City of Columbus



2014 ANNUAL REPORT

Andrea Blevins, City Clerk Columbus, Ohio

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Mayor's Office 2014 Annual Report

2014 Mayor's Office Annual Report

The Office of Mayor Michael B. Coleman spearheaded numerous initiatives and projects in 2014 toward the goal of making Columbus the best city in the nation to live, to work and to raise a family.

National Recognition

EBONY magazine recognized Mayor Michael B. Coleman as one of the most influential African Americans in the nation on its annual EBONY POWER 100 list.

Mayor Coleman was recognized as one of the nation's top 25 Doers, Dreamers & Drivers by Government Technology Magazine.

For the second consecutive year, Columbus was included in the Intelligent Communities Forum's Top 7 Cities.

Looking at cities across the nation where individuals can succeed and enjoy a high quality of life, Forbes named Columbus America's top Opportunity City.

The Columbus Division of Fleet Management was honored by Governing Magazine and 100 Best Fleets as the No. 1 fleet operation in North America, chosen from more than more than 38,000 public fleets.

Forbes listed Columbus as the No. 4 U.S. city emerging strongest from the recession. Forbes also said Columbus is one of only seven of the top 50 cities to see a reduction in poverty.

Time Magazine named Columbus the No. 5 city to start a new career.

Property Shark ranked Columbus as the No. 6 US City for Culture based on the number of cultural centers per capita.

The Scioto Mile Fountain was recognized by CNN as one of the world's 15 most spectacular fountains.

Economic Development

Columbus entered into 31 deals that will create 3,672 new jobs and generate \$270 million in private investment.

Columbus was chosen as a finalist for the 2016 Democratic National Convention along with Philadelphia and Brooklyn. Columbus also was named the host of the 2018 NCAA Women's Final Four.

The Columbus Region's unemployment rate of 3.9 percent is lowest in the State of Ohio, and lower than the metro areas of any of the 25 largest cities.

Forty-nine ex-offenders graduated as the second class of Restoration Academy, securing new skills, internships and new jobs. The size of Restoration Academy participants tripled within same budget.

Education

Mayor Coleman created the Department of Education at the recommendation of the Columbus Education Commission. The department works closely with Columbus City Schools, local colleges and universities,

charter schools, businesses, community groups and organizations devoted to education and workforce development.

The City of Columbus has created access for 500 quality early childhood education opportunities. The city has contracts with providers for 482 pre-K slots.

The City of Columbus helped support FastPath, a workforce development initiative led by Columbus State Community College that focuses on employing unemployed and underemployed adults. Under FastPath, Columbus State works with COWIC and other community partners and area employers to identify available jobs, develop work-based training for unemployed and underemployed adults, and place program participants in careers with participating local businesses.

The City of Columbus worked with Columbus City Schools to expand free lunch meals for all CCS students.

Fiscal Responsibility

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

The mayor's 2015 budget proposal would deposit an additional \$2.2 million in the city reserve account, bringing the total to \$66.9 million by the end of 2015. This deposit will keep the city on schedule to meet the new goal of a \$75 million balance in the fund by the end of 2018.

Since 2009, Columbus has taken steps that will save more than \$260 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

According to FBI data, Columbus has decreased its number of violent crimes by 20 percent over a 10-year period even while increasing its population by six percent.

The Police and Fire Exploration Camp introduced youth to the departments by allowing participants to go through some of the same training as police and fire recruits in order to learn what it takes to become either a police officer of fireman.

The city passed legislation that would allow for legal operations of peer-to-peer transportation network companies and drivers. UberX, Lyft and nearly 300 drivers were issued a license by the September 5 deadline.

Neighborhoods

The Department of Housing and Urban Development awarded the largest federal grant ever given to help a Columbus neighborhood, with a \$29.7 million commitment to the Near East Side as part of the Choice Neighborhood Initiative Grant.

Columbus resurfaced over 160 lane miles of city roadways in the City's largest-ever \$28 million resurfacing program.

Creating a new tool to protect neighborhoods from blight, Mayor Michael B. Coleman proposed a new law that would allow the city to assess civil penalties of \$1,000 per day for damaged and unsafe

properties. In 2012, Columbus initiated a process to demolish the 900 homes that are unsafe and beyond repair within a four-year period. Since then, the city has demolished a total of 637 structures or 1079 residential units, including a record total of 302 structures in 2014. In addition, 213 previously abandoned structures have been sold to buyers who commit to a comprehensive renovation plan.

Columbus completed first phase of American Addition infrastructure improvements. Adjacent to the American Addition project, work continued on Phase 2 of the Joyce Avenue Improvements Project, which includes roadway reconstruction and the addition of sidewalks, shared used paths, storm sewers, upgraded water lines and street lights.

The Westgate Community Center was rededicated on October 16, 2014. The center originally built in 1961 is well used by the community and long overdue for renovations. Improvements included new windows, doors, HVAC system including adding air conditioning and the addition of a multi-purpose room. It has been well received by the community and programs have taken off since reopening.

The City completed construction of 41 roadway improvements throughout the City. Highlighted projects completed in 2014 include streetscape improvements to Nationwide Boulevard, a new shared-use path along Olentangy River Road north of Ackerman Road, capacity improvements to the intersection of Alkire and Holt on the west side, roadway improvements to serve the revitalization of American Addition, and new sidewalks along Godown Road and at bus stops citywide.

The first city-installed bike lanes were completed in the Downtown on Spring Street along with 84 new petered parking spaces, and Long Street between Marconi Boulevard and Lester Drive.

Getting Green

The City of Columbus has purchased specialized smart recycling and trash containers for the Short North that can sense a container's capacity and alert city crews to the need for collection.

90 police cruisers were purchased and were fitted with anti-idling devices that stop, or restart, a cruiser automatically and do not affect the on-board power needs of a cruiser that are essential to operate computers and radio communications.

City officials dedicated the Morse Rd CNG station and design began on the west side CNG station. 194,000 gas gallon equivalents of CNG has been pumped to date.

By the end of 2014 there will be approximately 135 City CNG vehicles in service. Nearly all of which are large vehicles –such as refuse trucks and snow plows – that traditionally consume large amounts of polluting and expensive diesel fuel. City vehicles are trending to consume approximately 260 gges (gasoline gallon equivalents) of CNG by year end, saving over \$410,000 in fuel costs compared to the average cost of diesel fuel this year.

Columbus GreenSpot reached and exceeded the 10,000 member milestone.

The Green Team and community at large worked together, gathering baseline data to create Green Memo III.

City Treasurer 2014 Annual Report

ANNUAL REPORT DEPARTMENT OF CITY TREASURER FOR THE YEAR ENDING DECEMBER 31, 2014

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 2014 was \$1,681,782,517.39 with cash-basis investment earnings of \$8,484,921.04 for a yield of 0.505 percent. The investment balance at year end was \$1,634,628,094.01. Schedules of all investment activity for the year, and the portfolio composition as of December 31, 2014 are presented later in this report.

Columbus City Treasurer's Office Balance Sheet as of 12/31/14

ASSETS:

Cash in Banks	\$ 4,805,396.33
Cash-in-Payroll Account	231,851.64
Cash-on-Hand