant City Attorney Steve Dunbar

The Zone Initiative unit works closely with city agencies, particularly police and code enforcement, and with citizen groups such as area commissions, civic associations and block watches to identify neighborhood problems and to determine if there are solutions, whether legal or otherwise, to solve them. To that end, the four attorneys assigned to this unit were visible in the community attending meetings and making presentations on how citizens and city government can work together to improve the quality of life in Columbus's neighborhoods.

City Attorney Pfeiffer and members of the Zone Initiative continued to make a concerted effort to bring neighborhood blight and the vacant and abandoned property epidemic to the forefront of public discourse in 2013. City Attorney Pfeiffer continued to advocate for H.B. 223 to help expedite the transfer of blighted and abandoned property to responsible owners.

Meetings attended

- Approximately 197 community meetings
- Approximately 134 police meetings
- Approximately 100 Code Enforcement meetings

Ohio Revised Code Chapter 3767 – Criminal Nuisance Abatement

- Five new cases filed
- Five Temporary Restraining Orders granted
- Three Agreed Entries granted

Columbus City Code Title 47 – Housing / Building Code Nuisance A batement

- 342 new cases filed
- 21 property owners voluntarily came into compliance with code
- 81 Default Judgments granted
- 26 Contempt Orders granted
- 67 Demolition Orders submitted to the VAP program for nuisance property demolition
-

Liquor Permit Violations

- Investigated nearly 100 establishments for the 2013-2014 objection season
- Objected to 14 permits on December 16, 2013
- Nine objections filed at the end of 2012, and objected to one new permit request during the year
- Five objections upheld
- Two objections overruled
- Three rulings still pending final decision

**CITY AUDITOR
2013 ANNUAL REPORT**



HUGH J. DORRIAN

CITY AUDITOR

614 / 645-7615

City of Columbus
OHIO

90 WEST BROAD STREET
COLUMBUS, OH 43215

ROBERT L. MCDANIEL

DEPUTY CITY AUDITOR

FAX: 614 / 645-8444

March 13, 2014

Mr. Andrew Ginther
President
City Council
Columbus, Ohio 43215

Dear President Ginther:

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 2013.

The Auditor is the City's chief accounting officer. He 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 2013 is now in progress. An annual financial report of the total City for the year ended December 31, 2013 containing the independent auditor's report will be issued in the near future.

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

Very truly yours,

Hugh J. Dorrian
City Auditor

HJD/rlm
Enclosure

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

Total Expenditures

	<u>2013</u>
Personal service	\$ 2,747,996
Materials and supplies	24,506
Services	988,527
Other disbursements	-
Capital outlay	-
	<u> </u>
	<u>\$ 3,761,029</u>

Hotel-Motel Tax Collections

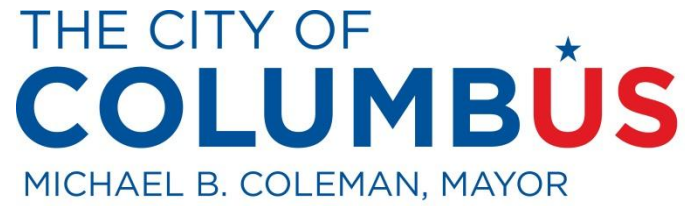
Chapter 371 of the City Code provides for the collection of an excise tax on transient lodging accommodations. The City Auditor administers the collection of the tax. The following table shows the gross receipts of the last ten years.

(in thousands)			
2013	\$17,511	2008	14,679
2012	16,455	2007	14,883
2011	15,027	2006	13,948
2010	13,781	2005	13,073
2009	12,727	2004	11,731

Miscellaneous Data

	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>
Vouchers paid	96,488	94,597	91,772	100,545	95,491
Receiving warrants written	9,730	9,472	9,625	8,640	8,678
Disbursing warrants written	73,742	71,051	69,259	73,683	70,170
Funds and sub-funds accounted for:					
General	8	8	6	6	6
Special Revenue	53	52	51	50	47
Trust & Agency	23	22	22	23	22
Debt Service	24	23	21	20	42
Internal Service	7	7	7	7	7
Capital Projects	60	58	57	54	31
Enterprise	42	42	41	41	40
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total	<u>217</u>	<u>212</u>	<u>205</u>	<u>201</u>	<u>195</u>

**CIVIL SERVICE COMMISSION
2013 ANNUAL REPORT**



CIVIL SERVICE COMMISSION

2013 Annual Report

The Municipal Civil Service Commission of Columbus, Ohio

77 North Front Street, 3rd Floor, Columbus, Ohio 43215
www.csc.columbus.gov

Columbus Civil Service Commission

2013 Annual Report

MISSION

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

The Civil Service Commission is the primary contact point for candidates seeking employment with the City of Columbus. The Commission acts as the gateway, assessing applicant qualifications for 89 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 7,600 full-time employees, are of the highest caliber-capable of providing exceptional service to the citizens of Columbus.

Together with its Civil Service Commissioners, the Civil Service Commission is responsible for upholding and administering all mandated provisions of the Columbus City Charter, including, but not limited to, the administration of the City's class plan, verifying personnel actions and certifying City payroll, and serving as a neutral hearing body for employee appeals regarding suspension or discharge actions by an appointing authority. As required by the Ohio Revised Code, the Commission also provides class plan maintenance, personnel actions oversight, and appeals 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 2013, 100 percent of the City's class plan was up-to-date. As part of this objective, staff completed a total of 154 class reviews with recommendations approved by the Commission in 2013.

The 154 reviews resulted in:

- 4 actions to create new classification specifications
- 2 actions to abolish classifications
- 56 actions to review without change
- 91 actions to revise and/or retitle
- 1 action to impose a moratorium

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 2013, Commission staff completed a total of nine 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. Additionally, one sworn position was reviewed for possible civilianization consideration and deemed appropriate. If this is the direction chosen for this position, a new classification will need to be created.

Columbus Civil Service Commission

2013 Annual Report

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: competitive and noncompetitive. Competitive classes are those which require a broader set of minimum qualifications and a variety of job-specific knowledge, skills, and abilities for which competitive testing is appropriate, such as an Office Assistant. Noncompetitive classes are either non-skilled positions or those with qualifications that have a license or other condition that must be met by an external source, such as a Registered Nurse, and for which competitive testing has been determined to be redundant or impractical.

To acquire an initial pool of candidates, the City's primary recruitment tool is its online Employment Center. The Center includes a wealth of information about jobs with the City, including: current vacancies, exam opportunities, job descriptions, qualification requirements, and salary information. Additionally, the Center houses an automated job interest database and the convenience of submitting applications on-line. This service can be utilized via the Commission's website from any computer with web access or at kiosks located at the Commission offices. A potential applicant can indicate interest in multiple jobs and will automatically receive a letter or email notice to apply when the City is taking applications for a given job.

The Applicant and Employee Services Unit is responsible for the recruitment and application process for the City's noncompetitive, provisional, and unclassified job classes.

In 2013, the Applicant and Employee Services Unit:

- collected 5,422 on-line job interest forms for noncompetitive/provisional/unclassified jobs
- sent 12,059 job interest notices for noncompetitive/provisional/unclassified vacancy postings
- posted 256 noncompetitive/provisional/unclassified job vacancy announcements
- received 24,524 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.

In 2013, the Non-Uniformed Testing Unit:

- collected 14,664 on-line job interest forms for competitive and qualifying noncompetitive jobs
- sent 7,914 job interest notices for competitive exams
- conducted 92 exam recruitments (61 regular recruitments and 31 Rule VI)
- received 10,299 exam applications (10,210 online; 89 paper)
- tested 4,113 candidates (4,029 regular and 84 Rule VI)

The Commission is committed to having a current exam in place and ready to be administered for each of the 256 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 51 non-uniformed competitive and qualifying noncompetitive classifications each year. In 2013, we completed 44 job analysis projects, 44 test development projects, and averaged 57 days to create eligible lists. The reduced number of projects completed in 2013 was due primarily to the move to the new 77 North Front Street location, getting the new Test Center up to speed, and the implementation of the new applicant management software

Columbus Civil Service Commission

2013 Annual Report

program. The seven projects not completed were actually due for completion in 2014, so we are still on target for our five-year completion rate.

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 2 percent. The City began 2013 with one provisional employee and ended the year with one, resulting in a provisional appointment rate of less than one percent.

The one provisional in place at the beginning of 2013 was in the new Cultural Arts and Events Specialist classification created for the Recreation and Parks Department. The provisional hire was approved to meet a critical need within the department, with plans in place to create and administer the test in early 2013. However, before the job analysis and test development process was begun, that individual left, and was not replaced until August. In an effort to allow the new provisional employee time in the job, it was again decided to delay the start of the job analysis until early 2014.

UNIFORMED TESTING

The Commission's Uniformed Testing Unit administers exams for 10 job classes that make up the Public Safety services of the City of Columbus. The majority of the examinations are comprised of at least three components, including a paper test, an oral response, and a physical assessment or tactical exercise. The Uniformed Testing Unit works closely with the IAFF and the FOP to ensure fairness and consistency in the testing processes of promotional exams. The following exams were administered in 2013: Entry-level Police Officer, Police Sergeant, Fire Lieutenant, Fire Captain, Fire Battalion Chief, and Fire Deputy Chief. Each of these exams were developed, administered, and validated by Civil Service Commission staff, and their eligible lists established in 2013.

Entry-Level Testing

The Entry-level Police Officer exam consists of four phases. The Uniformed Testing Unit completed the fourth phase of the 2012 examination and established an eligible list in January 2013. They also conducted two physical test administrations and added names to the existing eligible list. In all, 1,198 candidates were added to the Police Officer eligible list in 2013.

Promotional Testing

	Number of Exam Phases	Number of Candidates Tested	Number of Candidates Added to Eligible List
Police Sergeant	4	86	66
Fire Lieutenant	3	189	86
Fire Captain	3	57	32
Fire Battalion Chief	3	5	4
Fire Deputy Chief	3	5	5

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 and Civil Service Commission Rules. The monitoring process includes verifying personnel transactions such as appointments, changes in pay, leaves of absences, and political activity. During 2013, the Commission processed an average of 559 transactions per pay period before the payroll was certified correct to the City Auditor and paychecks issued.

Columbus Civil Service Commission

2013 Annual Report

COLUMBUS CITY SCHOOLS

The Ohio Revised Code provides that the Commission also oversee approximately 2,548 employees in the classified service of the Columbus Board of Education. In 2013, there were 188 classification specifications in the Columbus City Schools' class plan. During the course of the year, the Commission approved recommendations for revisions to 19 classification specifications and approved the creation of four job classes.

In addition, we provided Columbus City Schools with use of the Downtown Test Center for 10 days in 2013 for test administrations and held 11 trial board hearings.

CIVIL SERVICE COMMISSIONERS

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

Grady L Pettigrew, Jr., President	Term expires January 31, 2018
Jeffrey D. Porter, Member	Term expires January 31, 2016
Delena Edwards, Member	Term expires January 31, 2014

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 2013, 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 2013, the Commission:

- held 12 regular meetings
- conducted no full Commission hearings
- held 11 trial board disciplinary appeal hearings
- conducted no residency investigations

The Commission's 2013 docket included:

- 20 disciplinary appeals filed by employees/unions
- 19 nondisciplinary appeals filed by employees/unions
- 1 appeals withdrawn
- 24 disciplinary appeal rulings
- 19 non-disciplinary appeal rulings
- 76 requests for background administrative reviews by applicants
- 79 background administrative review rulings

EXPENDITURES

Summary - Expenditures by Unit	2012	2013
Administration	\$1,682,417	\$1,981,027
Classification & Testing-Sworn Employees	1,088,490	1,068,958
Classification & Testing-Civilian Employees	525,070	526,815
Total Expenditures	\$3,295,977	\$3,576,800

**COMMUNITY RELATIONS COMMISSION
2013 ANNUAL REPORT**

Community Relations Commission, City of Columbus
2013 Annual Report
Building A Community For All

Napoleon A. Bell, Executive Director
Erika Clark Jones, Deputy Director
Mary A. Howard, Chair

INTRODUCTION

The Community Relations Commission for the City of Columbus is pleased to submit this document as the 2013 Annual Department Report to Mayor Michael B. Coleman, Columbus City Council and the residents of the City of Columbus. During the calendar year 2013 the Commission performed its primary role of discrimination complaint investigation, diversity and inclusion training, facilitating code compliance and sponsoring various forums and events that showcase and include our diverse residential population. Additionally, the Commission worked with residents to help to identify and resolve community tensions.

The New Americans Initiative (NAI) provided opportunities for Limited English Proficient residents to receive meaningful access to existing programming and advocated for needed programs and policies that affect our city’s newest immigrant and refugee population. Additionally the NAI has adopted the framework to position Columbus as one of the Nation’s Welcoming Cities.

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

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I. DIVERSITY EDUCATION AND TRAINING

The goal of the Community Relations Commission diversity education and training program is to foster awareness, appreciation and accommodation of non-majority groups among the residents and businesses of within Columbus. The education and training program works to enhance community and professional relations so that residents and employers gain a better understanding of different cultures, faiths and lifestyles. Organizations and agencies that participated in CRC diversity education training in 2013 included:

- Hilliard Davidson High School
- Hilliard Bradley High School
- The Ohio State University
- Ohio Dominican University
- Columbus Police Recruit
- Columbus P Columbus Division of Fire Recruits
- Police Human Resources Department
- City of Columbus Division of Fire Recruiting Office
- City-wide Human Resources Training
- City Wide Training-Orientation
- Front line supervisors City of Columbus
- Franklin County Courts
- Franklin County Adult Parole Authority

- Otterbein University
- Ohio Department of Health
- Franklin County Municipal Courts Clerks Office
- City of Westerville
- Plain Township

Successes

The CRC reached a variety of departments within City government and created a consistent approach to managing our inclusion message to current and potential employees. This effort was well received and considered beneficial. Significant cost savings for the City were achieved by utilizing CRC for training rather than outsourcing this service to other unrelated providers. Fee for service trainings also increased and were identified as a positive revenue stream for our department. By working extensively with our neighboring communities throughout Central Ohio, we increase the prosperity and safety of residents and visitors to Columbus.

II. COMMUNITY RELATIONS and NEW AMERICANS COMMUNITY OUTREACH EFFORTS

Outreach to and engagement of residents and employers throughout the City of Columbus is a critical aspect of the work of the Community Relations Commission. Highlights from the department’s engagement efforts in 2013 are below. Additionally opportunities for 2014 are included.

Successes

- Coordination and production of quarterly public educational forums, specifically CRC sponsored Lunch and Learn events, in partnership with other government agencies and public serving organizations. Programs were broadcast on GTC-3 TV and filmed in front of live audiences. This event has steadily increased in attendance.
- Coordination and contract management for the city’s Southern Gateway Initiative to improve the quality of life for families, residents and business owners on the South Side of Columbus. The effort produced a full report of the community engagement plan and increased investment in the Reeb Community Center project.
- Participation in and/or coordination assistance for events & festivals, including: Community Festival, Hot Times Festival, International Festival, neighborhood gardens, National Night Out events, Festival Latino, Federation of African Organizations, Eritrean festival, Veteran’s Stand Down, Neighborhood Best Practices Conference, Senior Fair, Food Truck Festival, and many other neighborhood based festivals and community events.
- Continued partnership with the Columbus Jewish Federation and Holocaust Education Council.
- Coordination of Martin Luther King Day March and Celebration at Veteran’s Memorial.
- Coordination of 2013 Hispanic Heritage Month and Welcome Week.
- Consulting services and support for the first Diversity Latino Talent and Leadership Conference.
- Successfully Managed the Mann’s mobile home estates outreach plan with the Dominican Sisters of Peace to bring about progress in the community.
- Managed multiple foreign delegation visits including the President of Somalia
- Managed Homeless Outreach Collaborative contract with Maryhaven, Inc.
- Broad outreach and inclusion to neighborhoods and communities throughout Columbus and Central Ohio.

Challenges/ Opportunities

- Strategic outreach and inclusion plans that include many more of the city’s diverse residents
- Coordination of city-wide department resources to meet the changing demands of Columbus’ residential population

III. DISCRIMINATION INVESTIGATIONS AND CASE SUMMARIES 2013

The Community Relations Commission is charged with the enforcement of Columbus City Code Title 23, Chapter 2331 regarding prohibition of discrimination in the **areas** of employment, housing, public accommodations, interfering with civil rights, racial profiling and ethnic intimidation. The twelve “protected classes” or **basis** under the City Code are race, sex (including pregnancy), color, religion, sexual orientation, ancestry, national origin, gender identity or expression, familial status, active military status, age and disability. Although five protected classes were added in 2008, no remedies for the discrimination were approved and the charges remain criminal offenses.

Below is a summary of the case management of the CRC for 2013 from approximately 120 complaints. Please note that case summary category does not include counts for all calls and inquiries. Not included are calls and inquiries that do not reach the required minimum level of proof; e.g. out of the Columbus jurisdiction, anonymous callers, cases already under review by the Columbus Police Internal Affairs Bureau, etc. Finally, all cases begin with as status classified as “informal.”

Total Formal Complaints	014
Total Informal Complaints	120
Closed Cases	10
Cases prosecuted	01

Case Categories (based on informal and formal cases that make the Director’s bi-monthly report)

AREA	
Employment	14
Ethnic Intimidation	01
Housing	00
Interfering civil rights	03
Public Accommodation	07
Racial Profiling	00
Retaliation	06
BASIS	
Active Military	00
Age	05
Ancestry	01
Color	06
Disability	02
Familial Status	00
Gender Identity or expression	02
National Origin	01
Race	08
Religion	06*
Sex	03
Sexual Orientation	06

* Six complainants filed with us, but seventeen persons came to the initial meeting. Director Bell decided to keep all seventeen in the case until they all filed through CAIR with the U.S. Equal Employment Opportunity Commission.

Successes

- Achieved greater partnership with the Ohio Civil Rights Commission (OCRC) on discrimination complaints. Case information is readily shared. The CRC was invited to send an observer to an OCRC mediation in 2013 for a shared case.
- Investigated 1 case to completion. The case successfully investigated, with a formal public hearing, that resulted in a decision by the CRC (DeLong) and a discrimination offense (retaliation)

charged. The case was referred for prosecution (organization, Columbus Hospitality Management, and the general manager were prosecuted and fined in 2013). In lieu of the fine, management enrolled in diversity training which met the approval of the City Prosecutor.

- Utilized social media, i.e. Facebook and Twitter to share information about diversity and discrimination.

Additional Successes

- The Reverend Dr. Martin Luther King Jr. Middle and High School Seventh Annual 2014 Art Exhibit showcased 30 multicultural students from Central Ohio. Students born after Dr. King's assassination were required to research the historical character and express his messages within a theme to our community through art. This year's theme was "**Celebrating the Legacy: The Power of Love and Togetherness.**" Dr. King's messages cover such topics as civil rights, human rights, anti-violence and antiwar. These topics are exactly what the Commission hopes our community will have dialogue about. Participating art instructors are working to make the exhibit and civil rights part of their curriculum. Two exhibitions were held in Columbus at Veterans Memorial and at Columbus City Hall. Each generation gets a chance to reflect on the art and the topics they reveal. Displays were thought provoking and promoted spirited discussions. Later in mid-February Columbus City Council supported the exhibit with a Council recognition after a reception at City Hall. These events included multicultural students, parents, art instructors and supporters.
- Facilitated student groups concerning diversity and discrimination on a monthly basis at two Hilliard High Schools (Davidson and Bradley). The topic theme for 2013 was civil rights. Students from different ethnic or religious groups worked with other diverse students. Students completed community projects while sharing with administrators about changes needed to improve instruction and the cultural accommodation of the schools. The Banks model of multicultural education is being applied to the school system based on the student assessments and group discussions.

Challenges

- Educating the general population about new protected classes, and associated rights and responsibilities. This requires education for businesses and community members directly.
- The economic recovery appears to have an impact on discrimination case filings. Case numbers are returning to pre-2008 levels. Another factor, the CRC's inability to get civil remedies legislated through City Council seems to have some impact on some complainants' filings. To pursue remedies after our process the complainant currently needs to file a complaint in civil court.
- Participation by undocumented persons due to a perceived fear about presenting oneself to authorities.
- The issue of remedies in the Columbus Code has not been favorably resolved, nor has the criminal level of proof requirement. State and the federal government require a "civil" level of proof for discrimination.

IV. MAYOR'S NEW AMERICANS INITIATIVE

Program Goals and Objectives

- Increase awareness and promote understanding of diverse cultural and linguistic communities across the City of Columbus.
- Educate New Americans about accessing City services.
- Provide coordination for Quality of Life Issues to include transportation, housing, employment, health, education, and language (LEP).
- Establish community plan for peak performance service delivery.
- Enhance the promotion of existing education and social activities that foster greater appreciation of diverse cultures.
- Publish subsequent editions of the civic guide and provide a complementing training program for mainstream communities, in general and immigrant/refugee communities in particular.

- Conduct periodic assessments and surveys into issues and needs effecting New American populations. Including population growth, housing, health care, immigration issues, homeland security issues and overall safety and wellness for newcomer communities.
- Facilitate a two way integration process that implicates both host communities and immigrant/refugee communities.
- Establish New American professional Development program phase I. Create a resume bank to enhance job opportunities for new American populations. Phase II, training and instruction for seeking and obtaining jobs in the CMH market.
- Organize and support New American festivals and community events.

Successes in 2013

- Contracted with several key resettlement organizations and agencies to implement programs and self-sufficiency training to over 350 individuals from the newcomer community to learn how to navigate the system in order and access services.
- Coordinated with local agencies such as SomaliCAN, MORPC, and CPH along with city, state, and federal government agencies including the FBI to resolve critical issues from the New American community.
- Co-created a multicultural fire safety initiative with Columbus Fire Department
- Worked closely with the African Federation in Ohio (FAOO), SomaliCAN, ETTS and other African communities.
- Co-facilitated numerous educational programs and presentations conducted at more than 10 different centers, and for internal and external agencies including City Wide Training, Department of Safety, US State Department, and local Advisory Groups. Also worked with Somali Bantu Community and Bhutanese Napali community to gain access to equal opportunity in housing, and employment.
- Nurtured understanding and promote partnerships with the Bhutanese community & Somali Bantu Community and facilitated a forum to provide educational on prevention of violence.
- Successfully resolved the Taxi drivers' grievances on City regulators addressing potential misunderstanding on City Code.
- Hosted, prepared and produced a dozen segments of CTV's Global Columbus monthly broadcast.

CRC AWARENESS AND OUTREACH PROGRAMS

CRC program highlights for 2013 include:

- Annual Civil Rights Historic Heritage Tour
- Columbus Regional Martin Luther King, Jr. Oratorical Contest
- Four Monthly GTC3 Programs: Community Tapestry and Global Columbus
- High School Outreach Support Groups for diverse students
- Holocaust Remembrance program – Yom Hashoa
- Homeless Outreach Collaborative contract with Maryhaven, Inc.
- Mann's Mobile Homes Estates Outreach initiative
- Martin Luther King Jr. 2nd Annual Middle School Art Contest
- Martin Luther King, Jr. March and Celebration
- Somali Graduation & Scholarship Program
- Lunch and Learn series
- Neighborhood Best Practices Conference

DEPARTMENT SUCCESSES AND CHALLENGES FOR 2013

Successes

- Renewed our vision, mission and strategic plan for the department
- Reinforced our department's "welcoming community" image for the City of Columbus.
- Consistently and creatively found ways to enhance cultural awareness and understanding through programs and events.
- Savanna Delong vs. Columbus Hospitality Management
- Carla Hale vs. Catholic Dioceses
- Community Forum's on Comprehensive Immigration Reform

- Collaboration with Dominican Sisters to address violence at Mann’s Mobile Homes
- Hosted various delegations including the Somali President.
- Police with New Americans Training (ABC’s)
- Collaboration with Franklin County Municipal Court to train Bias and Hate crime offenders
- Southern Gateway Collaborative
- Safe Space Conversation and Fruitvale Station viewing

Challenges/ Opportunities

- Decreasing economic resources results in increased tension between and among groups within the community.
- Keeping pace with the needs of our very diverse communities with declining financial resources.

KEY OBJECTIVES FOR 2014

- Monitor community and human rights issues
- Protect the rights of residents by:
 - Ensuring the City of Columbus New Americans population receives meaningful access to City, County, and State services, while strengthening their capacity for self-sufficiency through citizenship and civic engagement training.
 - Investigation of complaints and advocacy for protected classes
- Transform workplaces and neighborhoods by educating citizens and businesses about the Civil Rights ordinance and diverse populations in order to prevent abuse of the City Code through legislation
- Showcase and support our city’s diversity through the production of meaningful programs and events
- Sustain community empowerment and engagement with various communities by building better relationships within and between communities and City government through the use of internal department coordination, employer training and better police-community relations.

CRC COMMISSIONERS AND STAFF

COMMISSIONERS

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CRC STAFF

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 Erika Clark Jones, Deputy Director
 Gale Gray
 Nelson Hewitt
 Neal Semel
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 Guadalupe Velasquez

END OF REPORT

DEPARTMENT OF
FINANCE & MANAGEMENT
2013 ANNUAL REPORT

DEPARTMENT OF FINANCE & MANAGEMENT 2013 ANNUAL REPORT

The Department of Finance and Management is organized by two operational sections: Financial Management and Asset Management. Financial Management oversees city-wide budget development, performance, monitoring, and control. The Asset Management section coordinates and manages city owned real estate and facilities used for city operations. The Director's Office provides overall coordination and policy direction for the Department's fiscal, human resource and legislative processing functions.

Within the Financial Management section is the Division of Financial Management, which includes the Budget, Grants Management, Purchasing, and Debt Management Offices. The Budget Office oversees the development, monitoring and control of the city's operating budgets. The Grants Management Office provides budget preparation and program monitoring for several federal grant programs. The Purchasing Office is responsible for the procurement of goods and services, including the administration of the city's procurement policies and procedures, and operates the city's print shop and mailroom functions. The Debt Management Office provides coordination of the capital improvements budget and the six-year capital improvements program.

The Asset Management Group is comprised of the Divisions of Facilities Management and Fleet Management, as well as the Construction Management and Real Estate Management Offices. Facilities Management is responsible for the provision of building security, general building maintenance, and custodial services at various facilities for agencies within the General Fund. Services are provided to downtown administrative buildings, neighborhood police precinct and bureau offices, fire stations, Division of Refuse Collection, Public Health and its neighborhood clinic facilities, 1393 East Broad Street, I-71 North Complex, and the Impound Facility. Fleet Management maintains motorized equipment for most city departments and divisions. This division also develops and promotes citywide policies that govern acquisition, maintenance, use and disposal of vehicles. The goal is to deploy the most cost effective vehicles, reduce underutilized vehicles, and to eliminate older high-maintenance vehicles. The Construction Management Office provides building construction and renovation project management. The Real Estate Management Office provides centralized real estate administration, property management services for the Jerry Hammond Complex, the Municipal Court Building, and casualty insurance administration.

Highlights from 2013 for each group are as follows:

FINANCIAL MANAGEMENT GROUP

Budget Management

The 2013 budget was adopted as amended by City Council on February 4, 2013 and signed by the Mayor on February 5, 2013. Throughout the course of the year, the office monitored and reported on the financial status of the city's departments by conducting quarterly financial reviews. Staff collected, compiled, and documented financial data from which they prepared and issued a summary report of their findings. A 2013 year-end report was also issued, comparing overall 2013 revenues and expenditures to 2012 levels as well as to the projections in the 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 (2013-2015). 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 current estimate.

Additionally, Budget Management staff continued to review operating and capital expenditures for most divisions to ensure that all were being made within previously established parameters.

The Office also completed various special projects; assisted with the implementation of the facilities work order system; produced and compiled forecasts for the 2014 County Tax Budget; met with departments regarding their organizational structure and programs within the new Dynamics AX (DAX) accounting system; assisted in the implementation of DAX; provided assistance to the FRAC committee; provided analyses to the regional growth, shared services opportunities and education funding efforts; continued work on the CNG pricing model; applied to FEMA to receive reimbursement for costs associated with severe weather; and implemented recent City Code amendments requiring the creation of a construction pre-qualification office.

The Mayor's proposed 2014 budget was submitted to City Council on November 15, 2013 in compliance with City Code. The document format was one that focused on achievement of the city's strategic plan to implement the Columbus Covenant. A "target" budget process methodology was used in which a pro-rated amount of the 2014 general fund revenue estimate was allocated to city departments.

Debt Management

The Debt Management Section coordinated the preparation of the 2013 Capital Improvements Budget and the 2013-2018 Capital Improvement Program. Also, in cooperation with the City Auditor, the office participated in various note and bond sales throughout the year. In June, a General Obligation Refunding Bond sale in the amount of \$359,715,000 was conducted to refund previously issued bonds. The net present value savings of this sale was approximately \$19.7 million. In September, the city issued \$346,855,000 of General Obligation Securities to fund various new citywide capital improvement projects. Included in this sale, notes were issued in the amount of \$19,800,000 to retire a portion of previously issued notes for the Preserve District area and the Rich Street and Fourth & Elm parking garages.

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 2013. The city has maintained these high ratings from Standard and Poor's Corporation and Moody's Investor Service since 1995 and from Fitch Ratings, Inc. since 2006. The bond ratings for all three national rating agencies represent the highest long-term credit rating that can be achieved.

On November 5, 2013, Columbus voters passed four separate bond issues totaling \$842,005,000. These issues will provide voted bond authority for Safety & Health (\$52,500,000), Public Service (\$220,300,000), Recreation & Parks (\$123,910,000) and Public Utilities (\$445,295,000). This authority will allow the city to issue voted general obligation bonds for various related capital improvement projects in the upcoming years. The city will save on debt service payments over the life on the bonds compared to issuing unvoted debt.

Meetings were held with all departments throughout the year to monitor the status and timelines of the city's capital projects, specifically those for which bonds had already been sold.

Grants Management

The Grants Management Office continued to coordinate the financial and regulatory aspects of the Community Development Block Grant (CDBG) Program, the Home Investment Partnerships (HOME) Fund, the Emergency Solutions Grant, the Housing Opportunities for Persons with AIDS (HOPWA) Grant, and two Neighborhood Stabilization Program grants (NSP 1 & 3). Grants Management also continued working with four American Recovery and Reinvestment Act grants: Housing and Urban Development's (HUD) CDBG-Recovery, HUD's Homelessness Prevention and Rapid Re-housing, HUD's NSP2 grant, and the Department Of Energy's Energy Efficiency and Conservation Block Grant.

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

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

Purchasing Office

The Purchasing Office conducted the city's first "best value procurement" by using the Request for Proposals (RFP) method to purchase a midship mounted aerial platform vehicle for the Division of Fire. This was a collaborative effort between the Purchasing Office, the Fire Division, and the Fleet Management Division. The essence of best value buying is that the city solicits manufacturers of fire vehicles to propose solutions to our need. This is different than the city specifying in great detail exactly what we want and awarding to the lowest price or negotiating with one vendor based on a state contract. A panel of experts from Fire and Fleet Management scored the proposals, met with finalists to discuss and debate the merits of the various trucks and negotiated with the highest scoring vendor at a price approximately \$24,000 less than the previously purchased midship mounted aerial platform. The savings occurred despite the fact that best value

procurement isn't primarily about the lowest price, but the overall best value and solution to the city's needs. By having the ability to communicate with several vendors, the city was able to better understand exactly what it needed and vendors brought forward their best proposals because of the competition.

Purchasing implemented the Vinimaya eCatalog solution, with a live roll out in January 2014 to the Public Utilities Department. The catalog system is a repository for items on city contract, affording end users an "amazon.com" type of experience as they search city contracts. The solution will be piloted throughout 2014 with Utilities and going live with the rest of the city in 2015.

Purchasing began the process, in conjunction with the Auditor's Office, of implementing the Microsoft Dynamics AX (DAX) solution. DAX will replace Performance Series as the city's financial and procurement system. The scheduled go-live date for the system is January 2015. The Purchasing Office is responsible for ensuring that the procurement functions in the system are implemented in the most helpful manner

Purchasing continued to participate in small, minority and women-owned vendor outreach events, such as the "speed meeting" event in Dayton in March, where two employees met with approximately 40 vendors, educating them on the city's procurement processes. The Purchasing Office was once again very proud to participate in the Mayor's Small Business Conference, where contact was made with dozens of local small businesses.

Purchasing actively participated in the Equal Business Office Small Business Initiative. Participation included attending round tables and working group meetings, where Purchasing staff offered suggestions and expertise to the city and its consultants in hopes of helping the initiative reach its goals of better outreach to the local small business community.

The Purchasing Office continued to manage Vendor Services. Purchasing conducted over 1600 informal bids and managed 530 formal contracts. These efforts led to the purchase of over \$112 million in materials and supplies.

ASSET MANAGEMENT GROUP

Construction Management

The Office of Construction Management provides capital asset delivery of new construction and/or major renovations of buildings, and major building equipment replacements such as re-roofing or repaving. Additionally, the office serves as a project management consultant in public/private projects where there are public monies involved and/or where a public interest is at stake.

The Office of Construction Management managed more than 80 construction, planning and management projects ranging from \$10,000 to \$80 million. 2013 highlights include:

- Construction of the 77 North Front Street building was completed. This building offers efficient work spaces and offices to six city agencies (Human Resources, Department of Public Safety Director's Office, City Prosecutor, Income Tax, and others).
- The 109 North Front street building, built in 1920 and acquired by the City in 1983, is in the demolition phase. The 111 North Front Building is currently in the design phase to accommodate the Departments of Public Service, Building and Zoning, and Development.
- The Traffic Management Center was relocated from 109 N. Front Street to 1881 E. 25th Ave.
- In partnership with SWACO, the Morse Road Eco Center was substantially completed.
- In partnership with the Columbus Neighborhood Health Center, the construction of the John R. Maloney Family Health and Wellness Center was completed.
- Construction of a replacement system for the North Market ventilation system was substantially completed.
- Design started for the renovation of the former Reeb School as a community center.

- Construction began on the new Fire Station 3 at the east end of the former Fire Training Academy on Greenlawn Avenue.
- Construction began on the city's second CNG fueling Station at 2333 Morse Road.
- Began partnership efforts with COTA to build another CNG fueling facility next to the newly constructed COTA CNG fueling station.
- Began work on the Police Crime Laboratory at 724 Woodrow Avenue.
- Construction for the Police Ammo Bunker and Arsenal began and is on schedule for a completion date of April 2014.
- Work on the Central Safety Building Energy Retrofits Building Envelope was completed.
- Construction began for the renovation of the Mayor's Office on the City Hall Second Floor and first and second floor Window Replacement project.
- The Print Room was relocated from the 109 North Front Street Building to the Front Street Parking Garage.
- Space programming and phasing of the Municipal Court Master Plan Retrofit was completed, and the schematic design phase of the project is under way.
- Design for the McKinley Complex, proposed at 1355 McKinley Avenue, was commissioned.
- Programming and design work was initiated for the 4252 Groves Road warehouse building.
- In addition to project work, Construction Management assists with other building and real estate functions in the city, and continued updates in the building capital maintenance planning database for much of the city's inventory of buildings.

Real Estate Management

This office provides centralized management and stewardship of all real property (other than rights-of-way and utility easements) used in city operations and serves as a resource to all city entities for real estate research, negotiation, acquisition, and leasing.

The office administers lease agreements, negotiates leases, acquires property for use in city operations, disposes of surplus property and oversees utilization of building space. The office maintains databases of all city-owned property, leases, deeds and other instruments as evidence of title. The office administers the payment of all real estate taxes on non-exempt or partially exempt city property. The office also manages the city's contract for vending services provided on property used in city operations. Lastly, in addition to these duties, the office administers the city's property risk program and manages the city's insurance policies for aviation, property casualty and stored vehicles, and boilers. 2013 highlights include:

- Completed acquisition of two parcels containing 4.413 acres with a warehouse building and vacant land for the Department of Recreation & Parks so as to increase the size of its existing adjacent warehouse space which it has outgrown, consolidate park maintenance zone offices to reduce operating costs, and to increase yard space to accommodate forestry vehicles and raw materials storage.
- Completed acquisition of two parcels containing 4.15 acres from ODOT in exchange for the grant of construction easement for ODOT's 70/71 Project for use by the city for construction of storm water improvements necessary for Dublin Road Water Treatment Plant thereby allowing the city to avoid the construction of a costly below ground storm water retention system.

- Worked in conjunction with the Department of Development to complete the sale of two city-owned properties, 618 N. High Street for development as a parking garage to serve the Short North area, and 250 S. High for development of a 12-story mixed-use, multi-tenant building containing retail office and apartment uses.
- Completed contract negotiations and acquisition of 4 acres at 2333 Morse Road for construction of the city's second CNG fueling station to serve the north side of the city.
- Administered and settled an aviation claim for the helicopter unit from a loss due to engine failure resulting in a cash payment to the city of \$363,462.
- Prepared specifications, solicited bids, negotiated and executed a contract for professional property management services for the city's Franklin County Municipal Court Building to more effectively manage the building services and operation and associated costs, and to increase the level of service to the tenants to improve satisfaction with building services.
- Completed final phases of a four phase retrofit of lighting in the Franklin County Municipal Court Building to increase energy efficiency and reduce costs. Applied for and received \$36,301 in rebates from the AEP Ohio gridSMART incentive program. Based on AEP figures, the estimated energy savings is \$53,566 per year.
- Completed space assessment and planning projects that include the restacking of the Beacon Building and assignment of space for the relocation of 185 staff positions for the Departments of Public Service and Development from 109 N. Front, relocation of EBOCO from 109 N. Front to renovated office space at 1393 E. Broad, and the design and relocation of CHRIS office space from City Hall to the Beacon Building.
- Completed three new lease agreements, two new license agreements, and seventeen lease renewal and modification agreements. Administered receipt of over \$1.35 million dollars in revenue from income leases and \$1.25 million dollars in lease payments for expense leases. Entered 1,094 deeds into the Deeds Database.

Facilities Management

The Division of Facilities Management provided maintenance, custodial and security services to 96 city buildings containing over 2.1 million square feet which includes Police, Fire, Health and Administration. With a few exceptions, the responsibilities of the division include: general maintenance, custodial services, landscaping, snow removal, and security services. 2013 highlights include:

- Participated in selected renovations and upgrades of the Beacon Building to ready it for personnel to be moved from other City Hall Municipal Campus buildings. Work involved significant painting, small renovations, carpet replacement, and removal of old furniture and trash.
- Facilities played a significant support role for major renovation projects and upgrades within the City Hall Municipal Campus. Various smaller projects are necessary to ready City Hall for a major HVAC and plumbing project in early 2015.
- A work order system was initiated in July. This system provides the division with the ability to track work requests by building/agency, by personnel and by description type. The system also contains modules for inventory control and preventive maintenance. During the last 5 months of 2013 Facilities opened 4800 work requests and closed 4300. The system allows for management to see open work orders as well as individual trade assignments.

Fleet Management

The Fleet Management Division maintains most of the city's motorized equipment, assists in the acquisition and disposal of fleet assets, develops vehicle utilization and replacement policies, and operates the city's vehicle/bike pool and shuttle bus services. Its mission is to provide fleet management support services to city agencies to ensure efficient, safe, reliable, and green vehicle operation and maintenance. 2013 highlights include:

- Ranked 2nd Best Fleet in North America for the second year in a row through the “100 Best Fleets” program. This is the fifth year Columbus has been in the top twenty out of 100 Best Fleets and the sixth year as a “100 Best Fleets” recipient.
- Named the #1 Greenest Fleet in North America by the “100 Best Green Fleets” program. The ranking was based on eighteen criteria used to measure the performance of a public fleet for their green efforts.
- “Green” efforts and initiatives included continued implementation of the city’s “Green Fleet Action Plan”. Our focus on reducing our use of petroleum fuel included expanding the use of bio-diesel to 81% of our overall annual bulk diesel fuel purchases, increasing our use of CNG fuel to 181,185 gges, adding 14 propane-powered mowers to our fleet and increasing our use of E85 fuel. These efforts led to an 8.5% reduction in our petroleum use since last year and a 9.5% reduction since 2010- the equivalent of removing 610 passenger vehicles from the road and reducing carbon dioxide by 2,929 metric tons.
- The largest solar project of its kind in Ohio was installed on the roof the Fleet Maintenance facility. The 2,650 panels produce over half of the building’s electricity needs - enough electricity to power 85 homes for a year. This project was completed through a 20 year power purchase agreement with no upfront cost to the city. The carbon offset is the equivalent of removing 212 passenger vehicles from the road and saved almost 5% over Fleet Management’s 2012 electricity costs.
- Fleet Management obtained Automotive Service Excellence (ASE) Blue Seal for the 6th year in a row, again making Columbus the largest city in the nation to receive ASE Blue Seal certification and one of only two municipalities in Ohio to receive this recognition.
- 76% of technicians currently hold ASE certifications - 61 employees out of 80 have at least one ASE certification each and 21 employees have 41 Master ASE certifications. 33 employees received 95 Emergency Vehicle Technician (EVT) certifications in 2013, with 5 employees receiving 7 EVT Master certifications.
- As of year-end, 85% of GPS installations are complete. All installations (approximately 1,980) are expected to be complete by end of first quarter 2014. GPS will provide valuable vehicle data including odometer readings, fuel and mileage data, idle time, vehicle speed and vehicle emission data. Telematics will show vehicle repair codes as well as email a department when a vehicle needs repaired.
- Fleet Management realized a decrease in the number of OSHA Recordable Injuries and Transitional Duty Days in 2013. Lost Work Days however suffered an increase. In 2013, there were 4 OSHA Recordable injuries compared to 7 in 2012, resulting in a decrease of 43%. However, 2012 recorded 75 Lost Work Days in comparison to 148 in 2013, resulting in a 49% increase. Transitional, Restricted, or Re-Assigned days were down from 90 in 2012 to 1 day in 2013, resulting in a 98.9% decrease.
- In 2010, the Mayor’s Green Memo II outlined an objective to “ensure environmental compliance in city operations” and recommended an Environmental Management System (EMS) to serve all city agencies. As part of this objective, Fleet has begun the process of developing an EMS to ensure regulatory compliance primarily among city fueling facilities, Fleet facilities and city-owned generators. An environmental policy will be developed and the EMS will be the structure that will be put in place to make sure the environmental policy is followed.
- Fleet continued to auction both vehicles that would have previously been disposed of without generating revenue. Auction sales for bass tag items in 2013 were the highest year ever, bringing in \$1,130,802 with an additional \$34,371 in sales for miscellaneous items.
- Columbus Fleet Management provided consulting to municipalities and other entities, hosted tours, site visits and provided phone and email consulting to a host of individuals and entities around Ohio and the country – all recognitions of its stature and standing in the “industry”.

**COLUMBUS PUBLIC HEALTH DEPARTMENT
2013 ANNUAL REPORT**

COLUMBUS PUBLIC HEALTH 2013 ANNUAL REPORT

The mission of Columbus Public Health is to protect health and improve lives in our community. Columbus Public Health (CPH) protects, promotes and monitors the health of the public by:

- Assuring compliance with public health laws, mandates and regulations;
- Establishing policy to address health issues and emerging health threats; and
- Providing preventative, environmental, community, clinical and home-based services.

This report summarizes the breadth of services provided by Columbus Public Health (CPH) in 2013, organized by the 2013 strategic priorities in the Columbus Covenant. Not all of CPH accomplishments have been included due to the report's length, however more information is available.

NEIGHBORHOODS

Prevent, investigate and control infectious diseases, including communicable disease outbreaks, sexually transmitted infections, and food-borne and water-borne illnesses.

- CPH staff investigated 2,247 reported illnesses and 88 infectious disease outbreaks covering 17 various diseases including but not limited to Pertussis, Norovirus, Shigellosis, Legionnaires, Salmonellosis, Scabies and influenza.
- The Sexual Health Clinic saw 8,299 clients in 2013 to test for and treat sexually transmitted infections.
- The Food Protection staff conducted 16,223 inspections of 6,617 licensed facilities.
- Clintonville area residents who owned rain barrels were offered an inspection and larvacide treatment at no cost in a new added service to prevent West Nile Virus.
- A total of 64 square miles were sprayed for mosquitos and 3,341 catch basins were treated for mosquito larvae.
- Environmental Health staff conducted 2,432 inspections of 751 licensed pools and spas.
- The Rat Control Program conducted over 800 assessments for rodents in the Clintonville area and mailed educational materials to more than 10,000 residents.
- Rabies prevention activities included 1,189 quarantined or tested domesticated animals, 304 rabies vaccinations and 125 investigations of dangerous animal complaints.
- Smoke-Free Indoor Air Act enforcement activities included investigations of 298 complaints.

Continue to provide high quality clinical services for children and families including sexual health, immunization, dental, and prenatal services; and continue to reduce barriers to service by providing such services as translation and evening hours.

- Columbus Public Health provided over 34,000 immunizations against vaccine preventable diseases.
- The Perinatal Hepatitis B Prevention Program identified 107 pregnant women prior to delivery, to assure appropriate treatment to prevent Hepatitis B in the newborn.
- The Women's Health and Family Planning Clinic had 4,293 appointments for prenatal and reproductive health.
- WIC provided 163,636 clinic visits (more than 13,000 per month) to assure nutritious food, education and service referrals for pregnant, breastfeeding and new mothers and their infant and young children.
- Fresh produce was provided through three Farmers Markets at CPH with more than 6,300 in attendance, distributing 4,000 food voucher booklets to WIC families and 300 customers using the Ohio Direction Card.
- Dental clinic served 3,281 patient visits, 84% of whom were uninsured. Additionally, 323 patents were seen as part of the new Monday Night Free Dental Clinic.

- Child death reviews were conducted on 157 children under the age of 18 in Franklin County, resulting in recommendations to prevent similar child deaths from occurring in the future.
- Nurses and social workers made 5,209 home visits to new mothers, serving 1,668 families.

Lead the city's ongoing efforts to combat the current epidemic of obesity by implementing strategies to make Columbus an active and vibrant community.

- Columbus neighborhood walking assessments and new neighborhood walking maps were created for five neighborhoods, totaling 46 walking maps where residents can walk safely and be more active every day.
- A new Columbus Art Walk was added in the River South area, totaling 13 Art Walks in Columbus.
- Free guided Art Walks were provided for over 1,000 Columbus residents, allowing them to experience Columbus and its amazing public art, architectural and historical sites on foot, combining health and history.
- CPH partnered with the non-profit Walk With A Doc and Mount Carmel Health System to provide a new series of walks at four Columbus Recreation Centers, at which residents walked 1,020,520 steps or 510 miles.
- The Institute for Active Living (IAL) supported 34 community gardens with funding, equipment and supplies. Seven of these participated in "Produce to Pantry", donating more than 8,200 pounds of food to local residents.
- IAL coordinated the Mayor's Twilight Ride which drew a record 830 cyclists, a 37% increase from 2012.
- Brand-new bicycles were provided to 68 youth who completed a comprehensive curriculum through Kids Cycle Columbus to earn their own bike and learn about safe riding.
- Columbus was recognized by the National League of Cities regarding the Let's Move! Cities and Counties initiative. Columbus ranks number one among the 15 largest cities in America for its achievements around early childcare nutrition and physical activity.

Provide public health services, such as immunizations, tuberculosis control, and prenatal services for immigrants and refugees and other vulnerable residents.

- Project LOVE vaccinated 1,298 high risk clients against Hepatitis A and Hepatitis B, as well as provided screening and education for Hepatitis C to 480 high risk clients.
- Project LOVE provided vaccines to 1,220 children during 37 children's clinics in 2013.
- The TB program provided 644 clinical assessments for TB, treating 233 individuals infected with TB and conducting 5,358 Direct Observational Therapy visits. The program also provided treatment and follow-up for 73 active and suspect cases along with their 504 close contacts.
- The Ryan White HIV Care program, launched in 2013, has seen approximately 1,000 clients for outpatient ambulatory care, which includes 160 clients linked to care through our Linkage to Care program. In addition, the program also provided medical case management to 109 clients, behavioral health services to 117 clients and housing assistance to 300 clients.
- Interpretation and translation services were provided through over 4,100 face-to-face interpretation services and over 3,600 over-the-phone interpretation services.
- CPH established the LGBTQ (Lesbian, Gay, Bisexual, Transgender, Queer/Questioning) Coalition to aid local organizations in identifying, prioritizing and addressing health disparities in the LGBTQ community.
- A partnership with the Buckeye Regional Anti-Violence Organization (BRAVO) has been established to provide train-the-trainer education for violence prevention among LGBTQ youth.
- Outpatient treatment services for drug and alcohol abuse counseling and support was provided for 584 men and 243 women. 84% of these successfully completed the program and 90% remained abstinent for 60 days while in treatment. Additionally, 100% of the pregnant women who completed treatment (11) delivered drug-free babies.

Continue to work with the Columbus Neighborhood Health Centers, Inc. (CNHC), Access Health Columbus, and other groups to help support quality primary care for as many as possible.

- CPH assisted with the opening community event for the new John Maloney South Side Health Center, coordinating media coverage for the event.
- The South Side WIC Clinic moved to the new John Maloney South Side Health Center in November for a more central location to serve South Side residents.
- The Bridge Clinic, CPH's partnership with CNHC to connect clients with chronic health conditions to a medical home at CNHC, saw 250 patients and 72% of those became patients of CNHC.

Maintain social work staff to assist vulnerable residents, linking them to needed health and social services.

- The social work team at CPH served 11,147 people at various community-based sites linking clients with needed community resources and services, most related to healthcare, employment, prescriptions and pregnancy needs.
- CPH received 120 referrals from Columbus Fire/EMS to link them to needed health and social services.
- CPH served as a community clearinghouse for service information to more than 1,600 community stakeholders.

SAFETY

Continue departmental and community planning to prepare for and respond to a range of disasters or emergencies.

- The Cities Readiness Initiative (bioterrorism planning/response) received a score of 100% for a second, consecutive year.
- CPH implemented five webinars as part of the Preparedness Partners Series with 1,800 participants.
- CPH responded to 37 hazardous material incidents and on-site chemical facility audits.

Maintain a year round seasonal influenza initiative to better protect Columbus residents and workplaces.

- Monitoring and reporting of flu activity continued throughout the season, reported weekly to healthcare providers and other interested partners.
- Flu prevention was promoted through several media interviews, articles, web ads, social media posts, 30-second spots on 10TV, and other opportunities.
- The Strategic Nursing Team provided 317 flu vaccinations to adults and children out in the community at 42 sites.
- The Immunization clinic provided 8,691 flu shots to adults and children.

Protected residents from such injury sources as vehicle crashes, unsafe home and childcare environments, needle exposure, and lead poisoning.

- Operation Red Box has collected over 230 pounds of needles and syringes since December 3, 2010, which has kept approximately 36,800 needles & syringes from littering city streets and parks, and out of public refuse.
- The Child Injury Prevention Program inspected 405 car seats at 14 community events, and held 49 car seat classes to distribute 197 seats to families in need of them.
- The Healthy Homes Program provided 142 home assessments and 136 lead poisoning risk assessments.
- Safety inspections were conducted of 197 in-home childcare facilities, along with recommendations for providing a safer environment for children.
- Forty fatal traffic crashes were reviewed, resulting in countermeasure recommendations to prevent future deaths.
- Worked with local businesses and organizations to coordinate a sober ride home for 576 impaired drivers through the "Central Ohio Safe Ride" taxi voucher program.

EDUCATION

Coordinate with other city departments and agencies to enhance the safety of children in, near and around schools.

- Sanitarians conducted standard, follow up, and complaint inspections of 294 area schools to protect the health and safety of children through 603 inspections.

- CPH coordinated the Walk-to-School Day with over 300 children and 25 community members at Avondale Elementary.
- Healthy Children, Healthy Weights assisted 26 child care centers in developing healthier menus, food options, and physical activity plans for over 2,550 area children.
- Safe Routes to School Columbus worked with Avondale Elementary to make walking and biking to school a safer, easier and more fun option.
- The District Wide School Travel plan is in process, with 98 schools already qualified to receive an individual School Travel Plan of how to improve their routes to school.

Continue school inspection services and collaborative efforts with Columbus City School nurses to respond to children's pressing health needs.

- The Strategic Nursing Team (SNT) provided the required booster dose of the Tdap vaccine in 39 different schools (35 Columbus City Schools and 4 charters) to 518 students entering the 7th grade during the 2013 school year.
- SNT provided flu vaccinations to 5,331 students in 137 different schools (94 Columbus City Schools and 43 Private/Charter).
- The Dental Sealant Program provided dental sealants for 2,330 children in 95 schools in Franklin County.

Improve health in minority and lower income communities through neighborhood-based health advisory committees and partnership initiatives.

- Community Health Advisory Committees were maintained in the four quadrants of the city. CPH facilitated 39 committee meetings in 2013 to advance the public's health.
- Minority Health partnered with the Ohio Hispanic Coalition to host the Mexican Consulate at CPH, serving 400 community members. Additionally, CPH presented at the 2013 Ohio Latino Health Summit, sponsored by the Ohio Latino Affairs Commission.
- Minority Health conducted a Somali Health and Wellness Event at the Global Mall; 185 community residents received screenings and program information.
- Minority Health engaged 289 residents in celebration of Minority Health Month.
- Child Injury Prevention conducted Child Passenger Safety Technician classes for the Ohio Hispanic Coalition in which 12 of their members became certified technicians able to inspect and correct improper car seat use.
- The Applications for Purpose, Pride and Success (APPS) Program provided alcohol and drug counseling and mental health support to 1,250 adolescents and young adults ages 14 – 24 at Columbus Recreation Centers.
- Immigrant Women's Support Project served 250 Somali and Hispanic women through community outreach that addressed mental health/depression, isolation, substance abuse, nutrition and active living.
- Columbus Ohio Equity Institute (COEI) engaged community partners around infant mortality in the South Side to create a plan to address its root causes and to help implement the plan. More than 40 people representing organizations, churches and residents regularly attend COEI Community Team meetings.
- CPH convened a COEI "Core Team" as the lead coordinating body, whose members are from CPH, from the Mayor's Office, and from Community Development for All People, a South Side non-profit affiliated with the Church for All People.

CUSTOMER SERVICE

Continue the SIGNS community education to provide information to the public on the safety of inspected venues.

- CPH continued to make inspection results available online. The main search page was viewed nearly 78,000 times, which makes up about 11% of traffic to the CPH website.

The transition to enhanced mobile web technology will improve efficiency.

- CPH now captures inspection data out in the field at the point of service using portable tablet p.c.'s, and captures electronic signatures of the operator acknowledging the inspection results. This streamlined approach has reduced entry errors through automated validations, and provides pertinent inspection information for the public to view online.
- Public Health has made progress on providing automated payments through the web for Environmental annual licensing renewal fees which should be implemented by the end of 2014.
- CPH provides web based online credit card payments via VitalChek for Birth and Death certificates, allowing the public to request and receive birth and death certificates using an online web portal.

Complete CPH facilities renovations and enhancements to assure safety of visitors and staff.

- A full safety review was conducted of all Franklin County WIC Clinics and all necessary training was provided.
- A procedure to warn employees of an armed aggressor and what actions are necessary to reduce injuries was created.
- CPH has an active occupational safety and health program with safety training, policies, procedures, and protocols in place to protect staff and clients.
- A safety task force was developed involving each clinic to assist employees and clients during emergencies; to perform monthly safety inspections; to train staff in CPR/AED; and to perform additional areas of response.

PEAK PERFORMANCE

Provide important public health information through Columbus Public Health's website and social media.

- Columbus Public Health website is updated nearly daily, continuing to feature key public health issues, program information, alerts and advisories. Visits to the site at 263,176 were up approximately 30,000 from 2012. Mobile device visitors increased 73% from 2012 at 23% of visitors, and tablet visits up 98% at 6% of visitors.
- CPH has implemented utilizing our website for the public to register and pay for various health-related classes using credit cards to automate the class registration process, as well as providing a more efficient means to handle class registration payments.
- Columbus Public Health Facebook has achieved 1,274 likes, posting key public health events and issues. Columbus Public Health Twitter account is also very active.
- CPH created and is maintaining the Greater Columbus Infant Mortality Task Force website <http://gcinfantmortality.org/>, as well as the Facebook and Twitter pages.
- Through the Commit to Be Fit partnership, CPH has aired 3-second spots, web advertising averaging 292,000 impressions per month and an average click-through rate of 0.10% (.08%-.10% is an accepted average rate for this type of advertising). C2BF monthly e-newsletters include a featured topic from CPH. Social Media activities include CPH events, topics and posts through Facebook, Twitter, Pinterest, and Instagram messages.

Enhance technology in the vital statistics area to allow for computer scanning and storage of birth and death certificates and regular access to data reports, including real time analysis of Franklin County residents.

- CPH worked with Ohio Department of Health to begin printing birth certificates directly from the IPHIS system reducing reliance on software vendor. A new self-serve kiosk has also been established in the CPH lobby for customers to look up birth certificates.

- Total numbers processed by Vital Statistics were: births registered: 24,165; deaths registered: 11,658; certified birth copies issued: 45,131; and certified death copies issued: 48,836.

Expand quality improvement, safety and workforce training efforts in order to achieve public health accreditation status.

- The Organizational Quality Improvement (QI) Plan was completed and achieved in 2013.
- Five CQI project teams were operating, including Community Education Screening & Linkages; Community Engagement Team; Customer Satisfaction Survey; Immunization Clinic Wait-Time; and Lead.
- CPH completed revisions of the Human Resources Section of Administrative Manual to be more efficient and transparent, such as the hiring procedures and pay determination procedures.
- Several initiatives were started in 2013 to build workforce leadership, supervisory skills, and mentor relationships within the department.
- A Workforce Development Plan was completed and receiving a “fully demonstrated” rating from the Public Health Accreditation Board (PHAB). This competency-based training plan is based on the CPH strategic plan.
- CPH improved Performance Dashboard process and standardized the Policy and Clinical Protocol Process.
- CPH prepared and submitted over 525 documents to PHAB as part of the accreditation application process, and participated in the accreditation site visit to complete the process.

RECREATION AND PARKS DEPARTMENT
2013 ANNUAL REPORT

2013 INTRODUCTION TO COLUMBUS RECREATION AND PARKS

The Columbus Recreation and Parks Department was first created 103 years ago in 1910 with a budget of \$6,000 to oversee 10 playgrounds, four recreation programs, various athletic fields and facilities, and an outdoor sports program. Today, the department has a budget of offers biking and hiking trails, community recreation centers, art and theatrical facilities, special events, golf courses, sports leagues, swimming pools and boating, hundreds of parks, outdoor and natural resources education, family gathering places, thousands of trees along the city's right-of-ways, health and social services for older adults, free breakfasts and lunches for youth in the summer, programs for those with special needs, and scholarships for the department's fee-based activities. All of this is accomplished through the department's vision of providing leisure opportunities for all, which means something for everyone naturally.

ADMINISTRATION DIVISION

Central Ohio Area Agency on Aging

The Central Ohio Area Agency on Aging (COAAA) provided health and social services to older adults and families throughout an eight-county area. Some of those services included assisting 5,213 participants enrolled in the state's PASSPORT program, and serving 20,592 people through Older Americans Act programs such as congregate and home meals, transportation, adult day care, and home repair, as well as homemaker, legal and employment services. COAAA also partnered with the Franklin County Office on Aging and assessed 2,237 older adults through the Senior Options program, and provided case management services for 1,536 individuals.

The agency also provided quality improvement and monitoring to 397 local service provider organizations including 20 new PASSPORT providers and three new assisted living facilities, entered into planning meetings with Aetna and Molina to establish the agency role as waiver care coordinators under contract with the managed care companies in the Ohio Dual Eligible Demonstration called My Care Ohio, and accepted a \$450,000 grant for providing information, education and outreach to individuals, caregivers and providers impacted by the My Care Ohio demonstration.

COAAA also awarded 25 contracts to local service providers from the Older Americans Act Title III funds for 2014-2017, continued to partner with two other area agencies and four hospitals to reduce hospital readmissions for Medicare beneficiaries in which 390 patients were visited by COAAA coaches, found housing and set up services for 40 individuals to allow them to leave nursing homes after extended stays, provided volunteer guardians for 94 active cases in which another 82 new referrals were assessed, and continued its commitment to give Medicare assistance with one-on-one counseling to 1,133 people.

The agency also facilitated 22 Healthy U workshops including three workshops in Chinese, presented 140 Healthy, Well and Wise talks to 1,500 participants, offered continuing education units to 470 professionals, partnered with Life Care Alliance to administer the *Senior Farmers Market* coupon program which served 4,470 people in six Central Ohio counties, helped coordinate the third annual Senior Living Festival for an estimated attendance of 1,700 people, hosted the 38th annual *Ohio Senior Hall of Fame* ceremony, and was the primary sponsor of NBC 4's television special, *I Want To Go Home – A Journey Through Alzheimer's*.

Development

Development Section authored a partnership agreement with Local Matters to secure \$17,000 for educational garden programs at eight community recreation centers, coordinated a new garden build at Dodge Recreation Center with Kohl's Department Store who provided \$10,500 in funding and volunteer assistance, worked with Lowe's for a \$5,000 in-kind contribution to repaint the Indian Mound Recreation Center gymnasium and hosted an open house event, and secured NBC4 as the media sponsor for the department's *Cap City Nights Festivals*.

In 2013, Development staff also created a marketing strategy for the summer food program and titled it "Make Summer Count" which increased participation by 12 percent, took and collected 5,196 new photos for marketing purposes, designed posters for the city's new CoGo Bikeshare program, conceived the "Did You Know" marketing campaign to increase the public's awareness of department programs, obtained funding and provided marketing support for the department's new Fitness Resolution Solution focusing on helping people get fit, and continued to produce the department's summer program brochure, the employee newsletter, and the volunteer newsletter,

The Development Section raised \$48,977 for the Private Leisure Assistance for Youth (PLAY) fund through the annual *Champions for PLAY* golf outing to provide scholarships to children from low-income families to participate in a variety of the department's fee-based activities, and dispersed \$63,454 in PLAY grants to 5,500 participants.

Volunteers continued to be a major component of the department. In 2013, citizens contributed 12,567 volunteer instances for a total of 104,182 volunteer hours at a value of \$2,270,123.

Development also coordinated the quarterly electronic newsletter sent to 32,385 recipients in an effort to inform participants, and prospective donors and sponsors about accomplishments and upcoming activities within the department. There were also 1.6 million page views on the department's website by 488,635 visitors, and the new Facebook page had 1,039 new followers for a total of approximately 3,000 friends.

Fiscal

The Fiscal Section oversaw the department's \$39,300,430 budget that included revenues totaling \$4,720,549; the department also worked hard throughout the year to end 2013 with a savings of \$1,340,245.

As part of its daily functions, the Fiscal Section also presented the 2014 department budget, three quarterly reports, and a three-year financial plan. In addition, the section processed 12,000 invoices, paid 600 utility bills monthly, resolved 154 desk telephone issues and tracked 144 wireless devices, and posted 70 items for bid through vendor services. The section also processed 200 legislated contracts, three new universal term contracts, and 800 individual service agreements. In addition, the section administered \$6 million in grant funding, \$44 million in capital improvements, and \$3.2 million in special/permanent improvement funds.

Golf

During 2012, the Golf Division collected \$4,223,796 in revenues and from that, paid the city \$277,281 toward debt service and pro rata. In addition, there were 191,208 rounds of golf played at the department's six courses, which were impacted by record-breaking heat and lots and lots of rain.

Airport Golf Course was finally reopened in May to the delight of area golfers who enjoyed the newly-re-designed course that has the integrity of the original Jack Nicklaus design, but with a modern twist for the 21st century golfer designed by the nationally-renowned golf course architect Dr. Michael Hurdzan.

The division was honored to be designated as the model program for the new national Jack Nicklaus Learning Leagues program for 112 kids ages 5 – 8 over an eight-week program that was highlighted nationally during the Memorial Tournament; the leagues taught the basics of golf using SNAG (Starting New At Golf) equipment that is entirely designed for children. The division also hosted 75 men who played in the *Greater Columbus Men's Amateur Championship*, 28 women who participated in the *Greater Columbus Women's Amateur Championship*, and 76 players who took part in the *Greater Columbus Senior Tournament Championship*.

Human Resources

The Human Resources Section welcomed two new staff members in 2013 to handle payroll, disciplinary investigations and hiring procedures. The section hired 395 new employees in 2013 including 49 full-time and 346 part-time, which is 50 more personnel than in 2012, and the section created new employee information packets that included materials regarding benefits, the bargaining unions, deferred compensation, human resources contacts, and other pertinent information about the Recreation and Parks Department for full-time AFSCME and CMAGE employees.

In addition, the section updated the department's organizational chart in order to help visually see the structure of the department, it continued to eliminate inactive employees, worked to systematize the staff file room, and handled 54 investigation and disciplinary proceedings which is down from 80 in 2012.

Permits and Rental Services

In charge of rental facilities for the department including shelter houses, athletic complexes, and the marinas at the city's three reservoirs, as well as special park activity permits and street closures, the Permits Section accomplished many tasks in 2013.

Permits collected \$556,780 from shelter house (Big Run, Big Walnut, Retreat at Turnberry, North Bank, Whetstone, Westgate, Wolfe, Antrim, Goodale, and Griggs) revenues and \$337,192 in revenues from the athletic complexes (Big Run, Bill McDonald, Cleo Dumaree, Lou Berliner, and Willis), which served 267,050 guests.

The section also effectively conducted the public boat dock lottery and obtained \$237,715 in revenues from the city's four marinas at the three city reservoirs – Griggs, O'Shaughnessy and Hoover - , worked with the city's Division of Power and Water and the Division of Police on waterway issues, and issued 1,256 shelter house permits, 6,830 athletic complex permits, 434 dock and stake permits, 204 special activity permits, 141 special event permits, 167 block party permits, and 206 alcohol permits.

Planning and Design

During 2013, Planning and Design oversaw the department's \$38,288,550 capital budget which was used for land acquisition, park and trail development, facility renovations, and new builds. The year began with playground improvements at Olde Sawmill, Berliner, Hauntz, Thompson, Lindbergh, Summitview, Northgate, McKinley Moeller, Cedar Run, Cremeans, Clinton Como, Southeast Lions, Lincoln, Fairwood, Krumm, and Martin Parks, as well as construction of a new dog park at Spindler Road Park and improvements to Wheeler Dog Park.

Enhancements to neighborhood parks included Lincoln, Southeast Lions, Cooke, Cremeans, Woodbridge Green, Clinton Como, Heer, Cedar Run, Rhodes, Whetstone, Hoover Reservoir, Elk Run, and Somerset Parks. Roof replacements were completed at Holton, Barnett, Marion Franklin, Douglas, Howard, Carriage Place, Dodge, Schiller, and Driving Park Recreation Centers while new heat and air conditioning was added to Barnett, Lazelle Woods, and Marion Franklin Recreation Centers. Renovation to Westgate Recreation Center broke ground in 2013, and an enclosed hallway to connect the north and south buildings at Blackburn Recreation Center was completed, as well as a \$3.5 million overhaul and 16,276 sq. ft. addition to the Milo Grogan Recreation Center. Exterior and interior renovations took place at Willis, Big Run and Berliner Athletic Complexes, and the opening of new spraygrounds at Blackburn and Indian Mound Recreation Centers.

The multi-use trail completions in 2013 included Riversedge to Fifth Avenue, Camp Chase, Frazell Road, Goodale Street Bridge, Cooper Park, Ohio Dominican to Brittany Hills, Innis Park, Wolfe Park suspension bridge, and Elk Run to Three Creeks. In addition, the new \$60,000 Olentangy Water Trail was opened from Broadmeadows Park to downtown that includes two portages, four put-ins, two kiosks, and mapping.

The section also assisted in the acquisition of 164.31 acres of new parkland, receiving \$192,500 in grants from Clean Ohio, the National Fish and Wildlife Foundation, Natureworks, and KaBoom! as well as \$60,000 in in-kind services. Staff also reviewed 930 development cases, 94 council variances for development related to department property, obtained \$354,663 in parkland dedication funding, expanded the Alum Creek and Olentangy River riparian corridors, inspected 250 properties, oversaw 90 lease agreements and 73 memorandums of understanding, and identified 121 encroachments and resolved 101 of them.

In addition, Planning and Design worked closely with other city departments and the Columbus Downtown Development Corporation (CDDC) to begin the \$31 million Scioto Greenway project downtown along the Scioto River; construction is anticipated for the fall of 2015. The project includes the removing the Main St. dam, and returning the river to its natural corridor which will add 30+ acres of parkland. The section also worked with CDDC to begin planning for the renovation of the Scioto Peninsula on the west bank of the river to include a new Veteran's Memorial facility, an annex of the Columbus Zoo, parking, future housing and commercial development.

PARKS DIVISION

Building Maintenance

The section opened and closed seven swimming pools and three spraygrounds including two new ones at Blackburn and Indian Mound, upgraded lighting at Carriage Place Recreation Center and Topiary Park, added security lighting to the warehouse, completed updates to the Scioto Mile fountains and lighting, winterized fountains, irrigation systems and drinking fountains, and hired two new Building Maintenance Workers.

Park Maintenance

Park Maintenance staff completed the second year of having a weekend trash crew to insure park visitors were able to have containers available to put their trash as well as insuring the park was kept tidy on weekends when visitation is at its highest, which resulted crews picking of 4,884 bags of refuse. Also, for the first time, the section created a Volunteer Playground Program to mulch playground areas, plant trees, and weed and plant flower beds at 20 parks; 165 volunteers donated 495 hours. In addition, the section improved the mowing rotation from 14 days in 2012 to 10.2 days in 2013 which included the addition of 158.63 acres of new parkland, which the marina

crew installed, removed and repaired boat docks at including 120 slips at Hoover, 44 slips at Red Bank, 66 slips at Griggs, and 95 slips at O'Shaughnessy.

Forestry/Horticulture

For the 34th consecutive year, the department received the national *Tree City Award* from the National Arbor Day Foundation with the annual *Arbor Day* celebration taking place at Deshler Park in conjunction with the Harmony Project who planted 85 trees and there were also 3,593 trees planted during five volunteer plantings throughout the department's park system. By year's end, 12,700 of an estimated 30,000 ash trees had been removed since 2010, and the section planted 3,593 new trees, removed 6,927 trees and pruned 3,734.

The Columbus Ecological Restoration Program (CERP) continued to help residents' combat invasive species in parks, but also to restore the eco-system. In 2013, 303 volunteers donated 1,212 hours of time to clear 50 acres of honeysuckle in 23 park locations. And, the section maintained the Park of Roses in Whetstone Park which includes 12,000 rose bushes and special gardens of herbs and perennials, and assisted in the coordination of the annual *Stop and Smell the Roses* events in June for 15,000 visitors.

Warehouse Operations and Safety

The Warehouse Operations transitioned to new leadership and did a complete reorganization of the warehouse as well as the implementation of a new warehouse ordering system to insure proper inventory tracking. The section's part-time Safety Manager conducted 13 safety inspections and 13 storm water evaluations, and presented 22 training sessions on topics such as protective equipment, proper use of fire extinguishers, handling power and hand tools, environmental control, pollution prevention, and hearing conservation.

RECREATION DIVISION

Application for Pride, Purpose and Success (APPS)

The APPS program is a way to enrich the lives of youth, ages 14 – 21, by connecting them to programs focused on building life skills, character development, jobs, post-secondary education, and by further enhancing the recreational programs the department currently provides.

The goals are to reduce youth-involved violence, address the root causes that lead youth to join or associate themselves with gangs, to reduce gang involvement by youth at the highest level of risk, improve the relationships between community members and law enforcement, respond to youth-involved incidents to decrease potential retaliation, promote positive youth development, and to focus efforts in communities with the most needs.

During 2013, programming at the four APPS sites (Glenwood, Barack, Beatty and Linden) focused on activities that engaged youth such as computer labs, ping pong tournaments, basketball leagues, college boot camp, hip hop dance, boxing, theatre, cooking classes, and step teams. There were 228 youth who self-identified as gang involved enrolled in case management with the Neighborhood Violence Intervention Teams, and expanded the Cap City Night Festivals to 12 in four neighborhoods to bring together area residents for an evening of entertainment, movies, food and fun along with event sponsors NBC 4, Molina Healthcare, and Fifth Third Bank. In addition, APPS personnel also effectively intervened with youth at several large events including *Festival Latino*, *Red White & Boom*, and the *Ohio State Fair*.

Arts

The Cultural Arts Center (CAC) continues to be the best place in the city to take visual arts classes that are both affordable and taught by professional artists.

In 2013, the center presented 21 exhibitions, hosted 12 artist receptions, planned and produced *You Call that Art* that explored contemporary art, and served 4,184 students in various mediums including painting, drawing, printmaking, life drawing, weaving, beading, surface design, copper enameling, bronze casting, bookmaking, ceramics, sculpture, jewelry, stone carving, kinetic sculpture, and plein air classes.

In addition, the center offered 48 *Conversations with Coffee* art talks, head a two-day student/faculty art sale, hosted 16 wedding rentals, generated \$5,200 in holiday gift sales, and worked with the Friends of the CAC to add a volunteer coordinator to the board, hire a landscaping company to do the courtyard maintenance, established a student scholarship program relative to class fees at CAC, and funded \$3,000 toward a marketing effort for the CAC.

Community Recreation

Hundreds of activities are offered each year at the department's community recreation centers. Some of the highlights included: 1) Schiller created a wrestling program coached by a volunteer that had 19 kids participating, a new ballet/jazz program, and a craft fair with 45 vendors for 500 visitors that raised \$893; 2) Carriage Place increased its basketball registration by 30 percent over 2012 and its soccer program by 10 percent, they partnered with the Grandview Heights and Dublin Recreation Departments for eight theatrical plays, and held a *Punt, Pass and Kick* competition and a sectional *Pitch, Hit and Run* contest for 100 kids; 3) Barnett partnered with the Mid-Ohio FoodBank's Mobile Market Program to provide 10,000 pounds of produce to the community, held an *Ohio Historically Black College and University Fair*, and hosted the 20th annual *Martin Luther King Jr. Showcase of Dream Talent Show*; 4) Far East staff gave away 200 cans of food to area residents donated from student at Sherwood Middle School, hosted Mount Carmel Hospital's *Walk With A Doc* program, and added more preschool and dance classes which resulted in 80 new youth coming to the center; 5) Howard had 400 kids in its basketball leagues, coordinated the *HoweGrowit* community vegetable garden that yielded 400 pounds of vegetables, and hosted the annual *Easter Egg Hunt* for 3,000 youth; 6) Linden increased its soccer program from 45 kids to 75, increased its basketball leagues by 20 percent and its karate class by 50 percent, added two ceramic and on afterschool tutoring programs, purchased new weight room and game room equipment, and hosted the *Franklin County Juvenile Probation 3-on-3 Basketball Tournament*; 7) Whetstone had 75 teams with 900 participants in its soccer leagues, 30 teams with 275 players in its basketball leagues, added eight new classes in gymnastics, gardening, Mandarin Chinese and fitness, hosted eight special events, had 75 wrestlers in the wrestling program, and installed a new community garden; 8) Barack held its annual talent show and track meet, hosted two community conversations with area organizations including ADAMH, Children's Hospital, Capital University, and the Columbus Health Department, worked on the improvements to the adjoining park space, and fielded two girls basketball teams for the second year; 9) Dodge held its first bicycle safety program, expanded its summer camp for an additional 30 children, created the *Caution – Seniors at Play* performing arts event, and implemented a new woodworking workshop; 10) Glenwood held a spa day with a local Girl Scout troop, coordinated a Valentine's Day party and the annual *Easter Egg Hunt and Health Fair*, hosted a bicycle rodeo, and collaborated with the Healthy Asian Youth organization; 11) Holton repainted the gymnasium compliments of Lowe's, purchased electronic equipment and games for the teen room, and added six new programs; 12) Marion Franklin hosted 250 people for its annual *Black History Month* program, held its annual Halloween party for 400 kids, and served 125 people for the *Thanksgiving Celebration*; 13) Milo Grogan reopened in September after a completion renovation and addition, held its first *Fall Harvest* party, hosted the zone three *Hoop Shoot*, and coordinated its first annual *Holiday Brunch* for 60 youth, parents and friends; and 14) Feddersen added an air hockey game and a ping pong table to its game room, had two new tennis courts and a quarter-mile walking path in the park adjoining the center, purchased new equipment for the weight room, raised over \$6,000 for the annual holiday toy drive, and added five new classes.

Two new spraygrounds opened under the direction of the Aquatics Section at Blackburn and Indian Mound Parks, increased revenues by 24 percent, held the largest city *Swim and Dive Championships* in more than five years, trained 50 new lifeguards and re-certified 130 in CPR and lifeguarding, and increased participation in the Discover Boating Program by 21 percent.

Outdoor Education successfully organized three summer camps for 1,865 children, two winter camps for 79 kids, held four several special events that served 154 children and adults doing a spring clean-up, a family fishing festival, *Creatures of the Night*, and a haunted overnight campout, conducted 86 free programs, and raised \$244,868 in revenues.

Therapeutic Recreation raised money for athletes to participate in the *National Paralympic Boccia Tournament*, coordinated its annual *Four Foot Hoops Wheelchair Basketball Tournament*, and partnered with Quest, the Wylie P. Chalmers Ambulatory Care Center for Veterans, the Ohio School for the Deaf, and the Franklin County Board of Developmental Disabilities to provide recreational and social programming for those with special needs throughout the community.

Capital Kids/City Leaders

The Capital Kids program helps elementary-aged kids focus on their education. In 2013, the Cap City Marathon donated \$3,000 for two scholarships, 200 school backpacks from the Junior League, and 200 anti-bullying affirmation books from Farmers Insurance. The program also held its first anti-bullying rally at the Martin Janis Center, hosted the "Be A Champion" walking/running program for 750 participants, took students on

field trips to Zoombeezi Bay, the Dayton Air Force Museum, and the WILDS, partnered with 200 organizations throughout the city, and increased family involvement to 90 percent at all four recreation center sites.

The mission of City Leaders is to develop the municipal leaders of tomorrow by providing an orientation of the City of Columbus to include Science, Technology, Arts, History, Education, Health, Nutrition, Social Services, Law Enforcement, Safety, Government, Economic Development and Community Service through hands-on learning opportunities and meetings and mentoring by current city leadership. This leadership opportunity is annually open to 20 Columbus Public middle school students, ages 10-15 in grades 6 – 8. The theme for 2013 was “Social Justice and Responsibility for Leaders” and presenters included Mayor Coleman, City Councilman Zach Klein, and Dr. Mysheika Roberts from the Columbus Health Department,

Special Events

The Special Events Section once again successfully coordinated the 34th annual *Jazz & Rib Fest* in the Arena District with 48 food and merchandise vendors for the enjoyment of an estimated crowd of 300,000 people over three days that also included 13,000 people who took part in the *Color Run*. The section also produced two free programming series designed to reach an array of ages, demographics and interests including *Rhythm on the River* and *Fountain Side* for an estimated audience total of 34,000, raised \$652,386 from sponsorships and grants, received \$295,725 toward in-kind goods and services, and reached 2,861,222 viewers through 65 television news segments.

The section also provided financial support totaling \$43,000 to 16 qualifying non-profit organizations for special event production, permitted 135 events coordinated by community organizations, assisted the Short North Foundation with the production of six concerts at the *Short North Summer Concert Series*, collected \$1,025 for the *Empty Bowls* project to benefit the Mid-Ohio Food Bank at the holiday *Grand Illumination* which included 240,000 lights in Bicentennial Park and the Scioto Mile, hosted citywide planning meetings for 15 of the largest public special events, and conducted marketing and public relations campaigns with a focus on electronic media and social networking in which the Scioto Mile Facebook page had 6,274 likes and the *Jazz & Rib Fest* Facebook page with 7,204 likes.

In addition, the section published the annual *Event Planning Guide*, produced a new *Race Event Planning Guide*, created and administered an *All Events Calendar*, and developed the *Schedule of Events* announcing dates and locations for more than 62 community events.

Sports

For the second year, the section awarded \$44,000 to 16 local organizations that impacted 900 students as part of Mayor Coleman’s Youth First Grant Program to provide funding to organizations that offer sports programs for middle school student.

The Sports Section also became responsible for handling the majority of the background checks for the department which totaled 996, increased fall volleyball leagues from 90 teams in 2012 to 108 this year, posted rosters for all sports online for the first time, purchased two “go pro” cameras to capture live and exciting plays, and increased basketball team registrations in the summer program from 46 teams in 2012 to 77 teams in 2013, and by more than 19 teams in 2013 and 34 teams for the winter leagues.

Other highlights included a 50-team fall baseball league, senior basketball and softball leagues for 200 participants, 66 tournaments comprised of a low of eight teams to a high of 245 teams for those eight to 75 years of age over 32 weekends primarily at Berliner Park, and issued over 100 sports permits that served 15,000 participants.

**PUBLIC SAFETY DEPARTMENT
2013 ANNUAL REPORT**

DEPARTMENT OF PUBLIC SAFETY 2013 ANNUAL REPORT

The Department of Public Safety manages the operations for the Divisions of Police and Fire and Support Services for the City of Columbus. Its mission is to provide quality dependable public safety services to the citizens of Columbus.

Under the leadership of Mayor Michael B. Coleman and Safety Director Mitchell J. Brown, the Safety Department improved safety services and contributed to making Columbus the best place to live, work and raise a family.

SAFETY DIRECTOR'S OFFICE

Accountability Committee

Met with City Accountability Committee in February 22, 2013 to review performance of Public Safety on overtime expenditures and civilianization efforts for 2012 and 2013.

Community Festivals

Police and Fire supported major downtown community events such as Red, White, and Boom, Latino Festival, Arts Festival and Jazz & Rib Festival.

Community Safety Initiative (CSI) (Summer Strike Force)

Police personnel, both uniformed and plain clothes, participated in a summer safety program to reduce violence in Columbus neighborhoods beginning June 9 and ending August 31, 2013. During the twelve week period, officers made 397 felony arrests, 643 misdemeanor arrests, recovered 60 guns and issued 808 traffic citations.

Coalition for a Nonviolent Columbus (CNC)

The CNC partnered with Friends of the Community Relations Commission to distribute \$35,000 in neighborhood seed grants to 38 local civic associations, block watches, faith-based organizations and non-profits.

"Do Not Buy from Convicted Thieves" List

The Property Crimes Bureau expanded the "Do Not Buy from Convicted Thieves List" to over 20,000 people who are not allowed to sell items to pawn shops and scrap yards in the City of Columbus and beyond. Between January and August, each clerk of court from Franklin, Delaware, Licking, Fairfield, Pickaway, Madison and Union counties send a quarterly list to Columbus Police of those individuals who have been convicted of a theft offense. The list is then issued to every pawn shop and scrap yard in the City of Columbus and around Central Ohio in an effort to reduce the financial incentive for thieves to steal. *The Division of Police Standard Operating Procedures that deals with the "Do Not Buy from Convicted Thieves" List was adopted by the State of Ohio in Senate Bill 193.* The Ohio Department of Public Safety is now mandated to create a statewide list that mirrors our local list.

DoT Transfer of PoliceNet Operations

Public Safety and Department of Technology continue to transition many computer and technology operations from Police to DoT. Several computer servers as well as support for email are now being handled by DoT staff. The transition will continue into 2014.

E 911 Upgrade

Public Safety Support Services used nearly \$2M in wireless 911 funds in 2013 to upgrade equipment and software to NexGeneration technology. The 911 Planning Committee approved a new agreement in 2013 that is projected to distribute another \$1.9M to Columbus in both 2013 and 2014 for 911 wireless operations. The Ohio legislature renewed the fee for 2013 and beyond at 28 cents per cellular phone.

EMS Pilot Program

As the need for emergency medical services continues to increase, the Division of Fire has been dedicated to evaluating the efficient deployment of resources and personnel. In January, Chief Paxton implemented a pilot program to deploy two additional Advanced Life Support vehicles during peak demand times and locations throughout the city. Throughout the pilot program, staff has experimented with different staffing models and tweaked the hours of the day and days of the week. The Division has found the pilot to be an efficient use of resources as compared to adding to fully staffed medics for 24 hours per day.

Franklin County Reception Center

The Franklin County Reception Center is a 24/7 center that is open to juveniles alleged to have committed an offense who score low to moderate risk on the RAI. The purpose of the center is to provide law enforcement with a means to process and hold arrested youth on a short-term basis and release them to their parent, guardian, or responsible adult as appropriate; help law enforcement officials quickly return to their duties; provide immediate linkage for juveniles and their families to address potential criminogenic factors; provide increased supervision and resources to juveniles during their involvement with the juvenile justice system to reduce failures to appear and to prevent recidivism; and connect juveniles with underlying mental health or other behavioral issues with needed programs and services. The center opened on September 16, 2013 and has shown some immediate success including a reduction in failures to appear.

Hotel/Motel Establishments

The Division of Police Narcotics and Vice Units assisted the City Attorney's Office is shutting down three problem local hotel/motel establishments entrenched with drugs and prostitution. After a great deal of coordination and undercover work, the City was able to shut down Motel One (E. Main), Columbus Inn and Suites (161) and Red Carpet Inn (71/161). Police and Fire will continue to work with the City Attorney's Office to address nuisance hotels and motels.

Leadsonline Reporting

All central Ohio pawnshops electronically report to Leadsonline as of October 14, 2013. Prior to that, five local pawnshops did not electronically report. After a letter from the Ohio Department of Commerce; Columbus Police Property Crimes Bureau personnel held a meeting with the Ohio Department of Commerce and the non-reporting pawnshops on August 14, 2013. At that meeting the pawnshops were given sixty days to comply and now they are all compliant. There are fifty two pawnshops in Columbus.

Mobile Food Vending Legislation

Public Safety, along with representatives from several departments, participated in stakeholder meetings to discuss mobile food vending in the city of Columbus. City Council approved a pilot program that began in June and ended in December. City Council expects to pass legislation in the Spring of 2014.

Neighborhood Safety Cameras

Public Safety installed an additional 42 cameras in the Downtown neighborhoods in the summer 2013. Public Safety now has 199 cameras in service in the city's neighborhoods. Public Safety is reviewing 29 additional neighborhoods for safety cameras in 2014.

Nuisance Abatement Group

Approximately 112 business inspections were conducted through the city Nuisance Abatement Group (NAG) in conjunction with Health, Fire, Code Enforcement, License Section and the Ohio Investigative Unit. Approximately 789 warnings and/or citations for minor violations were issued. These inspections are driven by community concerns, and have a direct impact on quality of life issues in our neighborhoods.

Pedicab Legislation

Public Safety, working with the pedicab industry, created legislation that would regulate pedicab owners and drivers. The legislation was passed by City Council on July 1, 2013.

Photo Red Light

Columbus currently has 38 photo red light equipped intersection throughout the City and added a third mobile speed vans focusing on school zones and other places where children gather. There were 42,412 red light citations issued and 3,774 speed citations issued in 2013. Overall, the City has seen an estimated 74% reduction in photo red light crashes at photo equipped intersections.

Police/Fire Retreat

Public Safety hosted a half-day retreat for all police and fire command staff. This was an opportunity for police and fire leadership to network and learn about initiatives impacting public safety. Topics discussed included active aggressor community education, mobile food vending pilot program, Pulse Point CPR mobile application and taser research.

Teens and Police Service Academy (TAPS)

Safety received a grant for \$98,000 from FC Homeland Security to implement this new program. The concept is for police officers to mentor youth and reduce the social distance that exists between police and youth. The program is designed to encourage positive decision making and seek alternative ways to deal with negative situations. Public Safety partnered with Columbus Public Schools, Juvenile Court and Juvenile Probation to determine target audience and location. The program is slated to start with two classes, one at Walnut Ridge HS and one at Independence HS, in February 2014. A part-time program coordinator was hired to run the day-to-day operations of the program.

Tornado Warning Sirens

Working with Franklin County Emergency Management & Homeland Security, Public Safety added 14 additional tornado sirens in the City of Columbus. Eight of the sirens were purchased with grant funds. To date, there are 90 tornado sirens in the City of Columbus.

Truancy Program

Police have been working with the YMCA for several years addressing the issue of truancy. During the 2012/2013 school year, officers removed 2,628 truants and filed 581 charges. As of December 31 of the 2013/2014 school year, officers have removed 1,034 truants and filed 144 charges. This program has been successful in reducing property crime during the daytime hours.

Vehicle for Hire Legislation

Public Safety led the initiative to completely rewrite all vehicle for hire codes to improve industry standards in the city of Columbus. A subcommittee was created with representation from Public Safety, Support Services and City Council to review, update and create standards that would improve safety standards and create a more professional industry. The committee met with the Vehicle for Hire Board and a subcommittee representing the independent drivers to address concerns and gather feedback. All seven codes were passed by City Council on July 1, 2013. In December 2013, Public Safety presented additional changes to the livery code that would allow livery vehicles to operate on demand by prearrangement through dispatch or an online enable application. Livery vehicles were also no longer required to charge a per hour rate for a one hour minimum. City Council passed legislation on December 16, 2013.

BRICKS AND MORTAR

Public Safety Director's Office Move

Moved into new offices at 77 N. Front Street in March 2014

Fire and Police “Getting Green”

Fire Stations: Replaced windows at Fire Stations 5, 7, 12, 13, 20, and 23 in 2013.

Fire Station Greenlawn Avenue: Building a Fire Station on Greenlawn Avenue to LEED Silver certification.

Fire Station 22: Replaced boiler

Fire Training Academy: The following items were completed:

1. Remove existing boilers and install high efficiency boilers
2. Changing out the existing lights and ballast for new energy efficient T8 lamps and ballast
3. Installed new toilets and flush valves, new urinal flush valves, aerators at the sinks and shower heads for water conservation
4. Install new wireless controls for the HVAC system
5. Upgrade the existing building automation system (BAS)
6. Improve the building enclosure at doors and windows. This includes weather stripping, caulking, and roof and wall joints sealed.
7. Also rebates from either AEP or MELP for the lighting changes and Columbia Gas for the boiler changes are anticipated.

Old Police Academy: Replace the cooling tower.

Police HQ: Energy retrofit construction that restored the vapor barrier and installed additional insulation and exterior caulking was completed in 2013. In 2014 Public Safety anticipates replacing plumbing fixtures and piping in the Police HQ.

Indoor Range HVAC: Replace HVAC equipment at the indoor range on McKinley Avenue in 2014.

Police Substations: Construction Mgt reviewed potential lighting, water conservation, and HVAC retrofits at Police substations in 2013 and made the following renovations:

Precincts: Replaced wireless controls and new thermostats at Precincts 3, 17, 6, 7, 8, 16, 10, 11,12, 13, 19, 18, and the Horse Barn.

Precinct #18: 4560 Karl Road

1. Changed the existing lights and ballast for new energy efficient T8 lamps and ballast
2. Installed new toilets and flush valves, new urinal flush valves, aerators at the sinks and shower heads for water conservation
3. Installed new wireless thermostats for the HVAC system
4. Improve the building enclosure at doors and windows. This includes weather stripping, caulking, and roof and wall joints sealed. Also additional insulation at the roof line in the attic.

Precinct #13: 544 Woodrow St and **Precinct #19:** 2070 Sullivant Ave installed new high efficiency boilers.

Precinct #6: 5030 Ulry Rd installed new heat pump.

Building Insulation: Foam insulation was applied at six police substations (3, 8, 11, 13, 19, Horse Barn)

Property Room

The Property Room was completed in 2012 and the move into the new facility was completed by January 31, 2013. The move to the new location was completed in early 2013. The move into the new 115,000 square foot facility took less than four weeks with no errors or loss of property.

Crime Lab

The Crime Lab design was completed and construction began in October 2013. Police anticipates procurement of approximately \$1M in equipment in 2014 for installation in the Crime Lab and the Lab is expected to be finished by the end of 2014.

Police Indoor Range

Plans for 2014 include a new HVAC system.

Ammunition Bunker

New ammunition bunker and storage facility under construction and to be completed by mid 2014.

McKinley Avenue Police Facilities

A new fire alarm was installed in the Horse Barn. A new paddock for the horses is being constructed.

Police HQ Improvements

Bidding for plumbing improvements was completed in 2013. Renovation of the plumbing will take effect in 2014. New carpeting was replaced on several floors at Police HQ. Due to a water leak, several of the floors are currently being renovated. The ninth floor roof gable was replaced and the restaurant fan exhaust was replaced. New garage doors on the ground floor were installed.

Police Substation

The walkway and entrance door for Substation 1 & 18 was replaced. New entrance gate installed at substation 5. .

Police Skid Pad

Design of a vehicle skid pad was completed.

Police Academy

Parking lot at the academy was resealed and striped.

Fire Station Window Replacement 5,7,12, 13, 20, 23

Completed installation of windows in 6 fire stations.

Fire Station Pavement Restoration

Entered into construction contract for pavement restorations at Fire Stations 5, 17, 26, 30, 31, and 24..

Fulton Street Fire Station

Drafted proposal for design of new Fire Station at 150 E. Fulton Street.

Fire Station 2/3 Construction

Groundbreaking took place on September 23, 2013. Construction underway with completion by end of 2014.

Fire Station 14 Renovation

Discovered moisture penetration and renovated portions of the Fire Station as well as remediation

Fire Alarm Office

Began discussions with the IAFF on civilianization of FAO.

DIVISION OF POLICE

- A police recruit class of 44 graduated in January 2013.
- A police recruit class of 50 began training in July 2012
- Purchased and installed over 100 new laptop computers into cruisers
- Took delivery of over 30 covert vehicles
- Took delivery of 79 Ford Taurus Cruisers
- Took delivery of 20 Ford PTVs
- Took delivery of six new Ford SUVs for Freeway Patrol
- The Community Liaison Section participated in several National Night Out events on August 7th

DIVISION OF FIRE

- Graduated a class of 34 firefighters in July 2013
- Started a recruit class of 35 in December 2013
- Took delivery of 14 medics
- Ordered eight (8) new medics for delivery in 2014
- Ordered two (2) platform ladders
- Ordered two (2) Rescue Support Units
- Ordered 12 arson vehicles
- Ordered seven (7) new inflatable boats
- Ordered four (4) new canine vehicles
- Ordered seven (7) new station trucks
- Completed the architectural design of Fire Station #2 on Greenlawn Ave and began construction
- Switched to FireHouse software for records management and run data
- Continued use of two (2) peak demand Medics from summer 2012 high-volume, heat-related days
- In response to a continued increase in the need for emergency medical services, Chief Paxton implemented a pilot program to deploy two (2) additional Advanced Life Support vehicles during peak demand times and locations throughout the city. While the program is still being piloted, they have made tweaks to the times per day and days per week to determine the most efficient deployment of personnel. The program has been successful in alleviating the demand on busy medics and more cost effective than adding two additional medics full-time to the streets.

DIVISION OF SUPPORT SERVICES

- Completed the upgrade to the 911 system making it Next Gen ready. The upgrade went smoothly with only minor issues that were resolved.
- Completed the fuel quality testing pilot program to assure consumers that they are receiving the grade and quality gas they are purchasing. There were more than 130 inspections completed with only three pumps requiring additional testing. There were no known impurities to be found in the tested gasoline.
- Completed the FCC mandated rebanding of the City of Columbus radio system and all of its mobiles and portables.

**PUBLIC SERVICE DEPARTMENT
2013 ANNUAL REPORT**

Department of Public Service 2013 Annual Report

The Department of Public Service (DPS) consists of the Director's Office and four divisions: Design and Construction; Mobility Options; Planning and Operations; and Refuse Collection. The department has more than 800 full-time, part-time and seasonal employees who provide a wide range of services that are essential to Columbus and central Ohio residents' quality of life.

Director's Office

The Director's Office includes the 311 Customer Service Center and DPS's Office of Support Services, Human Resources and Communications sections.

DPS plays a leadership role in the Public-Private Partnership program in coordination with other City agencies.

The department led the implementation of 63 projects representing \$174 million in public infrastructure improvements in 2013. These projects are leveraging an estimated \$928 million in private investments. For every dollar spent by the City, \$7.06 of private sector investments is leveraged. Fourteen of the 63 projects were in the planning phase, 23 in design, seven in construction and 19 completed. Significant completions included: reconstruction of Pearl Alley in the Short North alongside the Hub project, which includes residential apartments, retail and 250 public parking spaces; Warner Road Improvements in northeast Columbus; Phase 1 of the West 3rd Avenue Widening Project; and public improvements within the Arena District, including widening Neil Avenue to facilitate additional development. The department continued its partnership with the Capital Crossroads Special Improvements District through completion of the Capital Square planters' project, finalization of design for Lynn Street and Pearl Alley and beginning design on significant streetscape improvements to Nationwide Boulevard between North Front and North 4th streets. Construction is nearing completion on the roadway work associated with the Tech South Project.

The 311 Customer Service Center received more than 236,000 telephone calls, processed 55,000 online and mobile application service requests and responded to 8,500 web mail inquiries and 3,400 voice mail messages. Ninety-one percent of all calls received were answered in less than 20 seconds, an improvement over 2012 when 85.2% of calls were answered in 20 seconds or less. The goal is to answer at least 85% of all calls in 20 seconds or less. The call abandonment rate goal is 3% or less of all callers who hang up after 15 seconds of wait time. The call abandonment rate in 2013 was 0.49%, better than 2012's rate of 0.81%. More than 25% of all service requests were initiated online. Bulk pickup remained the most common service request type, with 85,496 service requests for bulk collection.

The Office of Support Services (OSS) again worked with department leadership to keep Public Service fiscally lean and efficient, getting the most of every taxpayer dollar. OSS managed five operational funds totaling \$84.6 million in expenditures and completed 926 electronic encumbrances totaling \$45.9 million and 4,927 electronic vouchers totaling \$45.2 million. The group generated 970 invoices totaling \$8.8 million, collected \$7.7 million and sent 219 collection letters on past-due accounts.

OSS's Capital Section facilitated 350 pieces of legislation. The section completed three Ohio Public Works Commission grant applications that resulted in one grant. The section also finished 25 Ohio Public Works Commission grant/loan disbursement requests totaling \$6.4 million and 63 Ohio Department of Transportation (ODOT) grant-disbursement requests totaling \$14.4 million. The section closed out four grants, advertised 44 construction projects and 16 requests for proposals, created 60 purchase orders for professional services and construction contracts totaling \$88.7 million, produced 49 encumbrances for inspection services totaling \$8.7 million, and paid 644 invoices for professional services, 280 pay estimates for construction contracts and nine utility invoices totaling \$90.0 million. The Capital Section

executed nine maintenance agreements, 34 construction and design contract modifications, three inter-governmental agreements and nine other agreements.

The Human Resources section is responsible for hiring, payroll, benefits administration, labor relations, performance management, training and occupational safety services for more than 800 employees, which includes seasonal workers. In 2013, 235 personnel actions (hiring, promotions, disciplinary actions, resignations) and 138 investigations/disciplinary actions were completed.

DPS employees at all levels have demonstrated a commitment to promoting a strong workplace safety culture and reducing the number of work-related injuries. Fifty-five injuries were recorded in 2013, the same as in 2012. The number of lost workdays fell sharply from 1,673 days in 2012 to 808 in 2013, a 52% reduction. The 2013 figure was the lowest ever for the department and represented a 26% reduction from the previous low of 1,088 in 2010. Injury leave costs were reduced from \$217,546 in 2012 to \$156,505 in 2013. Eight “Violence in the Workplace” refresher training classes were conducted for 658 employees. An emergency action plan was developed and implemented for employees who moved to the Beacon Building from 109 North Front Street in August and September.

HR’s Safety section installed seven automated external defibrillators and provided training on their use, continued training on safer work practices and conducted over 220 safety compliance audits. The HR section collaborated with the Department of Human Resources to facilitate more than 25 wellness classes to support citywide goals for healthier, active employees. The section also conducted Performance Standards Development training for 77 managers and supervisors to meet the department’s goal of having standards developed and/or updated for all AFSCME and CMAGE employees.

The Communications Section worked to increase the public’s knowledge of DPS efforts to improve and maintain the quality of life in neighborhoods. The team collaborated with the Department of Technology to make the department’s website conform to the new citywide design and structure. Communications continued administering education and outreach efforts for the residential recycling program and managed a contract with Murphy Epsilon Public Relations for facilitating speaking engagements, news releases, collateral material, videos, public service announcements and more. The section organized media events for Mayor Michael B. Coleman focusing on capital projects, rollout of the residential recycling program and the October dedication of the new Traffic Management and Snow Operations Command Center at 1881 East 25th Avenue.

The Communications team also participated in area commission, civic association, and Neighborhood Pride meetings and collaborated with ODOT on communicating road closures and updates about the Capital Crossroads downtown freeway project. The section continued to provide fact sheets for residents and the media on snow removal, pothole patching, resurfacing, yard waste, recycling, street sweeping and other services and used the department’s website and Facebook and Twitter social-media sites to inform residents, visitors and business owners about DPS projects, services and news. Communications conducted 11 public meetings to inform residents, schools, churches, business owners and mass-transit passengers about major capital projects.

Division of Design and Construction (DoDC)

The Division of Design and Construction completed and continued work on projects that improved road, bridges and bikeways and, in turn, the safety of motorists, pedestrians, bicyclists and the mobility impaired in Columbus.

The division completed plans for resurfacing 118 streets totaling 171 lane miles and building 3,360 Americans with Disabilities Act-compliant curb ramps (ADA), totaling \$26 million in design and

construction. Approximately \$1.7 million was invested in preventative maintenance for asphalt, concrete and brick streets. Another \$1 million was spent for planning and rehabilitating curbs citywide.

Work was completed on the following projects: Emerald Parkway Improvements - Tuttle Crossing to Rings Road; Joyce Avenue, Phase 1 - Hudson Street between Cleveland and Parkwood; Riverview Drive Improvements - Olentangy River Road to west terminus; 3rd Avenue Improvements - Edgehill Drive to Olentangy River Road; Franklinton sidewalks under railroad; Maryland-Denver Storm Sewer Improvements; Karl Road Reconstruction; Lincoln Theatre –Long Street; Warner Road; Twin Rivers Drive; Taylor Avenue; Innis Road Waterline; Urban Resurfacing SR-16 - Broad Street-Whitehall Township to Licking County line; North Broadway /High Street Bridge Rehab; North Broadway/Cooke Bridge Painting; Bikeway Improvements; Richards Road; Agler Road Street Lighting; Safford Union Storm and Water Improvements; Compost Facility Storm Improvements; Antares Avenue Phase 2; Preventative Surface Treatments-Concrete; Preventative Surface Treatments-Brick; ADA curb ramps Project 1 and 2; Bike Development Signage and Markings; Bike Developments Shelters; Pedestrian Sidewalk Improvement-Southgate and Ferris Sidewalks; E. 25th Ave. Storm Sewer Improvements; Arena West Brodbelt; Improvements of Nationwide Blvd.; Weisheimer Road Storm Sewer Improvements; Joyce Sidewalks - Denune to Agler; Noe-Bixby Road culvert south of Main Street; North Broadway Turn Lane; Bikeway Development Rich and Town Two-way Conversions; Town Street Curb Extension; Pizzuti Short North Utility Improvements; Sidewalks Project 1 - Shandley and Nelson; Sidewalks Project 2 - Grandview and Henderson; Roadway Improvements Neil Avenue; Bridge Rehab Annual Citywide; Traffic Signal Livingston -Wager; and Sign Upgrade Street/Freeway.

Construction projects that will continue into 2014 include: Alum Creek Drive, Phase B - SR-104 to Williams Road; Alum Creek - Phase 2B project near Rickenbacker; Bridge Rehabilitation - Ohio Center Way; American Addition Infrastructure; Columbus Traffic Signal System Phase B; Resurfacing 2013 Projects 2 and 3; Livingston Avenue; Olentangy Bikeway Bridge; Intersection Improvements - Holt/Alkire; and Citywide Bridge 2013.

Design of public-private partnership projects (3P) was completed for American Addition Phase 1, Columbus Coated Fabrics Phase 3B and Leveque Tower streetscape. Design continued on the following 3P projects: Hayden Run Boulevard Phase 2; Milo-Grogan and Columbus Coated Fabrics Phase 3A; Columbus Coated Fabrics Phase 3B; Morse Road – Preserve Phase 1; the Pizzuti/Short North; Nationwide Boulevard and John H. McConnell; Arena West/Nationwide Boulevard; Nationwide Boulevard – Front to Fourth; Third Avenue railroad bridge; Agler Road (KIPP School); Gay Street - Normandy to 6th Street; and the Schottenstein Site Development/Maloney Health Center.

The division completed design on the following projects: Two-way conversion of West Town Street and West Rich Street in Franklinton; Tech Center South; Two-way conversion and streetscaping of North Front Street and Marconi Boulevard; Weinland Park Community Mobility Plan Phase 1; Northwest Boulevard at Fifth Avenue and King Avenue; Neil Avenue, Stygler Road; East North Broadway under railroad west of I-71; Cooke Road under Conrail, Livingston Avenue – Fairwood to Champion; Twin Rivers Drive; Livingston Avenue and Wager Street traffic signal; Hague/Valleyview Shared-Use Path; Somersworth Drive bridge; Campus View Blvd. bridge; Joyce Avenue Phase 2; Taylor Avenue; and Town Street at Hawkes/Avondale curb extensions.

Design continued on the following projects: Hard Road Phase A – Sawmill Road to Smoky Row Road; Scioto Greenways; Joyce Avenue, Phase 3; Stelzer Road/James Road; Lazelle Road – High Street to Worthington-Galena; 18th Street – Livingston to Mooberry; Neil Avenue Traffic Signals between Goodale and 11th Avenue; James Road – Livingston to Main; Smoky Row widening and sidewalks – Hard Road to Plains Blvd.; and Lockbourne Road and Marion Road sidewalks.

Design started on the following projects: Alum Creek Drive – Frebis Avenue to Refugee Road; Gender Road and Refugee Road; Olentangy River Road Shared Use Path – Kinnear to Lane and Ackerman to North Broadway; Sinclair Road – Morse to Strimple; Georgesville Road and Holt Road; Moler Avenue – Lockbourne to Progress; Livingston Avenue – Woodcrest to Lattimer; McCutcheon Road – Sunbury to Oak Spring; Reed Road – Henderson to Bethel; Fifth Avenue – Riverside to McKinley; Dierker Road – Henderson to Bethel; Kenny – Upper Arlington/Columbus boundary to Francisco; Campus View – High Street to Huntington Park Drive; 4th and Summit streets Urban Paving; Parsons Avenue – Obetz to Dering; Whittier Street – Lockbourne to Fairwood; High Street and Rathmell Road; Bar Harbor/Brentnell sidewalks; Woodland Park sidewalks; Dexter Falls and Hayden Run traffic signal; Tussing Road and Highland Park traffic signal; Weinland Park Community Mobility Plan Phases 2 and 3; Sullivant Avenue Curb Extensions; Rich Street sidewalks; Godown Road sidewalks; Parsons Avenue – Livingston to Hosack; Hudson Street/Mock Road; and Hanford Village sidewalks.

DoDC continued working with ODOT to enable design and construction of ODOT’s Columbus Crossroads project to reconstruct I-70, I-71 and I-670 downtown. This collaboration is to ensure the City right-of-way infrastructure will be designed and constructed to increase safety, promote smooth flow of traffic, mitigate noise, protect businesses against loss of jobs, maintain historical integrity in neighborhoods that border the interstates and reconnect neighborhoods and downtown. DoDC held or attended meetings with external stakeholders, including COTA, Children’s Hospital, Neighborhood Advisory Group, Columbus State Community College, Columbus Downtown Development Corporation, Franklin County and Mid-Ohio Regional Planning Commission. DoDC staff spent several hundred hours providing design comments and plan review for various stages of plans for Phases 1 through 5.

DoDC continued work on the Columbus Traffic Signal System project, including the start of construction of Phase B, which will connect and upgrade 318 currently signalized intersections to a new traffic signal system and provide inter-jurisdictional communication and coordination of traffic signals with local agencies. Design started on Phase C, which will connect and upgrade 240 currently signalized intersections to the new traffic signal system.

The division completed plan reviews on 980 sets of plans for the divisions of Design and Construction, Water, Sewers and Drains, Power and Facilities Management plus ODOT, the Franklin County Engineer’s Office and other joint venture projects, with 90.3% compliance to timeframes for completion of reviews. A total of 254 capital-improvement project plan reviews, 309 right-of-way and utility plan reviews, 214 traffic signal and interconnect plan reviews, and 203 maintenance of traffic and traffic control plan reviews were completed equaling the 980 reviews. A total of 132 private development plans were reviewed, with 98.5% compliance to the One Stop Shop timeframes. A total of 203 permits from the Division of Planning and Operations were reviewed. Design review continued for ODOT’s North Central Outerbelt project at US-23 and I-270.

The Construction Section Private Development group finalized inspection on 35 private construction agreements totaling over \$6.7 million and 209 private construction improvements. The section completed 44 capital improvement projects and returned over \$1 million to the appropriate owner divisions to be used on additional capital projects.

DoDC staff hosted an installation technology course for multi-mode and single-mode optical local area networks with CTSS components. The training included employees from the City, Franklin County and ODOT.

Division of Mobility Options (DoMO)

The Division of Mobility Options continued planning and designing infrastructure improvements that support Mayor Coleman’s goal to make Columbus a more pedestrian, bicycle and multi-modal transportation-friendly city.

To increase the safety of pedestrians and schoolchildren, DoMO constructed 3.88 miles of sidewalks as part of the Operation SAFEWALKS program, capital improvement projects built an additional 13.82 miles and private developers built another 38.9 miles, totaling 56.6 miles of sidewalks constructed citywide. DoMO collaborated with DoDC to build 3,360 curb ramps, bringing the total number of ramps constructed since 1997 to 34,006. DoMO conducted five ADA training and refresher classes for contractors and engineers working with the City.

For a more bike friendly Columbus, DoMO installed 78 Share the Road signs, 12 bike route signs, 379 sharrows, 77 bike lane markings, 10 bike boulevard markings, 17 bike detector markings and 71 bike racks. DoMO managed implementation of 13 miles of bikeways, including construction of projects on the following streets: Short Street; Whittier Street; Second Street; Mound Street; Civic Center Drive; Ohio Avenue; King Avenue; Greenlawn Avenue; High Street; Front Street; Main Street; Hudson Street; Champion Avenue; Henderson Road; Liberty Street; Rich Street; Town Street; Roberts Road; Oakland Park Avenue; Dresden Street; Lauraland Drive; Lummisford Lane; Teteridge Road; and Twin Rivers Drive. Five intersections were improved for bicyclists' safety: King Avenue at the Olentangy Trail; US-33 at the Olentangy Trail; US 33 at Twin Rivers Drive; Livingston Avenue at the Alum Creek Trail; and US 33 at Petzinger Road near the Alum Creek Trail. The division installed new on-street bike parking corrals downtown and in the Short North, and new bike parking shelters with maps and repair stations downtown, in the Near East, in Fifth by Northwest, and Clintonville.

The Parking Violations Bureau (PVB) achieved a 93% parking ticket collection rate (92% in 2012). Parking Enforcement Officers identified and facilitated the impoundment of 449 scofflaw vehicles. PVB and the Division of Police issued 146,265 parking citations, with PVB employees accounting for 88% of parking ticket issuance, sending \$6,792,994 to the City's General Fund. Overall, PVB collected \$14,022,484 for the City's General Fund from all parking and impound lot activities. The bureau held 1,749 adjudication hearings, with 1,142 citations upheld and 607 dismissed.

DoMO replaced more than 3,000 parking meters with electronic smart meters that accept coins, credit cards and debit cards, with upgrading of all meters citywide scheduled for completion by March 31, 2014. The division performed parking studies and related work for adding eight residential permit parking districts plus removing 117 and adding 38 residential handicapped parking spaces.

Division of Planning and Operations (DoPO)

The Division of Planning and Operations continued its work maintaining and improving the City's 6,387 lane miles of streets plus bridges and alleys. The Planning Section completed 40 project scopes, incorporating scopes for sidewalk and bikeway projects into their workload for the first time. DoPO fixed 117,374 potholes, surface treated 36.37 lane miles of alleys, expanded snow and ice control efforts, swept 27,865 curb miles, mowed 10,010 swath miles of grass and collected 7,527 bags of litter.

DoPO improved pedestrian and traffic safety by completing the first year of process improvement plans for refreshing all pavement markings every five years and beginning the five-year signal maintenance plan to upgrade 186 signalized intersections recommended for refurbishing.

The Permits Section issued 11,599 right-of-way permits for excavation and occupancy on streets, sidewalks, curbs and driveways, a 14% increase over 2012. Permit fees totaled \$792,948.70 plus \$336,022.95 in deposited permits.

The Map Room assigned 5,316 new addresses and certified 18,550 addresses in the database. The group also updated the city's growth figures: 6,387 lane miles; 2,066 linear miles of streets; and 227.970 square miles within the corporate limits.

The Traffic Management Center (TMC) moved from downtown to the new facility at 1881 E. 25th Avenue; during the winter the TMC also serves as the Snow Operations Command Center. COMBAT software was upgraded to the Warrior Watch application on Street and Traffic Maintenance vehicles, and Garmin navigational units were installed on all Department of Public Service vehicles used for snow and ice control. The division continued membership in the Ohio Department of Transportation-led consortium for purchasing road salt. Salt for winter 2013-14 cost \$48.69 per ton as compared to \$63.34 in 2009 before the City joined the consortium.

Division of Refuse Collection (DoRC)

The Division of Refuse Collection maintained and expanded its essential mission of keeping Columbus' right-of-way clean and the city healthy. DoRC disposed of 286,942 tons of municipal solid waste, which represents a 2.16% decrease from 2012, including 18,293 tons of bulk items. Through recycling programs, 41,807 tons of recycling, 31,171 tons of yard waste, and 184 tons of household hazardous waste were diverted from the landfill.

The combined 73,161 ton total represented 20.32% of the city's residential waste stream diverted from the landfill. The first wave of the new residential recycling program, delivering blue recycling carts to single-family homes and dwellings with four or fewer units, was completed in January. Between April 2012 and January 2013, carts were delivered to 187,127 households. Between June 2012 and December 31, 2013, residents recycled 31,852 tons of material, saving the City \$1.76 million in trash disposal fees.

The division again collaborated with The Ohio State University to provide 16 free bulk trash drop-off locations in the campus area during the annual August student Move-out/Move-in period. Between July 29 and August 12, 2013, DoRC workers collected 1,958 tons of bulk items, 8% more than the 2012 Move-out/Move-in effort.

The division picked up and disposed 2,470 dead animals, and the Solid Waste Inspector supervised 16 community-service-worker cleanups (69 workers, 9.4 tons collected). City employees recycled 555.57 tons pounds of material in the workplace, a 26.29% increase over 2012. Construction finished on the LEED-certified Morse Road Refuse Collection Station, now housing vehicles under roof in a facility equipped for compressed natural gas.

Keep Columbus Beautiful (KCB) organized 376 litter cleanups, two graffiti projects and 63 beautification projects carried out by 10,610 volunteers. Employees conducted 87 presentations for 2,867 children and adults. KCB continued its partnership with Neighborhood Pride by coordinating 128 volunteers who worked 356 hours at nine cleanup events and collected 15,930 pounds of debris. KCB added 12 Adopt-an-Area groups, bringing the total to 152 groups. Adopt-an-Area groups agree to conduct at least two litter cleanups per year.

KCB applied for and received a \$10,000 Environmental Protection Agency grant from Keep America Beautiful and a \$5,250 United Way Neighborhood Partnership Grant. Funds were used to launch "Spruce Up Sullivant," a new community beautification project in the Sullivant Avenue corridor, and promote the "Three Words About Litter - PICK IT UP!" message campaign citywide and a pilot initiative in Franklinton.

KCB named Shelley Meyer, wife of OSU football coach Urban Meyer, to serve as Honorary Chair for KickButtColumbus, KCB's largest community-wide litter event. Volunteers picked up a record 170,000 cigarette butts from highway ramp sites. Mrs. Meyer also appeared in a 30-second public-service announcement along with Mayor Coleman for PICK IT UP!, which broadcasts regularly on CTV.

DEPARTMENT OF TECHNOLOGY
2013 ANNUAL REPORT

Department of Technology
2013 Annual Report to Columbus City Council

MISSION STATEMENT

The Department of Technology (DoT) will leverage technology to make Columbus the best-performing municipality in the Midwest. DoT supports the local government information infrastructure to promote the delivery of exceptional customer service, increased efficiency and the achievement of peak performance by:

- providing and sustaining uninterrupted, secure, and reliable information systems;
- developing and instituting information management policy, standards, and procedures; and
- ensuring digital equity to eliminate the digital divide that exists in city government and in our communities

DoT achieves this through the:

- maintenance of the city's information management systems;
- development and management of the city's network and broadband infrastructure;
- provision of citywide telephone support services (including cell phones and pagers);
- design and maintenance of the city's website (www.columbus.gov) and all other web assets;
- design and maintenance of the city's mobile app: MyColumbus;
- desktop computer support;
- operation of public, educational, and government access television channels; and
- support of the City of Columbus 311 Call Center

2014 Planned Activities – Mayoral Initiatives

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

Customer Service

E-Government: Continue to enhance the city's electronic communication to residents through new media platforms. In 2014, the Department of Technology will work with city departments to continue the redesign of Columbus.gov. This redesign optimizes the user experience and increases the city's reach to customers in a secure, effective, and efficient manner by implementing enhanced security and analytics. DoT will also work to increase the city's online presence through social media and mobile platforms. Through a collaborative effort with city departments, DoT will continue to strengthen communication and promotion of city services that are accessible online and through mobile devices. Additionally DoT will revamp CTV by providing an innovative studio for departments to communicate their message through public service announcements, rich programming and interviews.

CUBS (formerly known as WASIMS) Upgrade Banner Implementation: Complete project to upgrade the Public Utilities billing system (CUBS). The application will be upgraded to Customer Suite version 4.3, improving the application efficiency from an online and batch perspective. Decrease the overall software support costs, by keeping the application on currently supported levels. Reduce the risk of know security failures in the current production environment as well as address several known application issues with the current version

MyColumbus: In 2014, MyColumbus will continue to grow and expand, enhancing service offerings to include items such as: snow plow routing, parking meters, and bike share services. The application, intended to be the only mobile app for the City of Columbus, uses many integrated technologies, such as GPS for location services, RSS for City News Feeds, and has an entire social media center providing access to Twitter, Facebook, and YouTube. This is in line with Mayor Coleman's goal to position Columbus as a city of the 21st century.

PRISM: Complete the delivery of a new system to increase citywide utilization of certified small, minority and women owned businesses. Working with EBOCO, we will roll out the Prism software hosted by Early Morning Software. This application will replace the current BizTrak application. The new application will enable the City of Columbus to fulfill the requirements of Title 39, the City of Columbus affirmative action code.

SewerWeb: Complete project to migrate Public Utilities internal web applications to a new platform and re-write existing interfaces for SewerWeb and DPU Training applications. This project will eliminate known issues, duplicate functionality as well as provide enhancements to current functionality and new features to provide process efficiency.

Neighborhoods

MyNeighborhoods: My Neighborhood website and the mobile app will continue to be a focal point for delivering city information and services such as CIP data, Neighborhood Pride, Health Inspections, Parks, Police/Fire stations, and Schools. Future expansions include 311 Service Request mapping, snow clearing information and Parking Meter information.

OnLine Permitting: Continue upgrading the Accela “one-stop-shop” permitting center system. Upgrades will incorporate new tools and hardware that will integrate and build upon the city’s geographical information system (GIS), the city’s 311 system, and a common citywide telephone service system.

Mobile City Hall: In 2014, DoT will continue to work with Neighborhood Pride to evolve and contribute towards new technologies and solutions that will improve the overall experience and services offered by the city from the Mobile City Hall vehicle.

Safety

Upgrade Police Applications: Complete project to upgrade several Police Division applications to newer server platforms, which will improve service delivery and reduce costs.

Public Safety Technology Integration: Continue planning and begin the process of integration of the PoliceNet technology support within the Department of Technology. Begin the transition to an integrated authentication system between Public Safety and the rest of the City. This will eventually allow for a single email system between all City agencies, streamlined support processes, and reduced costs.

Safety Cameras: In 2014, the department will continue to work with Public Safety to develop plans for extending fiber connectivity to police precincts in Phase II of the Neighborhood Camera initiative.

Voice Mail Bridge: Work with Public Safety to bridge voicemail systems. Bridging the two systems together will allow seamless communications between Public Safety and other city agencies. We will also upgrade the Police HQ network with VOIP capable equipment, this will allow for a reduction in Telephony costs for the entire facility.

PCI Compliance -: Continue to work with the City of Columbus Departments to remove any stored credit card information within the city and have it processed by an external credit card processor keeping the City of Columbus data in full PCI compliance.

Economic Development

Citywide Network Connectivity Plan: Continue to develop, expand, and implement portions of a citywide connectivity plan that will outline the most efficient means to connect city facilities for data exchange and telephone voice traffic. This includes researching and implementing wireless fiber optic broadband network technology and integrating it with the overall city network, where practical. The department will use the information from this plan to determine the extent to which connectivity can be used as an incentive for economic development. An Additional 100 miles of fiber is currently under construction utilizing the partnership with Public Service City Traffic Signal System project (CTSS)

DPS Billing: For the Department of Public Service, we will implement the next release of the Billing application which tracks time spent on construction engineering projects and is being expanded to link projects, add new reports, etc.

Online Permitting: Continue to enhance the existing One-Stop-Shop web application to provide extensive content for both zoning and building searches in order to make it a more comprehensive one stop shop on information inquiry. Planned enhancements include the capability to browse live updated addresses, to toggle back and forth between building and zoning services, to provide zoning guidance, to pull up electronic documents, and provide links to external web sites.

Education

GetActive: Continue to develop the GetActive program initiated by the Mayor's Office and developed with input from the Columbus Health and Recreation and Parks Departments. Enhancements will continue into 2014 with the addition of features such as: Rec Center Classes/Events, Neighborhood Pride stats, COGO and the bike share program.

Peak Performance

Implementation of Lawson Payroll and Human Resources System (CHRIS): Complete phase one implementation of the new state-of-the-art Columbus Human Resource Information System (CHRIS).

Information Technology Disaster Recovery Planning and Data Center Upgrades: Work will continue on finalizing hardware and software configurations at the second data center. Work will also focus on developing and testing procedures to reconstitute mission-critical systems and applications in the event the citywide data center is unavailable. This effort also contributes to the city's overall pandemic and business continuity planning.

Citywide Computer Deployment: In 2012 and 2013, DoT kicked off another general fund computer replacement project that will continue in 2014. This project will improve the efficiencies of these agencies by replacing existing outdated and aged computer equipment with new hardware. This replaces approximately 800 systems with new energy efficient systems and related displays. This will improve both efficiency of the end users and will continue to improve the energy efficiency and consumption of electricity.

VOIP and Unified Communication: Continue to enhance the city's voice over internet protocol (VoIP) telephone system by implementing Unified Communications. Unified Communications offers a variety of benefits including: Voice and Unified Messaging – the ability to manage emails and voicemails from a single inbox; Jabber Client – PC based phone provides the flexibility to work from any location while still providing the same functionality as a desk phone; Mobility/Single Number Reach – single business number and voicemail regardless of device. Voice and video conferencing capabilities utilizing the VoIP infrastructure saves the city time and money while supporting the Mayor's Green Initiative; Voicemail to Email provides the option to answer voicemail from email or on a cellular device.

Graphical Information System (GIS) Initiative: Continue supporting the city departments to meet their business needs by delivering a logical enterprise based GIS repository and innovative integration solutions in an efficient and effective manner. DoT will also enhance the provision of GIS guidance, expertise, and oversight and will also coordinate the citywide GIS software purchase and maintenance. The GIS repository contains underlying geographic location information (e.g. street center lines, building and parcel locations) which is or will be utilized by many mission-critical applications such as the computer aided dispatch, 311 call center, the Accela "one-stop-shop" and MyColumbus

Mobility: Complete the implementation of the mobile dispatching system that will enable the Department of Public Utilities, meter services section, to optimize service order assignments, assign them to technicians in the field, and capture field information for immediate use. This is expected to produce efficiency and productivity gains, and make the Department of Public Utilities more responsive to customers. The mobile dispatching system will interface with the current work order system in use, known as CUBS, as well as the city GIS system. In 2014, DPU may expand the application to include additional work units and workflows.

iPacs: Continue to work with the Department of Public Utilities – Division of Sewerage and Drainage with the use of their recently deployed Pretreatment Information Management System (known as iPACS) and any improvement to processes and integration with other Department of Public Utilities Systems.

Work Order Management: Continue work with customers on an enterprise work order management system. This system will provide a platform to unify various workflows of the Recreation and Parks, Public Service and Finance and Management Departments. The purpose is to improve the ability to document and dispatch work orders, reducing lead times, improving quality, eliminating duplicative paperwork and collecting the data needed for continuous process improvement.

Business Intelligence: Implement the Enterprise Business Intelligence System (BI) for the Department of Public Service [311 Call Center] and the Department of Public Utilities. This software provides a more immediate response to the delivery of data analytics and reporting. This tool allows managers the ability to analyze data in many ways, giving them the ability to immediately respond to what is occurring and enable them to be proactive and make informed decisions in

their division and their customers. DoT will also work with other city departments to identify further opportunities for BI technology.

2013 Accomplishments

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

Customer Service

E-Government (government through electronic media): In 2013 the Department of Technology worked with City departments to redesign Columbus.gov. This redesign optimizes the user experience and increases the City's reach to our customers in a secure, effective and efficient manner by implementing enhanced security and analytics. The newly architected, citizen centered design provides consistent formatting of city websites and editing standards to improve the overall look and feel. We have also upgraded Ektron to release 8.6.

CUBS (formerly known as WASIMS) Upgrade Banner Implementation: The Archive/Purge project increased system performance and efficiency and reduced risk of loss of data and system downtime.

Cable Television & Media Services Accomplishments: CTV continued successful customer service providing many hours of original programming each month including all City Council meetings. All program schedules were posted on the City's web site and many events were webcast live and made available for VOD (video-on-demand) to the community.

MyColumbus: Since its initial launch, in July 2011, the official mobile application for the City of Columbus: **MyColumbus has reached over 15,000 downloads and is receiving a rating of 3.5 stars out of 5.** It incorporates several Mayoral initiatives such as 311, GetActive, GreenSpot, and MyNeighborhoods. It also has features such as a welcome video from Mayor Coleman, News and Alerts, access to city social media outlets and live stream from CTV. In 2013, additional data were added to the interactive maps as well as the addition of new walks. My Columbus also saw several improvements in performance and user interface.

311 Website Enhancement: Enhanced the 311 website to create a look that is consistent with the new city branding. The new website streamlines the process for submitting service requests and includes a user-friendly map which displays information on 311 service requests. It also includes a searchable knowledge base which allows customers to search for various topics relating to city services.

Neighborhoods

Capital Projects-Citizen View: Added a new module to the MyNeighborhood website which provides a map-based view to the city's capital projects along with specific information related each project.

My Neighborhood: My Neighborhood website continued to be a focal point for delivering city information and services such as CIP data, Neighborhood Pride, Health Inspections, Parks, Police/Fire stations, and Schools.

Mobile City Hall: In 2013, DoT partnered with the Mayor's Office, Neighborhood Pride, and Finance Fleet Management towards the delivery of the Mobile City Hall initiative.

Safety

Upgrade Police Applications: The Libra Migration project continued to make progress in 2013. This program is divided into 5 projects which include the Criminal History, Impound, Leads, Property Room, and Historical data mart modules. We have procured the next generation Unisys platform and nearly finished the migration of the old data modules to the new platform.

Public Safety Technology Integration: Migrated all known servers located in Police data centers to the centralized City data centers. Completed planning and began the process for integration of Police technology support with Department of Technology. Began the transition to a single authentication system between Public Safety and the rest of the City. This

will eventually allow for a single email system between all City agencies, streamlined support processes, and reduced costs.

Intelligent Workforce Management: DoT provided servers and a SQL Server 2008 database for the installation of Police's Time and Attendance System known as Orion's Agency Web IWM (Intelligent Workforce Management) which is currently in process and should be completed in 2014. This system is planned to replace a hardcopy manual system with this state of the art electronic application.

Economic Development

Citywide Network Connectivity Plan: Continued to refine the development of, and implement incremental portions of the Citywide Connectivity Plan. DoT has partnered with Traffic Engineering to purchase 85 miles of 144 strand fiber optic cable. Phase A of this project is completed, with Phase B designed and began construction in April of 2013. Phase B will add an additional 100 miles of Service for Phase C and D over the next 4 years as this project progresses. This project is a joint effort with Public Service that enhances the City's fiber footprint and continues the initiative of our Citywide Connectivity Plan. Fiber optic lateral builds to Hap Cremean Water Plant, Morse Road Transfer Station, Police Property Room, Fire Stations 7, 15 & 17 and a diverse fiber route from the City's redundant Data Centers have been completed.

WiFi: Wireless access has been implemented in various City facilities and will continue to be implemented in fiber connected facilities throughout the City. The wireless access provides filtered internet access for use by any wireless device within City facilities and secure employee network access through the wireless infrastructure. Outdoor wireless filtered internet access has been provided at the King Arts complex for citizen use.

One-Stop-Shop: Completed an enhancement to the existing One-Stop-Shop web application which provides extensive content for both zoning and building searches in order to make it a more comprehensive one stop shop on information inquiry. The enhancements include the capability to browse live updated addresses, toggle back and forth between building and zoning services, provide zoning guidance to pull up electronic documents and provide links to external web sites.

Education

GetActive: Continued to develop the GetActive program initiated by the Mayor's Office and developed with input from the Columbus Health and Recreation and Parks Departments. In 2013, the GetActive module of the MyColumbus mobile app reaped the benefits of several enhancement efforts such as the addition of Recreation and Parks data such as: league schedules and rain out postings, Community Centers/Fitness Facilities/Sports Complexes, Dog Parks, Golf Courses, Pools and Spray grounds, and many more.

Peak Performance

Implementation of Lawson Payroll and Human Resources System (CHRIS): The Department of Technology is partnering with the Auditor's Office and several other City Agencies on the implementation of a new state-of-the-art payroll and human resource system (CHRIS). Continued work on phase one of the new state-of-the-art Columbus human resource information system.

Citywide Computer Deployment: In 2012 and 2013, DoT kicked off another general fund computer replacement project that will continue in 2014. In 2013, the Department of Technology deployed a combination of over 1,000 workstations and laptops citywide for the continued effort of ensuring our end users remain at the highest level of productivity and their systems take advantage of greatest energy efficiencies and overall standardization.

Graphical Information System (GIS) Initiative: Continued to expand GIS capabilities with a focus on assisting city agencies in integrating geographical information from the GIS central repository. This repository contains underlying geographic location information (e.g. street center lines, building and parcel locations) which is utilized by many mission-critical applications such as the computer aided dispatch, 311 call center, the Accela "one-stop-shop" and CUBS. Enhanced 311 Mapping system and SSOCSO systems to incorporate new developments in Rich Internet Application development to take advantage of ArcGIS 10 upgrade features and updated and consolidated data from MORPC

centralized data initiative. Completed upgrade of ArcGIS 10. DPU went live with the Impervious Area viewer at the end of 2012. This application allows the DPU Call Center to use GIS to easily find information about the square footage of an impervious area and explain to customers how their charges are calculated when they call with questions about their bills.

Business Intelligence: Implemented the Enterprise Business Intelligence System (BI) for the Department of Public Service [311 Call Center]. This software provides a more immediate response to the delivery of data analytics and reporting. This tool allows managers the ability to analyze data in many ways, giving them the ability to immediately respond to what is occurring and enable them to be proactive and make informed decisions in their division and their customers. DoT continued working with the Department of Public Utilities to implement the BI technology.

IT Compliance and Security: In 2013, DoT developed remediation plan for attaining PCI compliance. In addition, we increased focus on security through reorganization. We also initiated quarterly vulnerability scanning and upgraded security gateway infrastructure (ISA to TMG).

CAD Implementation Support: Continued support for backup CAD 911 system.

Intelligent Communities: In 2014, for the second year in a row, Columbus was named one of the most intelligent (Top 7) communities in the world by the Intelligent Community Forum (ICF). DoT will continue to play a leadership role, as was done in the past, both strategically and tactically in continuing to build out the city's broadband infrastructure and ensuring that "the right information gets to the right people at the right time" through Columbus.gov, the city's mobile application, MyColumbus, and by supporting our internal customers. DoT continues to invest in, and acquire, the tools, required skills and capabilities to make the peak performance of city operations a sustainable success.

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**DEPARTMENT OF DEVELOPMENT
2013 ANNUAL REPORT**

2013 Department of Development Annual Report

Economic Development

In 2013, the Economic Development Division leveraged City resources to secure 22 new projects. Over the next few years, these projects will create 1,247 new jobs, retain 2,201 and generate \$3.8 million annually of new income tax and \$186 million of new private investment.

The Economic Development Division conducts the monitoring and compliance for the City's property tax incentives and coordinates the Columbus Tax Incentive Review Council (TIRC). One hundred and eleven (111) projects were reviewed in 2013 by the TIRC, including 51 Enterprise Zone and CRA agreements, 60 TIF districts, 3 pre 1994 and 16 residential CRA districts. For the projects beyond the scope of the TIRC, the Economic Development Division conducted monitoring and compliance activities for the City's 53 Job Growth and Downtown Office Incentives as well as 24 Job Creation Tax Credit Agreements. Together, this portfolio of projects represents over \$3.1 billion in real and personal property investment and 68,128 jobs created and or retained.

The Special Projects component of the Economic Development Division oversees the administration and coordination of the City's Brownfield Redevelopment Program. In 2013, Special Projects obtained a \$1 million Clean Ohio Revitalization grant in partnership with Annex at River South III, Ltd. to stimulate a \$20.9 million investment creating 26 new jobs. Special projects coordinated over \$18.5 million in grant funds which is making land available for projects to create approximately 1,600 jobs, over 1,000 residential units, and over one million square feet in mixed used development projects including the Atlas Building, B&T Metals, 3M, Columbus Coated Fabrics, Kimball-Midwest and the Timken site.

In 2013, more than \$13 million was spent on infrastructure improvements to support 23 economic development projects. The City's loans program's administered by CCDC and ECDI closed 15 loans leveraging over \$1 million in private investment and created over 25 new permanent jobs. In addition, the Economic Development Division closed 10 grants totaling \$29, 428.05 leveraging over \$350,000 in private investment.

Planning Division

The Planning Division completed and City Council adopted the Olentangy West Area Plan. The following plans were underway in 2013: Far North Plan, McKinley-Dublin Area Plan, North Linden Plan Amendment, Northland 1 Plan, University District Plan, and West Franklinton Plan.

The division continued implementation of the East Franklinton Plan, including rezoning the area to an urban mixed use district supportive of the plan's vision, coordinating departmental tasks, establishing and staffing the East Franklinton Review Board, meeting with potential developers and non-profit organizations, participating in the public art project for the Town and Rich gateways, and participating in the development of CMHA's RFQ for the Riverside-Bradley site.

Development casework managed by the Planning Division in 2013 totaled over 1,880 cases. Commission, board and panel agendas accounted for 840 of these cases and another 761 were staff approvals for the same review bodies. These include the Art Commission, Big Darby Accord Panel, Board of Commission Appeals, Downtown Commission, East Franklinton Review Board, Rocky Fork Accord Panel, University Area Review Board, and all five historic architectural review commissions.

Fourteen annexations and two boundary adjustments were processed for a net increase of 43 to the City's approximate 227 square miles.

Commercial overlays were adopted for Sullivant Avenue on the Hilltop. The public review process and Development Commission consideration for additional overlays in Northwest Columbus (Phase 2) was also completed.

The division completed and Council adopted a major zoning update to the Downtown District and establishment of new Design Guidelines for the Downtown Commission. Staff initiated an update to the commission's bylaws.

The division continued to participate with Public Service on the design of the 70/71 inner belt reconstruction project, participated as part of the team on the proposed Chicago-Columbus passenger rail project, and assisted with COTA's downtown circulator project.

The Historic Preservation Office was actively involved in Section 106 reviews.

A consultant completed a set of standards for green building materials for the historic districts, as well as an expanded "staff approvals" list. The final products were developed with the architectural review board chairs.

Coordination and project oversight continued by HPO relative to the Deardurff House historic rehabilitation project in Franklinton.

The North Bank Public Art project (Flowing Kiss) was installed, final designs were selected for the public art bicycle racks in city parks, staff moved forward the Scioto Lounge public art proposal, and staff worked with the Mayor's Office in developing the public art executive order.

Staff completed 120 mapping and data requests for internal and external customers. Staff also provided mapping support for the fall Bond Package.

The division, working with Finance and Power, completed the feasibility study for the reuse of the Municipal Light Plant.

The division partnered with Economic Development on implementation of the 2012 UIRF projects and the implementation of the revised UIRF program, including consensus building on program design, public engagement and program initiation.

The division continued to participate on the Franklin County Planning Commission, Columbus Neighborhood Design Center board, United Way Housing Impact Council, COTA's Cleveland Avenue BRT Stakeholder Group, and several local professional organizations (ULI, APA, etc.).

Code Enforcement Division

In 2013, Code Enforcement received 28,651 requests for service from the 311 call center. As a result, 18,396 Notices of Violation were issued.

The Weed Abatement Program mowed and cleaned 2,909 lots, where the owners failed to abate the nuisance after getting Notices of Violation from Code Officers. The labor and administrative costs were forwarded to the County Auditor to be added to the property taxes.

The solid waste inspectors responded to 1,913 service requests from the 311 call center. The EBA unit maintained 120 vacant lots for the Columbus Land Bank, and in addition helped with the NSP-1 And NSP-2 programs by boarding and cleaning properties.

Columbus Code Officers completed their annual inventory of vacant structures and identified 6238 vacant structures in the City of Columbus. The count in 2012 was 6284.

Code Enforcement participated in four Neighborhood Prides in 2013. Systematic inspections were conducted looking for exterior code violations. Friendly reminders were given to the residents outlining what code violations were present. Code Enforcement worked with the VAP team to identify worst of the worst structures.

In 2013, Code Enforcement filed 299 criminal complaints, and 397 civil complaints with the Environmental Court.

In 2013, the 2nd year of the Graffiti Removal Program, graffiti was removed from 392 private parcels.

Housing Division

A total of 73 homeowners were served in 2013 in rehabilitation efforts that will allow them to remain in their homes. Efforts included 29 new roofs, 22 remodels to allow a disabled member to remain in the home and 21 prioritized home repair projects that included Council sponsored efforts in the Hilltop and for Veterans.

Ten new projects were approved in 2013 for the Rental Rehabilitation Program which works with rental property owners to keep or put affordable rental units into productive use. Forty five new homeownership units were sold to buyers in 2013 including 5 funded with federal HOME funds, 36 with NSP dollars and 4 with City capital funds.

Leveraging federal NSP funds with state low income housing tax credit awards allowed 40 new affordable rental units to be constructed on the City's south side close to the new Maloney health center. Using federal HOME funds and City capital funds, 60 new permanent supportive housing units were completed. In addition, 142 existing units were provided with substantial upgrades to enable low income tenants coping with persistent mental illness to remain in those units.

Land Redevelopment Office

The Land Redevelopment Office operates the Columbus Land Bank, a program dedicated to acquiring, maintaining, and disposing of tax delinquent and other vacant and abandoned properties. Founded in 1994, the Columbus Land Bank Program acquires, maintains, and sells vacant property to improve Columbus neighborhoods. In 2013, the Land Bank sold a total of 148 parcels, the largest number in one

year. Most buyers were for-profit applicants, a sign that neighborhoods are recovering from the foreclosure crisis. The 148 parcels were sold for the following uses:

- 42 vacant lots sold for new single family homes;
- 71 single and two family structures sold for renovation;
- 29 vacant lots sold to adjacent property owners;
- One structure sold for renovations for commercial use;
- One vacant parcel sold as a permanent community garden;
- Four parcels combined into adjacent public parks and right-of-way.

For the second year in a row, Land Bank Program sold more parcels than acquired. The program acquired a total of 118 parcels.

The Land Redevelopment Office increased the number of vacant lots used for community gardens. A total of 55 Land Bank parcels were used as community gardens in 2013.

Vacant and Abandoned Housing Initiative (VAP) demolished a total of 187 structures or 249 units.

**PUBLIC UTILITIES DEPARTMENT
2013 ANNUAL REPORT**

Department of Public Utilities 2013 Annual Report

Director's Office

Significant developments to improve service and increase efficiency spanned all three divisions at the Department of Public Utilities (DPU) in 2013. Following a cost of service rate study and approvals from the Sewer and Water Advisory Board and Columbus City Council in 2012, a new rate structure went into effect in January 2013 reflecting a 4% increase for water, 1% increase for sanitary and unchanged stormwater rates, resulting in an average 2.2% increase to the average customer bill. The department continued outreach on the Low Income Discount Program, which provides a 20 percent discount to qualifying water and sewer ratepayers. Since its implementation in 2006 (the initial 15% discount was increased to 20% at the beginning of 2009) the program has remained popular, ending the year with 4,517 single family home participants and an additional 1,486 families in multi-unit housing for a total of 6,003.

The department is seeking to obtain third-party certification of its Environmental Management System (EMS) in 2014. It successfully completed targeted environmental compliance audits at its 10 facilities and an EMS audit in 2013. For the second year, the department conducted EMS awareness interviews of selected staff, the results of which show marked improvement in knowledge about DPU's environmental policy and EMS program. The department successfully rolled out EMS on-line training which notifies all staff of required training, allowing personnel to take assigned courses at times that fit their schedules. Southerly received four new air permits which will allow it to burn digester gas in its various boilers. These permits were incorporated into a modification of its Title V permit. The Jackson Pike Wastewater Treatment Facility received a modified Title V permit, and obtained favorable OEPA inspection reports for its Title V and National Pollutant Discharge Elimination System (NPDES) permit compliance in August 2013. The Dublin Road Water Plant received renewal of its NPDES permit.

The department continually updates its business practices to most efficiently deliver excellent services at affordable rates. To help accomplish this, the department continues to implement Asset Management (AM) practices, a data-driven approach that leverages 21st century technology to make better decisions. Implementation of the AM model at DPU is producing exceptional results, helping to reduce the size of future rate increases. Developments included the in-depth re-evaluation of all major capital projects. Of particular note in 2013 is work that is expected to reduce the short-term investment to rehabilitate four sludge incinerators by up to \$10 million, and reduce long-term capital spending by up to \$30 million by improving operations and taking advantage of growth in the beneficial sludge reuse market. Maintenance practices at DPU's asset-intensive facilities advanced significantly, including the increase of leading-edge technology such as ultrasound, infrared thermography, and vibration analysis to detect defects. Detailed review and update of several major asset systems' preventive maintenance plans in 2013 led to more efficient plans that reduce maintenance costs by approximately \$35,000 per year. Wastewater treatment plant operations were further optimized, resulting in over \$329,000 in annual savings. Energy-efficient lighting conversions took place, and DOSD treatment facilities are processing more sludge as the result of optimization efforts. Doing so reduces the amount of solids requiring incineration, increases the generation of biogas, and creates more opportunities to beneficially reuse sludge, leading to significant financial and environmental benefits.

Utilization of proven advances in technology also plays a key role in improving efficiency. In 2013 the department implemented a new information management system for the Industrial Wastewater Pretreatment Group. These personnel monitor discharges from permitted industries into sanitary sewers, and the new system helps manage tracking and sampling schedules involving the roughly 850 customers monitored by the group. Significant upgrades to the "Sewer Web" Intranet – utilized not only by DOSD but HR, Operations, Training and other sections of the department – eliminated more than 50 issues and enhanced usability.

The Communications Office continued to coordinate information requests from the media and public, distribute news releases, brochures and customer bill inserts regarding water quality and conservation, prevention of water pollution and other notifications required by the Ohio EPA. The department's Web site remained responsive to the needs of ratepayers and companies that do business with the city by updating existing material and posting new content including consumer alerts and seasonal topics. Many of these topics and other timely information were also shared via social media through the department's Facebook page and Twitter account, both of which saw growth in followers during the year.

GreenSpot, announced by Mayor Coleman during his 2008 State of the City address, saw growth with a total of 6,915 homes, businesses and community groups enrolled by the end of 2013, each committing to behaviors promoting responsible stewardship of the environment. 831 households received rain barrels through the GreenSpot Backyard Conservation cost share program.

Division of Water

Division of Water staff ensures 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.

In 2013, the division was recognized by the Association of Metropolitan Water Agencies as a Platinum Award recipient for excellence in planning, operations, maintenance and sustainability. For the year, 50.2 billion gallons of potable water, in compliance with all applicable quality standards, was delivered to customers in the Columbus metropolitan area. With an estimated service area population of 1,146,169, the average per-capita consumption was 120 gallons per day. The total average daily water pumpage was 137.6 million gallons.

Construction was completed and the division began to fill the city's first upground reservoir with water from the newly constructed raw water pump station and pipeline, located off the Scioto River north of the O'Shaughnessy Dam. This 850 acre, 9 billion gallon reservoir will produce additional safe yield water supply as recommended in the Water Beyond 2000 study for the Dublin Road Water Plant. Total construction cost was \$123 million.

Construction was initiated and progressed on Contracts 1, 2 and 3 for Dublin Road Water Plant Capacity Increase project. The plant improvements being constructed will provide for new processes to meet water quality regulations, future capacity demands and plant reliability. Construction will continue through 2017 and the total cost for all contracts is estimated at \$200 million.

Construction was completed on an additional well site for the South Wellfield and a raw waterline to transfer water from the new well to the Parsons Avenue Water Plant. Following the recommendations of the Water Beyond 2000 study, this project is progressing toward the development of additional supplies of high quality water to the Parsons Avenue Water Plant. Construction continued for treatment improvements to the Hap Cremean Water Plant; the \$68 million improvements will allow the treatment plant to meet new Ohio EPA Water Quality Regulations of the Safe Drinking Water Act.

Completed in 2013 were the Dublin Road Water Plant Low Service Pump Replacement Phase 1, the Parsons Avenue Water Plant Roof Restoration, Energy Efficient Lighting Upgrades at multiple water facilities and the Hap Cremean Water Plant Automation Upgrade. Improvements under design in 2013 included the Parsons Avenue Treatment Upgrade, the Watershed Roadway Improvements project, the Alum Creek Pump Station Improvements and the Hoover Erosion Control project.

The Pitometer Water Waste Survey located 60 breaks in the water distribution system while investigating 1,642 miles of pipeline. The repair of these breaks has reduced our underground leakage by 2.02 million

gallons per day. The Main Line Repair Crews repaired a total of 762 main-line breaks, 767 service leaks and repaired or replaced 1,004 damaged hydrants along the 3,519 miles of pipe in the system. An additional 240 service leaks and 140 hydrants were repaired through agreements with qualified local contractors.

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 36,165 backflow prevention devices now listed in our database. 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 \$183,627,946 in revenue and expended \$171,961,720.

Excellent customer service remained a top priority in 2013. Customer Service Representatives answered 452,196 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	280,094
Sewer	271,393
Stormwater	197,410
Power	12,202

Meter reading, inspections and repair also continued to provide excellent customer service by reading all water, power and sewer meters for billing, completing 120,616 service calls – including the installation of 7,038 radio-read water meters, which will improve efficiency – and 2,030 large/commercial water meter tests.

Division of Power

Due to favorable power market conditions, the Division of Power again requested proposals for wholesale power supply in 2013. As a result, an existing agreement with our supplier has been extended, securing our power sources through November, 2019. Division crews oversaw a network of electrical substations and transmission lines distributing power to 12,202 customers, in addition to maintaining city streetlights. The O'Shaughnessy hydroelectric unit is also maintained by this division, and saw improved operation during the year to produce an output of approximately 8,775,000 kilowatt-hours of electricity.

Safer neighborhoods through modern, efficient street and alley lighting remained a primary mission. In all, 286 new streetlights – including 31 new LED lights – were added in 2013, bringing the total streetlight count to 52,226 citywide, while completing projects that improved the distribution system's infrastructure. The staff also maintains 4,081 lights along interstate highways under contract with the Ohio Department of Transportation. The streetlight engineering section also completed repairs and upgrades on 32 outage-prone circuits, greatly improving reliability.

The section's engineering group was responsible for overseeing and coordinating the installation of many projects throughout the year including budgeting as well as design, installation, and inspection of projects that impacted the electrical system. Key to improving future reliability in the downtown area was the design and construction bid for a new Dublin Avenue Substation control and switchgear building. This group also reviewed many projects as part of the One Stop Shop process while adding 204 new customer accounts, supplying new and upgraded services to projects such as: the Southside Health Center, CMHA's Franklin Station, the City of Columbus Print Shop, and Mo's Southern Grill. Electric service

was also provided to 11 festivals. In all, 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 2013 totaled \$88,244,376 while expenditures totaled \$82,301,268.

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.

Implementation of the Wet Weather Management Plan (WWMP), submitted in 2005 and approved by the Ohio EPA in 2008, remained a top priority. The 40-year plan is designed to address the wet weather issues in the sanitary and combined sewer systems and comply with two consent orders with the State of Ohio to stop sewer overflows into local waterways. Some elements of the WWMP, including upgrades to the Jackson Pike and Southerly wastewater treatment plants, have been implemented while others are moving forward. The largest individual project is the Olentangy Scioto Interceptor Sewer Augmentation and Relief Sewer (OARS). This 20-foot diameter, 190 foot deep, nearly 4.5 mile long sewer tunnel project will reduce negative impacts on the Scioto River caused by combined sewer overflows by intercepting high wet weather combined sewage flows from the downtown area and conveying them to the treatment plant. Construction on the \$265 million OARS Phase 1 and the \$77 million Phase 2 continued; additional work to reduce overflows from the combined system included the First Avenue (completed in 2013) and the Cherry Street/Fourth Street and Town Street/Fourth Street (completion in 2014) inflow redirection projects.

Two pilot projects aimed at reducing the sanitary overflow element of the WWMP were launched in 2013, the Clintonville and Barthman/Parsons neighborhoods associated with Blueprint Columbus. Blueprint seeks to not only address sanitary overflows through reduction of inflow and infiltration (I/I, rainwater which leaks into the sanitary system through cracks and causes overflows), but also provide an element of stormwater control and filtration through green infrastructure. I/I reduction in the pilot areas is being addressed through maintaining and improving city-maintained sanitary lines as well as lining or replacing privately-owned sewer laterals. Preliminary design in the next pilot neighborhood, in Linden, was initiated in late 2013. The results from these pilot areas will be presented to Ohio EPA in September, 2015 to determine whether Blueprint can be utilized to replace two major tunnel projects currently slated in future years of the WWMP.

Sewer lining and rehabilitation is utilized throughout the system where possible as a way to reduce I/I without the cost or disruption of excavating to replace the entire pipe. Besides the Clintonville Blueprint pilot, sewer lining occurred in the Livingston/James I/I area and the Ohio State University campus area. Additional sewer sections identified by our Sewer Maintenance Operations Center crews for rehabilitation were also lined. Large diameter sewers, ranging in size from three to ten feet in diameter, serve the largest portions of our population. To date, three sewers have been studied and evaluated for structural condition and accumulation of debris while another is in the early stages of the assessment process. Two phases in the rehabilitation of the Alum Creek Trunk Sewer (Middle) are set to bid in 2014; requests for proposals for the Big Walnut Trunk, Big Walnut Outfall and Rocky Fork Subtrunk assessment were received in late 2013 and work will begin in mid-2014.

As required by consent order with the State of Ohio, the Fifth Avenue Dam was removed in the fall of 2012 and construction of the river channel and overbank areas was completed in late 2013. Work to be completed spring 2014 includes establishing vegetative cover and restoring access/staging areas. The project limits extend from the Fifth Avenue bridge upstream to the Lane Avenue bridge.

The Project Dry Basement sewer backup prevention program continued to progress during its ninth full year with 14 new backflow valves installed, and a total of 739 valves had been installed since the program's inception in 2004. This program, along with the division's preventative maintenance program, has demonstrated success in reducing the occurrences of basement sewer backups.

Columbus' sewer line inventory was estimated at 4,500 miles of sanitary, storm and combined sewers.

Flows treated at the two wastewater treatment plants resulted in a combined average of 174.01 million gallons per day; precipitation for the year totaled 40.87".

The Sanitary Enterprise Fund collected \$238,785,659 in revenue and expended \$227,751,403. The Stormwater Enterprise Fund collected \$36,822,650 in revenue and expended \$35,880,376.

**THE TRUSTEES OF THE SINKING FUND
2013 ANNUAL REPORT**

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

The City Council of Columbus
Columbus, Ohio

Submitted herewith is the Report of the Trustees of the Sinking Fund of the City of Columbus, Ohio, for the year ended December 31, 2013. This report includes all debt transactions under our jurisdiction undertaken by the City during 2013. The entries contained within this report have been found to be in balance with the accounts of the City Auditor.

Sincerely,

Mark J. Howard
President

OFFICERS AND STAFF

		TERM EXPIRES
President	Mark J. Howard	January 31, 2017
Vice President	Craig E. Babbert	January 31, 2014
Trustee	Stanley A. Uchida	January 31, 2016
Trustee	Jackie R. Winchester	January 31, 2015
Executive Secretary	David J. Irwin	

Debt service on General Obligation indebtedness issued prior to July 1, 1983 is payable at the Office of the City Treasurer of the City of Columbus, Ohio, exclusively. The Office of the Trustees of the Sinking Fund is the paying agent for these issues. General Obligation indebtedness issued after June 30, 1983, is in book entry or (BEO) form. All book entry only issues are serviced by the Office of the Trustees of the Sinking Fund, the paying and transfer agent. All Revenue and Non-Enterprise Revenue issues, and all refunded issues are serviced through the office of the City Auditor.

The addresses are shown below.

City Treasurer
Room 111 City Hall
Columbus, Ohio 43215

City Auditor
Room 109 City Hall
Columbus, Ohio 43215

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

STATEMENT OF TOTAL DEBT
December 31, 2013

GENERAL OBLIGATION DEBT

GENERAL CITY BONDS AND NOTES

<u>Rate %</u>	<u>Amount</u>
Bonds	
various	\$ 2,340,595,000
Notes	
2.000	19,800,000
Total	\$ 2,360,395,000

ASSESSMENT BONDS

<u>Rate %</u>	<u>Amount</u>
Bonds	
2.750 to 4.900	\$ 1,515,401

TOTAL GENERAL OBLIGATION DEBT

General	\$ 2,360,395,000
Assessment	1,515,401
Total	\$ 2,361,910,401

Net Sinking Fund

Assets	19,569
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NET GENERAL

OBLIGATION DEBT	\$ 2,361,890,832
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OTHER DEBT (Not Sinking Fund Jurisdiction)

REVENUE DEBT (Administrator-City Auditor)

	<u>Amount</u>
Sewer-fixed	\$ 390,000,000
Sewer-variable	51,855,000
Total	\$ 441,855,000

BONDS, NOTES & LOANS ISSUED AND RETIRED DURING 2013

	<u>General Obligation</u>	<u>Assessment</u>	<u>Revenue</u>	<u>Total</u>
ISSUED				
Bonds	\$ 686,770,000		\$	686,770,000
Notes	19,800,000			19,800,000
Loans				0
	<u>\$ 706,570,000</u>	<u>0</u>	<u>0</u>	<u>\$ 706,570,000</u>
RETIRED				
Bonds	\$ 614,830,000	397,231	\$	615,227,231
Notes	22,350,000			22,350,000
Loans*	<u>14,546,283</u>			<u>14,546,283</u>
	<u>\$ 651,726,283</u>	<u>\$ 397,231</u>	<u>\$ 0</u>	<u>\$ 652,123,514</u>
Increase/ (Decrease) in debt	<u>\$ 54,843,717</u>	<u>\$ (397,231)</u>	<u>\$ 0</u>	<u>\$ 54,446,486</u>

Total Debt December 31, 2012	\$	2,749,318,915
Issued 2013		706,570,000
Retired 2013*		<u>652,123,514</u>
Total Debt December 31, 2013	\$	<u>2,803,765,401</u>

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

* The loans retired figure reflects the removal of OPWC and SIB loans from this report, as previously noted on page two.

STATEMENT OF CHANGES IN FUND BALANCES
Year Ended December 31, 2013

	<u>General City</u>	<u>Assessment</u>	<u>Trust Funds</u>	<u>Total</u>
Balance Jan 01	\$ 1,071,649.41	\$ 45,811.87	\$ 530,812.37	\$ 1,648,273.65
Receipts	<u>728,654,490.52</u>	<u>477,389.66</u>	<u>2,186.07</u>	<u>729,134,066.25</u>
	\$ 729,726,139.93	\$ 523,201.53	\$ 532,998.44	\$ 730,782,339.90
Disbursements	<u>728,696,223.88</u>	<u>490,117.17</u>	<u>0.00</u>	<u>729,186,341.05</u>
Balance Dec 31	<u>\$ 1,029,916.05</u>	<u>\$ 33,084.36</u>	<u>\$ 532,998.44</u>	<u>\$ 1,595,998.85</u>
Encumbered	\$ 1,029,916.05	\$ 128.12	\$ 532,998.44	\$ 1,563,042.61
Unencumbered	<u>0.00</u>	<u>32,956.24</u>	<u>0.00</u>	<u>32,956.24</u>
	\$ 1,029,916.05	\$ 33,084.36	\$ 532,998.44	\$ 1,595,998.85

STATEMENT OF RECEIPTS AND DISBURSEMENTS
Year Ended December 31, 2013

	<u>General City</u>	<u>Assessment Fund</u>	<u>Trust Funds</u>	<u>Total</u>
RECEIPTS				
Assessment				
Taxes Collected	\$		\$	0.00
Note Principal				0.00
Note Interest				0.00
General Obligation				
Note Debt Service				
Note Principal	22,350,000.00			22,350,000.00
Note Interest	329,662.50			329,662.50
General Obligation				
Bond Debt Service				
Fixed Rate	329,893,935.29			329,893,935.29
Division of Electricity				
Bond Debt Service				
Fixed Rate	8,074,861.24			8,074,861.24
Division of Water				
Bond Debt Service				
Fixed Rate	245,071,709.82			245,071,709.82
Division of Sewers				
Bond Debt Service				
Fixed Rate	119,285,949.76			119,285,949.76
Variable Rate	4,048,304.78			4,048,304.78
Investment Interest	7,095.28		2,186.07	9,281.35
Misc Revenue	57,634.00			57,634.00
Total Receipts	\$ 729,119,152.67	\$ 0.00	\$ 2,186.07	\$ 729,121,338.74

STATEMENT OF RECEIPTS AND DISBURSEMENTS
Year Ended December 31, 2013 (Continued)

	<u>General City</u>	<u>Assessment Fund</u>	<u>Trust Funds</u>	<u>Total</u>
DISBURSEMENTS				
General Obligation				
Bonds Redeemed				
Limited Tax	\$ 89,426,500.00		\$	\$ 89,426,500.00
Unlimited Tax	189,523,459.29			189,523,459.29
Division of Electricity				
Bonds Redeemed				
Limited Tax	370,000.00			370,000.00
Unlimited Tax	6,490,600.00			6,490,600.00
Assessment	273,075.00			273,075.00
Division of Water				
Bonds Redeemed				
Limited Tax	3,103,500.00			3,103,500.00
Unlimited Tax	214,859,403.57			214,859,403.57
Division of Sewers				
Bonds Redeemed				
Limited Tax	2,600,000.00			2,600,000.00
Unlimited Tax	108,456,537.14			108,456,537.14
Assessment	124,156.00			124,156.00
G.O. Bond Interest				
Fixed Rate	91,099,225.11			91,099,225.11
Variable Rate	48,304.78			48,304.78
General Obligation Notes				
Note Principal	22,350,000.00			22,350,000.00
Note Interest	329,662.50			329,662.50
Administrative Expenses				
Personal Services	117,886.88			117,886.88
Materials & Supplies	82.66			82.66
Contractual Services	1,085.62			1,085.62
Capital Outlay	134.99			134.99
Total Disbursements	\$ 729,173,613.54	\$ 0.00	\$ 0.00	\$ 729,173,613.54
 Total Receipts Over/ (Under) Disbursements	 \$ (54,460.87)	 \$ 0.00	 \$ 2,186.07	 \$ (52,274.80)

**FRANKLIN COUNTY MUNICIPAL COURT CLERK
2013 ANNUAL REPORT**

**FRANKLIN COUNTY MUNICIPAL COURT
Columbus, Ohio**

**NINETY-EIGHTH
ANNUAL REPORT
2013**

Letter from Clerk Lori M. Tyack

Welcome to the Ninety-Eighth Annual Report of the Franklin County Municipal Court and Clerk's Office. As Clerk, my commitment is to re-engineer and apply new competences, continue to find new ways to improve operations and cultivate cooperation with other government agencies and the community.

The Franklin County Municipal Court Clerk's Office serves as the bridge for Municipal, County and State initiatives. The Clerk's Office provided continuous assistance to Crime Stoppers, on-site support during the Vice Operation of the Columbus Division of Police and Operation Shield 3, a collaborative effort between the Ohio Highway Patrol, the Franklin County Sheriff's Office and the Columbus Division of Police. One of our collaborative efforts was recognized by the Ohio Supreme Court in an online story entitled "Municipal Court Clerk Assists with Game Day Enforcement."

Additionally, the Clerk's Office provided imaging services to the Franklin County Municipal Probation Department allowing the entire department to become paperless. Other collaborative efforts include participating on the Franklin County E-Governance Board, the Franklin County Criminal Justice Planning Board, Task Force for Funding of Ohio Courts, and the Traffic Rules Committee of the Ohio Supreme Court. The Ohio Traffic Records Coordinating Committee will be conducting a pilot for a statewide E-citation Program in Franklin and Clermont County, beginning in May of 2014. The Clerk's Office is pleased to have been invited to participate in this initiative.

The Clerk's Office annual audit for 2013 performed by Plante & Moran, PLLC, had a result of "zero infractions" with our financial record keeping and internal controls. New fraud protections have been implemented including the purchase of specialized checks for bond/bail refunds for improved security for all Clerk's Office checking accounts.

In May of 2013, two representatives from the National Center for State Courts (NCSC) and the Bureau of Identification and Investigation (BCI&I) visited the Clerk's Office to view the process of capturing digital fingerprints of those defendants charged with reportable misdemeanors. Based

on the success of our program, NCSC and BCI&I are modeling a statewide fingerprint capturing initiative for other Clerk's Offices.

One of the strategic priorities for 2014 will be to create and implement an office-wide electronic filing system. This initiative will begin with Environmental Civil case files and will be slowly expanded to cover all civil case files by year's end.

Thank you for taking the time to review our 2013 Annual Report.

Administration Division

The Administrative Division of the Clerk's Office is comprised of the Office of the Clerk, Chief Deputy Clerk, Director of Public Relations, Fiscal Administrator, Payroll, and Human Resources/Strategic Planning which includes education and training. 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 created and implemented within the Division. It conducts all public relations and internal communications for the Clerk's Office. Accomplishments for the Administration Division in 2013 are as follows:

- Worked with the Court to assume assigned case file responsibilities
- Formed an electronic filing task force
- Established a new awards and recognitions program
- Continued to enhance professional development opportunities for leadership team members
- Two (2) Deputy Clerks have been accepted into The National Center for State Courts' Institute for Court Management through the Supreme Court of Ohio

Participated in Community Outreach Programs

- St. Vincent Family Center Toy Drive
- Sponsored a Book Fair to benefit the Combined Charitable Campaign
- Collected food for the Mid-Ohio Food Bank and supported Operation Feed
- Facilitated Three (3) Red Cross Blood Drives
- Provided career path tours and internships for local high school and college students

Office of Information Services Division

IT Mission Statement

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 to the Court's investment in

technology, and providing training to staff on the proper use of software programs and equipment. Accomplishments for OIS in 2013 are as follows:

- Upgraded all Desktop (Virtual) Machines to Version 5
- Upgraded Firewalls to increase data security
- Performed Microsoft Office 2013 upgrades for 400+ Clerk/Court users
- Relocated Database to new storage SAN for better performance
- Built a real-time training computer lab
- Upgraded the Integrated Document Imaging Solution to OnBase
- Redesigned Imaging Batch Scan Workflow to integrate with CourtView
- Provided Hyland OnBase System Administrator training to an OIS Deputy Clerk resulting in two certified OIS staff members
- OnBase Certified System Administrator and OnBase Certified Workflow Administrator

Quality Control Division

The Quality Control Division is responsible for minimizing erroneous data through a system of real time process monitoring, audit reporting and Total Quality Management Strategies. Through business process improvement and change control programs, the Quality Control team has elevated efforts toward reengineering business processes and is better positioned to identify and leverage new technologies. As a result, the Quality Control Division has been able to improve the services that the Franklin County Municipal Court Clerk's Office provides to both its internal and external customers while saving taxpayer dollars through helping to make the Office more efficient. Accomplishments for Quality Control in 2013 are as follows:

- Lead External Audit conducted by Auditing Firm, Plante & Moran, PLLC, zero infractions
- Completed Feasibility Study for Clerk's Office and other external stakeholders
- All Quality Control staff completed a variety of Fred Pryor, Supreme Court Seminars and Citywide Training
- Partnered with Director of the Franklin County Law Library to review and analyze the disbursement process

Civil Division

The Civil Division is responsible for accepting, filing, issuing service, docketing, processing and maintaining records for Civil cases. Civil cases include: contract disputes; personal injury; property damage; evictions; small claims; certificate of judgment transfers; foreclosures; declaratory judgments; housing and safety code issues. Accomplishments for the Civil Division in 2013 are as follows:

- Assumed responsibility for the Court's assigned Civil case files
- Revised the Comprehensive Contingency Plan for the Civil Division
- Cross-trained with BVM Clerks on BMV issues
- Completed a comprehensive review of Certified Mail procedures and improved procedures for better tracking

Collection Division

The Collection Division oversees and coordinates the collection of debts owed to the Court, the City of Columbus, Franklin County and the State of Ohio. In 2013 the Clerk's Office contracted with three (3)

outside Collection agencies for the purpose of recovering those funds. 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 2013 are as follows:

- Collected \$963,861.62
- Continued generating past due notices in-house for payable tickets
- Bond money forfeited by the Court for 2013 - \$59,747.00
- Bond Forfeiture Judgments paid for 2013 - \$8,041.38
- Managed billings and compliance for seventeen (17) active bond companies and over one hundred (100) surety agents

Criminal/Traffic Division

The Criminal Traffic Division processes and maintains Criminal, Traffic, and Environmental cases. The Criminal/Traffic Division provides a multitude of services to the general public, law enforcement, and the Court. This Division plays an integral role in the promotion of public safety by providing support twenty-four (24) hours per day to law enforcement agencies throughout the County. The Criminal/Traffic Division is also responsible for collection and disbursement of bail/bond monies for defendants who are in custody. This process includes providing documentation to the Franklin County Sheriff's Office so that defendants may be released from custody. The Criminal/Traffic Division is responsible for electronically reporting several types of traffic violations to the Ohio Bureau of Motor Vehicles (BMV). The Division also processes applications for the expungement of case records, as well as maintaining and securing records which have been ordered by the Court to be sealed. Other examples of service include administering oaths, accepting criminal and traffic charges, filing motions, filing search warrants, providing information about court cases, dispositions, future court dates, as well as assisting in the courtroom. Accomplishments for Criminal/Traffic in 2013 are as follows:

- Successful migration of all Criminal/Traffic Assignment files
- Implemented Six (6) new Deputy Clerk positions and One (1) Controller position for the Assigned File Group
- Implemented Remote Clerking at Jackson Pike Jail
- Electronic filing of all Bindovers and Expungements with Common Pleas Clerk of Courts
- Recognized by the Ohio Supreme Court for support services provided during the STOP Program
- Operation Shield 3 – Provided off-site support to multiple law enforcement agencies for 48 straight hours for program held at Jackson Pike Jail
- Vice Operation – provided off-site support to Columbus Division of Police for two-day program
- Coordinated staff swaps with Ohio Bureau of Motor Vehicles
- Worked in conjunction with Court to create new Expungement Forms; New Firearms Expungements Packet

Courtroom Services Group

The Courtroom Service Group (“CSG”) is a select group of highly skilled Deputy Clerks in the Criminal/Traffic Division responsible for the daily processing and updating of all cases on the Criminal/Traffic dockets. A CSG Deputy Clerk is assigned to each of the Fifteen (15) Judges as well as the Arraignment courtrooms (4C, 4D, 1A, 1B, 15C). On a daily basis, CSG Deputy Clerks docket subpoenas and motions, process unpaid fines and costs, enter sentencing information, issue warrants, process continuances, enter limited driving privileges, add Temporary Protection Orders, update bond information,

and update all entries on CourtView. Additionally, CSG Deputy Clerks are responsible for routing files to the Assignment Office, Probation Department, Accounting/Finance Department, Expungement Department, Prosecutor's Office, and to the Vehicle Immobilization Coordinator. They also time stamp, docket, pull 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 the Court personnel and the Clerk's Office. After court, CSG Deputy Clerks provide assistance to other Divisions of the Clerk's Office. In 2013 the Courtroom Services Group accomplished the following:

- Developed a new Work Release violation procedure for after hours in cooperation with the Probation Department
- Participated in various Operation Shield events involving other agencies
- Continued to work on dismissing old cases for the Prosecutor's Office

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.

Cases filed in 2013: 3213
Total number of authorizations in 2013: 3342

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 2013: 244

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 2013: 45

EPAY Online Payment Service

E-pay is an online payment convenience that is offered by the Clerk's Office for payments of payable citations, and also payment of fines and costs incurred once adjudicated. There were a total of 38,256 cases paid, collecting \$6,404,660.00 in 2013.

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 2013 are as follows:

- Purchased new check stock with increased fraud securities. In addition with the Huntington Positive Pay fraud protection, there have been a total of \$61,915.10, in prevented frauds for 2013.

- Added Rent Escrow to the electronic check file that includes Civil, Criminal, and Trust that is sent to Huntington. This aides in the Positive Pay fraud prevention.
- Processed a total of \$14,338,090.44 in Garnishments for 2013.
- Maintained the copy debit card collection and disbursement for the courtroom floor copiers
- Employees participated in the offsite BMV Training in September/October.
- Third year running with zero infractions on the annual audit, performed by Plante & Moran, PLLC

Traffic Violations Bureau

The Traffic Violations Bureau manages all complaints issued by the following jurisdictions within Franklin County: Columbus Division of Police, Ohio State Highway Patrol, Franklin County Sheriff, Ohio State University Police, Port Columbus Police, Eight (8) Townships, and Twenty-one (21) Municipal law enforcement agencies. Our Office has jurisdiction in Three (3) Counties; Franklin, Delaware, and Fairfield.

Within the Traffic Violations Bureau, is the Communications Department. The function of the Communications Department is to further promote ongoing communications and the delivery of excellent public service to the general public, law enforcement agencies, attorneys, court personnel, other courts, and governmental agencies.

The responsibilities of the Traffic Violations Bureau and Communications Department include the following:

- Initiating payable and mandatory offenses; this includes traffic, criminal, and environmental cases
- Scanning all original tickets, complaints and confidential identifiers
- Sending out notices and summonses for new court dates on traffic, criminal and environmental cases
- Referring cases to the Prosecutor for determination
- Storing payable traffic cases with future court dates and payable cases 30 days after the original court date
- Preparing cases to be processed for the Court's signature
- Opening, logging and processing mail for all divisions
- Processing payments to ensure accuracy prior to being receipted
- Referring cases to Magistrates and Judges for payment determinations
- Sending out letters for invalid car insurance and payments for traffic, criminal and or environmental cases
- Processing cases transferred from Mayor's Courts, which may include bond money and slated defendants
- Assisting the public, employers, City, County and State Agencies by providing case dispositions pertaining to public record requests
- Preparing the daily traffic court docket sheets
- Entering Identification Tracking Numbers (ITN's) into CourtView

In 2013, the Traffic Violations Bureau accomplished the following:

- Cross-trained staff to ensure all daily responsibilities were met
- Continued effective communication with Police Agencies, Prosecutors, Mayor Court Clerks and Courtroom Clerks to ensure quality work
- Assisted the Criminal/Traffic Department with the end of the year file control

**FRANKLIN COUNTY MUNICIPAL COURT JUDGES
2013 ANNUAL REPORT**



FRANKLIN COUNTY MUNICIPAL COURT

375 South High Street
Columbus, Ohio 43215-4520

Chambers of
Judge Michael T. Brandt
Administrative & Presiding Judge
Telephone: 614/645-8296

February 28, 2014

Columbus City Council
Columbus City Clerk
Franklin County Municipal Court Clerk
Board of Commissioners of Franklin County
Citizens of Franklin County

Ladies and Gentlemen:

In accordance with section 1901.14 of the Ohio Revised Code, it is my pleasure to provide you with the 2013 Annual Report of the Franklin County Municipal Court.

From all indications, the Franklin County Municipal Court remains the largest and busiest municipal court in Ohio. We continually strive to improve our services to every citizen who appears in this Court and to be wise and efficient stewards of taxpayer resources. We appreciate the financial support that we receive in these difficult economic times and hope that this continued support is a reflection of your trust in the way we conduct our operations and expend taxpayer dollars.

The increasing complexity of the laws, and the desire to meet the needs of every citizen who appears in this Court all present substantial challenges to our judges and staff. As you will see from the details in the report that follows, our judges and staff remain fully committed to meeting the needs of our citizens and our community. As the largest and busiest municipal court in Ohio, we continually strive to improve our services and fulfill our obligation to fairly interpret the laws of Ohio.

Please feel free to contact me or Court Administrator Emily Shaw at 645-8214 if you have any questions or would like any additional information.

Yours truly,

/s/ Michael T. Brandt
Michael T. Brandt
Administrative and Presiding Judge

Enclosure

THE FRANKLIN COUNTY MUNICIPAL COURT

375 South High Street
Columbus, Ohio 43215-4520
614-645-8214



2013 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 2012 were Judge James E. Green, who served as Administrative and Presiding Judge, and Judges Anne Taylor, Scott D. VanDerKarr, H. William Pollitt, Jr., Michael T. Brandt, Ted Barrows, Paul M. Herbert, Carrie E. Glaeden, Amy Salerno, Andrea C. Peebles, David B. Tyack, Mark A. Hummer, David Young, James P. O'Grady and Environmental Court Judge Daniel Hawkins.

Judges preside over civil, criminal, and traffic cases and conduct both jury and non-jury or court trials. In jury trials, judges interpret the law and the jury determines the facts. Court trials are the most common trials in this Court. In these trials, judges have the dual role of interpreting the law and determining the facts. The judges also conduct criminal arraignments and preliminary hearings on felony cases; set bond on criminal charges; issue search warrants; and impose sentence when a defendant is found guilty of a traffic or criminal charge. The judges hear civil cases with an amount in controversy of \$15,000 or less, and cases that are transferred from the Small Claims Division to the General Division of the Court. Other civil disputes resolved in this Court included evictions, rent escrow proceedings, and proceedings to aid in the collection of judgments.

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.

MAGISTRATES

The Court employs an Administrative Magistrate, five full-time magistrates and one part-time magistrate who preside over traffic arraignments, landlord-tenant actions, wage garnishments, small claims cases, and other civil matters. Judges may refer a specific case to a magistrate to take testimony, make legal rulings, and render a decision that is subject to final approval by the judge. Magistrates have the authority in misdemeanor cases to accept guilty and no contest pleas. If the parties agree, they may also hear contested criminal cases and preside over civil cases heard by a jury. Consent is not required from either party for a magistrate to hear a minor misdemeanor criminal case.

BAILIFFS

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

COURT ADMINISTRATION

Court Administration oversees the administrative and operational functions of the Court. It carries out the non-judicial policies of the Court. In addition to providing overall support and direction to the Court's nearly 200 employees, some of its specific functions include personnel management, budgeting and fiscal management, purchasing, liaison with other courts and agencies, public information, appointment of counsel, court support

services, court security, interpreter services, vehicle immobilization, and volunteer services. The Court Administrator is the chief non-judicial officer.

The Court’s General Fund Operating budget for 2013 was \$15,837,911 with an additional \$1,449,114 Secure Facilities Fund budget and \$653,136 Computer Fund budget.

Breakdown of General Fund Operating Budget 2013

Personal services	\$14,129,392
Materials and supplies	38,200
Services	1,330,319
Other expenditures	340,000
Total General Fund Expenditures	\$15,837,911

COURT SUPPORT SERVICES

Court Support Services is a two-person unit that helps defendants resolve matters such as extensions of time to pay fines and court costs, delaying the start of court-ordered incarceration, issuance of or change in limited driving privileges, withdrawal of warrant or order-in that has been issued, assistance with impounded vehicle, assistance with Bureau of Motor Vehicle problems, and continuance of a court date. In 2013, Court Investigation assisted approximately 13,835 individuals – 11,335 in-office interviews, 1,350 telephone interviews, and 2,275 other requests for information and assistance.

COURT SECURITY PROGRAM

The Court Security Program 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 17 Security Officers on the first shift, plus a control room operator on the second and third shifts. In addition, the Court contracts with a private security company that provides evening, weekend, and holiday coverage. During 2013 approximately 1.1 million visitors to the Court were screened at the Court’s entry points by Security Officers.

INTERPRETER SERVICES

During 2013, the Court employed two full-time Spanish language interpreters and contracted for one part-time Somali language interpreter. Together they completed an estimated 8,175 requests for service (7,020 in Spanish and 1,155 in Somali). The Court has multiple contracts with outside vendors to provide foreign language and ASL interpreters. There were 672 requests for 40 other languages. The top foreign languages for which interpreters were requested were Spanish, Somali, Arabic, French, Amharic, and Tigrinya. Additionally, the Court filled 155 requests for American Sign Language interpreters.

VEHICLE IMMOBILIZATION PROGRAM

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-issued suspensions. Immobilization or forfeiture of vehicles involved in suspension cases of Financial Responsibility/Accountability and wrongful use of a vehicle are at the Court’s discretion. A steering wheel locking device is used to immobilize vehicles. In 2013, the Court processed 8,067 driving under suspension cases and 9,165 OVI cases. The driving under suspension case filings held steady from 2012, but the OVI case filings experienced a 35% increase. The program’s two employees provide the communication from and to the courts, law enforcement and defendants to ensure compliance with the court’s orders involving the defendant’s vehicle.

ASSIGNMENT OFFICE

The Assignment Office is responsible for the judge assignment of criminal, traffic, and civil cases. The Rules of Superintendence for Municipal Courts, promulgated by the Supreme Court of Ohio, require that cases be assigned to judges in a random manner. Random assignment occurs at the time a defendant enters a “not guilty” plea in criminal and traffic cases, and upon the filing of a motion or an answer in civil cases. Local Court Rules 1 and 8 define the assignment process for cases. The Court employs a single assignment system. This means that when a person is

charged with a criminal or traffic offense and already has a pending criminal or traffic case, or the person is on probation to this Court, the new charge(s) will be assigned to the judge who presided over the previous case.

Once a case is assigned to a Judge, the Assignment Office is responsible for the management of the case as it proceeds through the Court system. The Assignment Office generates the daily Court dockets for the Judges and distributes case listing reports to various Departments throughout the Court System. In 2013, the eight Assignment Coordinators processed 2,682 new or reactivated civil cases and 48,015 new or reactivated criminal or traffic cases, with approximately 100,000 judicial proceedings and a minimum of 250,000 Court appearance notices.

The Assignment Office is responsible for completing the Judges' monthly Ohio Supreme Court report, preparing other necessary reports used to manage cases, monitoring cases assigned to Visiting Judges when needed, scheduling and managing of Sealing of Records cases, and monitoring of assigned specialized docket cases. The Court has one Environmental Judge and currently has 2 of its 15 Judges conducting specialized dockets. The specialized dockets consist of the Solicitation Docket (CATCH), Veteran's Docket (MVSSD), Alcohol and Drug Docket (ADAP), and Mental Health Docket (MHPD). The Assignment Office's eight Case Coordinators, one Case Coordinator Floater, and two Assignment Clerks monitors all of the judicial case proceedings.

COURT REPORTERS

Court Reporters make a verbatim record of court proceedings, prepare a transcript from the record of court proceedings upon request, and maintain records of exhibits introduced at court proceedings. The Court has an obligation to provide a transcript of all proceedings upon request of a party, and there must be a court record of all pleas and waivers. In 2013 there were 14 full-time Court Reporters and they produced 202 requested transcripts.

JURY COMMISSIONER'S OFFICE

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

Jury service is limited to two weeks, except in those cases for which additional days are required to reach a verdict. In certain instances, jurors will serve for one week only. Several different reporting times are offered to accommodate parking issues and work schedules. The number of jurors summoned in 2013 was 3,608. The reporting percentage for 2013 was 87.30% while the failure to appear rate was 6.49%. Jurors are paid \$20.00 per day as well as travel expenses for each day they are in attendance.

LEGAL RESEARCH

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

DEPARTMENT OF PROBATION SERVICES

The Department of Probation Services works for the 15 Franklin County Municipal Court Judges under the immediate direction of the Court Administrator to promote public safety by accountable rehabilitation. At year's end 50 officers were working with intensive caseloads, general caseloads, and specialty docket caseloads. The Department also employs 22 additional staff who provide essential support services.

General Supervision Unit Officers constructively enforce all court ordered conditions of probation, which typically require probationers being assessed and receiving needed treatment for addiction and/or mental health problems; paying fines, fees and court costs; participating for a limited time in the work release program, being placed under electronically monitored house arrest, attending a driver intervention program, or county jail; attending the Mothers Against Drunk Driving Victim Impact Panel presentations; submitting to drug or alcohol testing; performing community service work; paying restitution to victims; completing anger management counseling; and complying

with a wide variety of other court orders. Two officers work intensively with repeat and high risk OVI offenders.

Eight **Domestic Violence** Officers specialize in domestic partner abuse cases, requiring that any probationers with substance abuse and/or mental health matters be addressed first, and then followed by a thorough domestic violence counseling. Two Victim Assistants work exclusively with victims of crime while the probationer serves their term of probation.

Four Specialized Dockets are functioning in this Court, with at least one or more Officers assigned to each. The **Alcohol and Drug Addiction Program (ADAP)** Officers supervise addicted offenders, with a concentrated focus on the persistent and growing heroin addicts. The **Mental Health** officers supervise severely mentally ill persons, many within the **Mental Health Specialty Docket Program**, monitoring participants' compliance with counseling, medication, and abiding by the law in general. The Changing Actions to Change Habits (**CATCH Court**) **Specialty Docket** Officers works extensively with repeat solicitation offenders. **Veteran's Court** is focusing on the needs of veterans who are in trouble with the law. **Two specially trained officers** supervise dedicated caseloads of either sex offenders or those who victimize children. Our Evaluation Specialist diagnoses and refers indigent and self-pay probationers for treatment, in cooperation with Franklin County Alcohol, Drug and Mental Health Board requirements.

During 2013, the **Electronically Monitored Home Incarceration** program officers continuously monitored the exact locations of 155 offenders as they served 9,000 days under community supervision. The State and City funded **Work Release Program** required 208 offenders to serve a total of what would have been 6,674 jail days, and collected payment of \$85,912 from the offenders during their time served as their share of the costs. This program avoided \$520,572 in jail costs that would have otherwise been spent, and the offenders re-entered society already employed.

The **Community Service** Officers arranged completion of 31,429 hours of labor out of 41,043 ordered. \$336,903 in **Restitution** was ordered in 500 cases last year, and \$212,794 was collected and disbursed, with 293 successful case closures.

There were 6,646 **Supervised Provided No Conviction (PNC)** cases were monitored for compliance, including 2,629 new cases during 2013. In addition, the **Pre-Sentence Investigation** Officers researched and prepared 3,644 sentencing and Sealing of Record reports. During 2013 the Department supervised a total of 11,971 cases, including 6,933 new probation placements. At year's end 17,540 cases remained assigned or on warrant to the Probation Department.

Funding has been secured to subsidize indigent probationers with alcohol monitoring devices; camera mounted ignition interlocks to prevent impaired driving; and assessment and counseling for addiction, mental illness, positive parenting, and domestic violence. Probationers paid \$604,788 in probation user fees, holding down probation costs to taxpayers. In partnership with the Clerk of Courts, the Department has gone partially paperless during 2013, and plans to complete the transition during 2014. 15 new work stations were built into existing space, all paid for from Probation User Fees. Broader use of technology to further improve efficiency and public safety are scheduled for implementation this 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 owner, and writs of execution through levy and sale of personal property for the purpose of satisfying a judgment. Additionally, Service Bailiffs supervise the set-out of tenants' property during an eviction.

The Service Bailiffs' Department processed or served in excess of 46,400 legal documents in 2013 and supervised over 1,500 set-outs. The Department currently employs 17 full-time individuals: a Chief Service Bailiff, 2 Deputy Chief Service Bailiffs, 13 Service Bailiffs, and a Secretary/Receptionist.

SMALL CLAIMS DIVISION AND DISPUTE RESOLUTION DEPARTMENT

The **Small Claims Division (Division)** helps individuals and businesses file claims for money damages up to \$3,000. Small Claims Court is less formal than the General Division of the Court; Small Claims Court may also resolve cases more quickly. Usually, an attorney is not required in small claims cases.

The Division provides comprehensive forms and instructions about every phase of a Small Claims case including information about collecting a judgment. Information is also available at the Court's web page: www.fcmcclerk.com. In 2013, public use of the web page increased significantly; more than 27,000 visitors looked at more than 58,000 page views. The majority of views were of the forms section.

The Division has six full-time employees. The staff managed a small claims docket of more than 6,100 cases in 2013. The staff initiates, assigns, and schedules each case for trial. The Small Claims Division Staff also sets new hearing dates based on requests for continuances and the need to re-issue service. The Small Claims Division staff use the Court's case management program to manage the dockets of five magistrates. In addition to managing and processing cases for the small claims docket, the Division staff serves as a centralized intake and referral unit for citizen inquiries about this court and other courts, agencies and services. In 2013, the Small Claims Division staff handled more than 12,000 telephone calls.

In the **Dispute Resolution Department (Department)** parties may request mediation before filing a claim or to resolve disputes about an outstanding unpaid check or account. In 2013, there were 25 **pre-filing** mediation sessions. The Department scheduled 831 mediations and mediated 215 disputes. During mediation, 127 cases (59.0%) reached a formal resolution. Parties resolved 138 cases (22.4%) before the scheduled mediation date. Of the total requested mediations, 478 cases (57.5%) had one party who declined mediation or failed to appear at the appointed time. The mediators for this program are volunteers. Mediators come from the community at large, Nationwide Insurance Company, Capital University Law School and the Moritz College of Law at The Ohio State University. Each mediator is specially trained to mediate in this program. Volunteer mediators contributed more than 500 hours to this program in 2013.

Volunteer mediators also serve the **Eviction Docket**. Mediators are available three days per week. These volunteers contributed more than 300 hours of service to the Court. In addition, Mediators from Community Mediation Services of Central Ohio provides mediation and referral services in Eviction Court every day.

Mediators from both law schools mediate on the **day of trial** in Small Claims Court. These mediators provided more than 750 hours of service to the Court in 2013. Without services from volunteer mediators, the Court would have paid more than \$60,000 in mediators' fees to staff these three programs.

During 2013, Judges and Magistrates referred 824 **civil cases** to mediation. From these referrals, 201 case were resolved during mediation and 185 settled prior to the mediation date. There were 114 cases where one party failed to appear for the scheduled mediation.

Since November 2008, the Court has operated the Franklin County Foreclosure Mediation Project (FCFMP) for the Franklin County Court of Common Pleas. FCFMP provides mediation services that bring borrowers and lenders together to discuss resolution of their cases. In 2013, there were more than 1,100 requests or referrals to foreclosure mediation.

SPECIALIZED DOCKETS

In January 2013, the Supreme Court of Ohio adopted new Rules of Superintendence, which required certification for any court operating a specialized docket and established minimum standards while recommending best practices. Without certification, a specialized docket cannot exist, and any judge operating a non-certified "specialized docket" could face disciplinary action. Throughout 2013, the Court's Specialized Docket Committee, chaired by Judge David Young, and staff members from several Court departments worked diligently to document the specialized dockets'

practices, modify procedures and forms, and submit applications for certification to the Supreme Court. As of January 1, 2014, each of the five Specialized Docket Programs operated by the Franklin County Municipal Court has received initial certification.

The **Mental Health Program Docket (MHPD)**, established in 2004, continues to achieve remarkable success in not only saving lives but in saving taxpayers' money. Since its inception, the MHPD has saved over \$1.2 million in total costs savings in jail nights and last year celebrated the achievement of its largest graduating class with 26 individuals graduating the two-year, voluntary program. The Program provides a mechanism to promote effective treatment as an alternative to incarceration for a person whose symptoms of mental illness, history of non-compliance with treatment, and/or refusal to accept treatment results in a recurring pattern of misdemeanor offenses. The MHPD goal for these participants is to decrease criminal recidivism, improve public safety, and improve the defendant's quality of life.

The **Changing Actions to Change Habits (CATCH)** docket is focused on establishing a process that restores women trapped in street prostitution to lawful, productive citizenship. It is a voluntary two-year Program offering outreach, connection, advocacy, and counseling to women with multiple solicitation charges who desire to end their lifestyle of addiction and street life. By uniting women with a diverse and dedicated team as well as to other participants for the treatment of specific issues related to this crime, CATCH helps them change actions to change habits that have long bound them to a dangerous and deadly way of life. The Program benefits not only the women who participate, but also the local community through cost savings attributed to family reunification, reverse of neighborhood decline and blight, and the development of citizens who are able to contribute in a positive way to society. In 2013, there were 50 women referred to CATCH, of which 32 were accepted into the Program. For 2013, the CATCH docket eliminated \$134,726 in probable jail costs alone.

In 2009, the Court and the Franklin County Prosecutor's office entered into an agreement to provide expedited court arraignments and prosecution of low-level drug offenders. In many cases, a defendant charged in Common Pleas Court with a fourth or fifth degree felony ended up entering a plea to a misdemeanor offense. Under this program, a defendant charged with a fourth or fifth degree felony may be referred to the **Alcohol and Drug Addiction Program 101 Program (ADAP)** if both the prosecutor and defendant agree. This reduces the time and money spent processing these cases in Common Pleas Court. During 2013, there were 279 defendants referred to ADAP. The Court estimates that those 279 clients spent an average of 3.0 nights in jail, instead of an average of 16.6 nights in jail without the Program, for a savings to the taxpayers of \$331,840.

The **ADAP Docket Program** is a two-year specialty docket that allows defendants to be connected to long-term treatment, with intensive monitoring and support services offered through the ADAP staff and the specialized docket judge. The Court calculates that the ADAP Long Term Program resulted in a 73% reduction in jail nights for those accepted into the program.

The **ADAP Opiate Extension Program** is a collaborative effort between the Franklin County Prosecutor and the Columbus City Attorney, to assist defendants charged with felony drug possession to receive education, support and treatment. This program is one of the few drug specific programs in the United States of America. Clients' voluntary enroll in this two year program and attend weekly. Currently, 81% of the participants test clean of any illicit drug use.

The most recent addition to the problem solving courts is the Military and Veteran's Service Specialized Docket (MAVS). The MAVS docket is intended to promote effective treatment as an alternative to incarceration for people whose criminal charges may be directly or indirectly connected to military service or combat. The arrests, summons, and charges obtained by these individuals have a negative impact on their quality of life, future job prospects and the safety of the community. Many of these individuals have suffered from drug addiction, poverty, and a lack of community support. The program is only in its third year; however, we anticipate the same significant costs savings as the other specialized docket programs.

**BUILDING AND ZONING DEPARTMENT
2013 ANNUAL REPORT**

Department of Building and Zoning Services

In 2013, the Department of Building and Zoning Services continued to see evidence of the rebounding economy. One key indicator of that trend was a revenue increase of 9.7%. Total revenue for the year ended at over \$18.8 million, which represents a year over year gain of more than \$1.6 million from 2012.

Department permitting activity as a whole stayed relatively flat, seeing a modest 0.5% rise when compared to 2012. In total, over 41,000 building, trade and demolition permits were issued from January to December. At 23,874, residential permits accounted for the majority of those issued at a ratio of over 2 to 1 – representing 57% of all permits issued. Commercial permits, with 11,180 issued in 2013, saw the greatest rise year over year at nearly 10% when compared to 2012.

The Department was successful in driving more permitting activity online throughout 2013, with almost 10% (4,123) of all permits issued being purchased over the internet. This represents significant growth from the previous year, rising over 36% of permits purchased online in 2012.

The number of inspections also saw a modest increase of about 2% in 2013. City of Columbus building inspectors completed more than 84,000 inspections of building and trade permits last year. Of those inspections completed, more than 98% of them were performed within 1 business day of being scheduled.

The Department undertook a reorganization and process improvement of the enforcement team in 2013. The Building Compliance Section was assembled to ensure compliance of applicable building codes and design standards, and to provide for the general safety of Columbus residents and visitors. The Compliance Section opened 2,078 cases throughout 2013. Nearly 2,400 cases were closed throughout the year, and over 950 building orders were written. The compliance team referred 50 emergency orders to Environmental Blight Abatement for demolition over the course of the year. Similarly, Environmental Blight Abatement completed 20 demolitions as a result of a building department initiated court order.

The Engineering Section of the Department is responsible for the coordination of plan reviews across many different City of Columbus agencies. In 2013, the Department coordinated and routed over 1,900 different plans, ranging from commercial site plans to storm water management and sanitary sewer plans. Throughout the year, the Engineering Section ensured that nearly 94% of those agency reviews were conducted within the review time standard.

In 2013, Zoning staff performed 6,483 zoning clearance reviews and attended 164 One Stop Shop (OSS) Preliminary Engineering Review meetings. Residential zoning clearance reviews consisted of 3,300 applications, while commercial zoning clearance reviews numbered over 3,100. Zoning public hearings staff processed 272 new applications. Consisting of those applications were 68 rezonings, 41 Council variances, 133 Board of Zoning Adjustment applications and 30 Graphics Commission applications. Additionally, the Zoning Section was heavily involved with the creation of the new East Franklinton Zoning District as well as post-adoption amendments that were made at the request of Columbus City Council.

The Department had several notable accomplishments in 2013. In keeping with its goal of providing more services over the web, the Department added the ability to purchase additional inspections online. The

adoption rate of this new service has been quite swift. Four months after the launch of this new service, over 25% of all additional inspection purchases were being transacted online. As of last month, the online service has accounted for more than 30% of additional inspection purchases.

This past year the Department also revised and implemented a new fee schedule that became effective in January 2014. A significant component of the new fee schedule was a nearly 20% reduction in the cost of a contractor license or registration. The new fee schedule added a greater degree of simplicity to several established fees by adopting a fixed price for many activities that previously had variable pricing. Based upon Department projections, the fee schedule changes will be largely neutral from a revenue perspective.

As the Department looks toward 2014, the goal remains to embrace technology as a means of generating efficiencies and providing outstanding customer service. Short term plans include the adoption of an automated queuing system for customer intake. Additionally, the Department intends to enhance the customer experience by offering informative digital displays for those waiting in the lobby. Similarly, the Department continues to focus on driving business through the web as a means to extend more convenient customer service. The focus of the medium to long term, however, is to offer all permitting options online, as well as online plans review.

The Department of Building and Zoning Services made great strides in 2013. As 2014 commences, the Department looks to capitalize on that momentum and continue to deliver outstanding customer service.

**EQUAL BUSINESS OPPORTUNITY
COMMISSION OFFICE
2013 ANNUAL REPORT**

EQUAL BUSINESS OPPORTUNITY COMMISSION OFFICE 2013 ANNUAL REPORT

Dear Business Community,

The Equal Business Opportunity Office (EBO) was established to administer and to enforce compliance with Title 39 of the City of Columbus' affirmative action code. Section 3921.03 to compile, review and analyze minority and female business utilization. The utilization is based upon the city contract awards, contract payments and vendor registration date. EBOCO is also responsible for the compilation of quarterly utilization reports.

In addition, EBOCO develops and implements race and gender-neutral programs that encourages usage of a diverse pool of qualified minority and female contractors and service providers. EBOCO also reviews informal purchasing policies and provides technical assistance to the minority, female and small business community and recommends and implements additional efforts necessary to further develop inclusiveness in the city's contracting practices.

Housed in EBOCO, the Office of Contract Compliance continued to certify companies to do business with the city. Equal Business Opportunity Specialists continued to work with departments by reviewing contracts and legislation and working to ensure that the process was fair and equitable. Targeted bid specification reviews were conducted and other important customer service related functions.

In 2013, EBOCO began exploring the implementation of a Small Business Inclusion (SBI) Program that is responsive to the needs of suppliers, the local business environment, and is consistent with the City goal of ensuring that all businesses have an equal opportunity to compete for city contracts. The Equal Business Opportunity Office has conducted research and literature review on national and local inclusion program models and the City engaged Crabbe, Brown & James, LLP to provide expertise and assist in the collection and analysis of City and regional utilization data, present and recommend inclusion models for review, and to solicit information from identified stakeholders.

Based on the SBI findings, EBOCO recommended to Mayor Coleman that the City of Columbus implement a Small Business Program. The recommendations were accepted and EBOCO was directed to proceed. The recommendations were as follows:

- Implement a small business program that incorporates small business goals, industry best practices and utilizes appropriate procurement tools to meet targets.
- Monitor program outcomes to ensure small business program does not adversely impact previously certified minority and women owned businesses.
- Implement a Supportive Services component in the Equal Business Opportunity Office to assist small businesses, particularly in the construction industry, build the necessary capacity to compete successfully for contractual opportunities in the public and private sector.
- Continue to collect and report the city's utilization of all businesses including the race and gender of business owners.
- Expand the collection of utilization and bid data using PRISM to appropriately forecast contract opportunities and barriers and meet data collection requirements for Disparity Study.

We expect the SBI program to be fully implemented in January 2015.



UTILIZATION SNAPSHOT REPORT

Equal Business Opportunity Office
Reporting Period January 1 - December 31, 2013

THE CITY OF
COLUMBUS
MICHAEL B. COLEMAN, MAYOR

EQUAL BUSINESS
OPPORTUNITY

Total Payments	\$438,168,593
Prime Minority/Female Dollars	\$22,401,693
Sub Minority/Female Dollars	\$13,241,377
Total Minority/Female Dollars	\$35,643,070
Overall Utilization Percentage	8.13%

<u>Industry</u>	<u>2013 Total Payments</u>	<u>2013 Minority/F Dollars Paid</u>	<u>2013 Percentage</u>
Construction	\$251,458,937	\$13,172,460	5.24%
Goods & Services	\$119,986,754	\$7,148,615	5.96%
Professional Service	\$66,722,902	\$15,321,995	22.96%

<u>Elected Officials</u>	<u>2013 Total Payments</u>	<u>2013 Minority/F Dollars Paid</u>	<u>2013 Percentage</u>
City Attorney	\$841,924	\$77,807	9.24%
City Auditor	\$2,457,107	\$265,900	10.82%
City Council	\$57,720	\$310	0.54%
City Treasurer	\$9,463	\$621	6.56%
Dept of Mun. Court-Clerk	\$1,039,523	\$93,130	8.96%
Dept of Mun. Court-Judges	\$1,315,907	\$188,580	14.33%

City Report Highlights:

- * Total Payments increased by \$39.2 million dollars in 2013 over 2012
- * Minority and Female owned businesses received \$35.6 million dollars in 2013 compared to \$33.3 million dollars in 2012. This represents a \$2.3 million dollar increase.
- * Construction utilization was 5.24% in 2013 compared to 3.58% in 2012.
- * Goods and Services utilization increased to 5.96% compared to 4.92% in 2012.
- * Professional Services utilization rate was 22.96% in 2013 compared to 35.51% in 2012. This is while the professional services total payments increased by \$11.9 million dollars.

**COLUMBUS INCOME TAX DEPARTMENT
2013 ANNUAL REPORT**

**2013 ANNUAL REPORT
COLUMBUS INCOME TAX DIVISION**

The Columbus Income Tax Division is charged with the collection, audit, and enforcement of the 2.5% municipal income tax pursuant to Chapter 361 of the Columbus City Codes.

Financial data contained in this report reflects actual collections, refunds, etc., as recorded by the Income Tax Division of the City of Columbus. Such data may vary from that contained in the Auditor's official fund accounting records due to the normal time requirements for processing documents prior to being recorded with the City Auditor. A reconciliation of the data appears below.

The following is a report of Columbus income tax collections for 2013:

	(in thousands)
Gross collections in 2013 via Income Tax Division	\$768,471
Transfers to other cities	(859)
Collections in transit 12/31/2012	7,397
Collections in transit 12/31/2013	(7,534)
Refunds paid in 2013	<u>(20,219)</u>
Income tax revenues (budgetary basis)	<u>\$747,256</u>

The funds collected from the tax are allocated for municipal purposes as set forth in Chapter 361.36 of Columbus City Codes.

The Columbus Income Tax ordinance provides that 25% of the total collection of income tax to be set aside for the payment of principal and interest on bonds and notes issued by the City. The remainder provides the General Fund with its major source of revenue.

Withholding accounts contributed to		81.7% of the total tax revenue for Columbus in 2013.
Business accounts contributed to		12.9% of the total tax revenue for Columbus in 2013.
Individual accounts contributed to		5.4% of the total tax revenue for Columbus in 2013.

By contract, this Division administered the collection of the municipal income tax for the following municipalities in 2013: Brice, Canal Winchester, Groveport, Harrisburg, Marble Cliff, and Obetz as well as the Northern Pickaway County Joint Economic Development District (JEDD), the Prairie Obetz Joint Economic Development Zone (JEDZ) and the Prairie Township Joint Economic Development District (JEDD). 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 2013 for administering the income tax collections of the administered political subdivisions of the State of Ohio amounted to \$507,258.69. This is to be compared to \$465,220.48 in fees collected in 2012. The collection fees charged to the suburbs are based on a four-part formula that is specifically designed to recover only the cost of administering the tax. The Northern Pickaway

County JEDD, the Prairie Obetz JEDZ and the Prairie Township JEDD have separate formulae for calculating the cost of administering their respective tax.

The total expenditure to operate the Income Tax Division during 2013 was \$8,496,206.80. This includes salaries, fringes, income tax forms, new equipment, data processing charges and miscellaneous supplies including postage. This represents administrative service for income tax collection for Columbus and six satellite communities as well as three JEDD/JEDZ entities. The authorized strength of the Income Tax Division in 2013 was 82 full-time and 1 part-time employees.

City Income Tax receipts processed in 2013 through the Delinquent Section amounted to \$5,796,730.77. 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 2013, the Income Tax Division referred 2,319 cases to the City Attorney's office for filing civil suits on delinquent assessments totaling \$5,448,737.22.

On December 31, 2013 the Division had 1,152,142 accounts on its tax files. This total is comprised of 1,039,827 "Direct" and 112,315 "Withholding" accounts.

	ACTIVE	INACTIVE		
CORPORATE	16,428	63,895		
FIDUCIARY	260	2,163		
INDIVIDUAL	68,195	833,175		
PARTNERSHIP	0	4,826	Required to file as entities.	
ENTITY/PRTSHIP	8,394	21,074		
COURTESY	-0-	21,417		
TOTAL – DIRECT	93,277	946,550	TOTAL	1,039,827
- WITHHOLDING	22,799	89,516	TOTAL	112,315
GRAND TOTAL	116,076	1,036,066	TOTAL	1,152,142

The total number of accounts on the tax database increased by 93,019 in 2013.

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

**HUMAN RESOURCES DEPARTMENT
2013 ANNUAL REPORT**

Human Resources Department 2013 Annual Report

The success of any organization is dependent upon its workforce. The City strives to provide a work environment that promotes workforce development, recognizes excellence within its personnel, and ensures fair and equal treatment to its employees, applicants and customers. The City recognizes that in order for Columbus to be the best City in the nation in which, to “live, work and raise a family”, its’ employees must be valued as an important asset.

To this end, the Human Resources Department’s mission is to promote and support organizational excellence. We achieve our mission through effective human resources programming administered in an environment that embraces diversity, quality customer service and professional development.

In 2013, 38 employees (33 FT, 7 PT) fulfilled Human Resources functions related to Administration; Labor Relations; Occupational Health & Safety; Employee Benefits & Risk Management; The Office of Equal Employment Opportunity; Citywide Training and Development, Employee Resources, CHRIS and Compensation Management Programs.

Administration

Human Resources Administration worked extensively with the Mayor’s Office, Department Human Resources professionals, Labor Relations and Employee Benefits to achieve the objectives of the 10 year reforms and efficiencies action plan through negotiated concessions in health care and pension contributions. HR Administration also partnered with our benefits consultant and all health insurance providers to implement programs and initiatives that enabled the City to achieve a rate of growth in insurance costs that was significantly below the national average. Other successes are detailed within the specific program areas that follow.

Labor Relations

The Labor Relations program area houses Labor Relations, and the Drug Free Workplace Programs (DFWP). The Labor Relations Section conducts grievance and disciplinary hearings for all AFSCME Local 1632, CMAA/CWA Local 4502, FOP/OLC bargaining unit members (representing non-uniformed employees), and Management Compensation Plan employees within the City. Fifty-eight (58) grievances were advanced to Step 2 of the grievance procedure by the unions. There were one hundred forty-one (141) disciplinary cases answered or settled and twenty-three (23) fitness for duty hearings conducted.

Negotiations were concluded with the Fraternal Order of Police/Ohio Labor Council, Inc. for a contract period beginning April 2, 2013. Negotiations focused primarily on accomplishing the employee benefits related objectives outlined in the 10 year Reforms and Efficiencies Action Plan.

Drug Free Workplace Program

The DFWP is managed by the Drug and Alcohol Coordinator (DAC). This program oversees drug and alcohol tests of City employees in six categories: reasonable suspicion, random, post-accident, return to duty, follow-up and pre-employment testing. The program is also responsible for the development and implementation of the City’s policies and procedures for a drug free workplace. The DAC designs and coordinates the training of all employees regarding DFWP.

Nearly 2150 tests were conducted in the above-mentioned categories in 2013. Education efforts continued in the following areas: New Hire Orientation, Frontline Supervision and division specific trainings.

Citywide Occupational Safety and Health Program (COSHP)

The mission of the Citywide Occupational Safety and Health Program is to create a workplace with zero on the job injuries and to empower and educate City of Columbus employees to be safety conscious and reduce occupational hazards. We strive to achieve this by designing a comprehensive, integrated Occupational Safety and Health Program that promotes a safe and healthy working environment for all City employees. The City's Safety philosophy, and its success in preventing workplace injuries, is grounded in the fundamental principle that safety is among the highest of our core values. In 2013, the Citywide Occupational Safety and Health Advisory Committee (COSHAC), with the support of managers, supervisors and employees, played a key role in identifying, evaluating, and controlling workplace hazards and otherwise reducing the risk of exposure to injury for City of Columbus employees.

COSHP works under the authority of the Mayors Executive Order 01-02 and provides OSHA compliance assistance; industrial hygiene monitoring, safety training, written program development, and complete OSHA audit services. COSHP routinely provide the following assistance, but can provide support for any safety-related topic:

Globally Harmonized System of Classification and Labeling of Chemicals (GHS), Hazard Communication, Comprehensive Safety & Health Site Audit, Hearing Conservation, Personal Protective Equipment (PPE), Respiratory Protection, Confined Space Entry, Lockout/Tagout, Incident Investigation, Powered Industrial Vehicles, Bloodborne Pathogens, and Fall Protection.

COSHP continues to provide safety professionals for department or divisions that do not have a safety professional on staff. COSHP with the assistance of SafeX provided 128 requested occupational safety and health specialized services. Safex female owned Central Ohio business that provides enhanced industrial hygiene (IH) and specialized safety services to City employees.

Occupational Safety & Health Clinic

The Occupational Safety and Health Clinic (OSHC) is under the direction of the Citywide Occupational Safety and Health Program within the Human Resources Department and is staffed by Mount Carmel Occupational Health. The services provided include audiograms, asbestos surveillance, bloodborne pathogen vaccinations and labs, cholinesterase surveillance, hazardous waste operations and emergency response (HAZWOPER) evaluations, lead surveillance, respirator medical evaluations, tuberculosis screening, contractually required comprehensive wellness physicals, workers compensation case management, and educational sessions. Overall, in 2013 the Clinic performed a total of 5333 services which was an increase from 4815 services the prior year. Large undertakings for the Clinic in 2013 were the provision of 435 vaccinations which included multiple police and firefighter new recruit classes, and 1579 respirator clearances. In 2013 the Clinic also transitioned to an electronic medical record and welcomed new staff members Jen Lee, RN and Fredricka Hale, MA. We continued our focus on educational sessions in 2013 with presentations from our Clinic staff on recommended wellness screenings,

immunizations, heart health, MRSA infections, tuberculosis, cholinesterase exposures and chainsaw wound first aid. In addition the Mount Carmel exercise physiologist and physical therapists continued to provide teaching time to the Columbus Fire Core Strengthening Injury Prevention Program, including all 2013 Fire Academy training classes. In 2013 the exercise physiologist also developed a new Stretching and Strengthening Injury Prevention Program for the Department of Public Utilities where they went to six work sites for two weeks each to start up the programs at each site. The OSHC, COSHP, Mount Carmel, and City of Columbus Safety Professionals partnership continues to offer multiple resources to promote a culture of safety and health for City employees.

Healthy Columbus & Occupational Safety & Health Clinic

OSHC is assisting the Healthy Columbus Employee Wellness Program. The growing rates of chronic disease and the rising cost of health benefits have created new interest in workplace wellness programs. As described above the clinic has started to assist with crossover goals and services that have a primary care medical, exercise physiology or nutritional aspect. The City's safety professional have participated in the Capital Area Safety Council to qualify for a BWC premium rebate. Cash rebates for the years of participation totaled \$4,221,541.76

Employee Benefits/Risk Management

The Employee Benefits/Risk Management (EB/RM) program area continues to administer the city's workers' compensation, injury leave, short-term disability, unemployment compensation, and life insurance programs. In addition, EB/RM administers the employee health insurance and COBRA programs in accordance with applicable laws and/or negotiated union contracts. EB/RM is also responsible for the Healthy Columbus program and the city's wellness efforts.

In a collaborative effort with the City's Occupational Safety & Hygiene section, Bureau of Workers' Compensation and the City's MCO, workers' compensation claims have been strategically managed to reduce the number of days lost from work. These efforts, coupled with transitional work accommodations, resulted in a 43% reduction in lost days from 2012. Employee Benefits continues to work with various departments on the Transitional Work Duty program.

Risk Management participated in additional workers' compensation cost saving programs which resulted in refunds from BWC and the Capital Area Safety Council totaling \$551,440.83 in 2013. These programs include: Participation in the Handicap Reimbursement program; Subrogation of BWC claims; and protests of inaccurate claims rating analysis performed by BWC. Risk Management continued its participation in the BWC Retrospective Rating Program in 2013. Risk Management has participated in the BWC Retrospective Rating Program since January 1, 2006. This cost savings program has resulted in a potential savings of \$64,438,780 since its inception. The Retrospective Rating Program is an alternative rating plan that allows the City to assume a portion of risk (workers' compensation claims cost) in exchange for a possible reduction in premium. In 2013, the BWC authorized a one-time rebate of \$8,249,638 to the City of Columbus. The rebate is a plan to assist private and public employers in expanding safety grants and modernizing the future premium collection process.

The Employee Benefits section conducted the "Request for Proposal" process for its five ancillary lines of the health insurance including: Dental; Vision; short-term disability; life; and COBRA benefits. As a result of the review of the bidders' proposals, all incumbent vendors were selected to continue their service for the following three year period.

The Employee Benefits section continues to monitor the Affordable Care Act provisions and implement the required initiatives to remain compliant with the healthcare reform law. Several initiatives in 2013 included: employee notification of the Public Healthcare Exchange marketplace; notification of the Medicare D provision; and preparation for the enhancement of the Preventive Benefits that will be offered to city employees in 2014.

The Employee Benefits section continued its initiatives with the “Healthy Columbus” Program. The Citywide wellness and disease management program promotes a healthy lifestyle with all employees and family members by providing education and opportunities to reduce their health risk factors. These efforts assist with the reduction of the City’s health care costs. Several wellness programs continued in 2013 with increased participation including: a “Healthy Columbus” website available on the internet; a diabetes prevention program which has yielded a projected health cost future savings of \$314,814 annually; a tobacco cessation program (yielding a 39% successful quit rate); and the offering of several new fitness classes resulting in a total average of 25 fitness classes per week.

The Healthy Columbus program was a recipient of several awards in 2013. These awards include: Columbus Business First “Healthiest Employers of Central Ohio – Large Business”; Ohio Department of Healthy “Breast feeding Business Award”; “Ohio Department of Healthy Breast Feeding Friendly Employer” silver award; and Ohio Department of Health “Healthy Ohio Business Council Award” recognition.

The Citywide Employee Health Fairs were held in May and November, with increased wellness and health screenings and services being offered. Employee participation in the health fairs increased 5% this year. In an effort to increase the availability of flu vaccinations to all city employees and their family members, flu shot clinics were conducted throughout the City. Flu shot vouchers were also available, at no cost, to all city employees and family members at participating Kroger pharmacies. Over 2,200 flu shots were provided to city employees and their family members. EBRM was an active participant in the Citywide Human Resources Conference held in October 2013.

Equal Employment Opportunity

In 2013, the City Equal Employment Opportunity Office met its goal of less than eight formal EEO complaints per thousand of City employees by utilizing mediation and other problem solving techniques. Notably, the Office worked extensively and closely with Department of Public Utilities human resources staff to resolve a number of employee EEO concerns. The EEO Office, as specified in the current EEO plans, monitored departmental hiring justifications and hiring patterns to discern how the same might prove useful in developing future recruitment strategies where significant underutilizations may be found. The EEO Office timely prepared and filed the requisite EEO-4 report with the U.S. Equal Employment Opportunity Commission and has worked with the developers of CHRIS to develop programs to facilitate the preparation of future government reports. The EEO Office, with the assistance of other members of the Human Resources Department team, coordinated a successful Black History Month Celebration; highlighting the role of struggle in African American history and included participants from The Ohio State University and Syracuse University. In its planning for the 2014 Celebration, the EEO Office was able to obtain the commitment of Mrs. Marian Wright Edelman, founder and president of the Children’s Defense Fund, Washington, D.C., to be the keynote speaker

Training and Employee Development

Citywide Training and Development (CTD) is committed to offering quality courses to City employees and enterprise (public) customers that are cost containing while helping to improve employee/learning participant performance and service delivery to the citizens. In 2013, CTD offered over 485 classes in 180 different topic areas providing relevant training and development opportunities to 6,619 participants. CTD instructors trained 639 participants in Microsoft Office topics, 316 new hires in orientation, 295 employees in American Heart Association CPR/AED Adult/Child/Infant certification and 258 employees in AHA First Aid Certification. The CPR/AED and First Aid courses alone saved the City over \$73,609 in instructional fees.

In June 2013, CTD received a generous \$10,000. Grant from City Council to extend its classes free of charge to small businesses meeting certain criteria. The Small Business Training Pilot was a huge success. CTD exhausted the funds and was awarded another \$18,000 grant from City Council to continue to expand the program. By December 31, 2013, 181 classes were registered for and attended by small business participants.

CTD reestablished the Training Advisory Council, meeting with department heads and/or designees and administering training needs assessments to both City and enterprise participants. These efforts afforded CTD to open the lines of communication with City departments, design and deliver customized training programs and rebuild solid working relationships and credibility.

CTD partnered with the Ohio Chamber of Commerce to offer CLE and HRCI accredited webinars. A total of 78 training participants took advantage of 8 live webinars offered in 2013. Citywide Training maintained partnerships with Franklin University, Columbus Area Labor Management Committee, Increase CDC and Skylight Financial Services to provide various supplemental trainings to employees such as Financial Education, Small Business classes, management classes, and information to help first time homebuyers. The City's Employee Assistance Program (EAP) provides ongoing training in communication and employee relation skills via their own set of workshops and lectures. In addition to regularly scheduled classes in Frontline Supervision, Career Development, Sexual Harassment, Promoting Inclusion, and Violence in the Workplace, CTD offers a variety of safety courses such as CPR, First Aid and Armed Intruder.

CTD continued its partnerships in 2013 with several colleges and universities in the Columbus area and Columbus City Schools for the purpose of mentoring young professionals and high school students who are seeking a career in the Human Resources and Organizational Development fields. Students have been afforded opportunities to intern and/or participate in CTD facilitated class activities that demonstrate "real-life" experiences faced by the Training and Development professional.

Employee Resources

The Department of Human Resources, Employee Resources section, is responsible for the citywide coordination of the Operation Feed and Combined Charitable Campaigns. In 2013, City of Columbus employees donated \$152,546 to the Combined Charities Campaign and 241,814 meals to Operation Feed.

During the 2013 Employee Recognition Program 1,105 employees were recognized for longevity and an additional 352 individuals were recognized for safety initiatives, cost saving ideas, Skills Development, and Mayor's Award of Excellence achievement.

This section also kept employees abreast of the latest resources, discounts, activities and events available to them by way of paycheck stuffers, memos, posters, citywide voicemails, e-mails, newsletter articles and mailings.

Compensation Management

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

In 2013, the Compensation Management program area began work on a citywide workforce planning initiative to improve continuity of knowledge and long-range planning processes across all city departments. The effort was piloted in the Department of Human Resources with plans to introduce it to all departments and elected officials.

Compensation acquired a compensation analysis software system which has greatly improved data-gathering, analysis, and work processes. The program area also continued work on a comprehensive performance-evaluation and succession-planning tool which will help guide merit pay and personnel decisions

Columbus Human Resources Information System (CHRIS) Office

In 2013, the CHRIS Office became independent of the Compensation Management program area. The office was relocated to a space that provided for co-location of the CHRIS project team. Co-location during critical project phases enabled the project resources to work more effectively and allowed for ease of coordination for faster response time. Additionally, the CHRIS office continued to coordinate functional efforts and dedicate two full-time resources to the project. HR, Civil Service, DoT and the City Auditor continued collaborative efforts towards integrating critical functions in each of the referenced departments into a single system to achieve greater efficiencies.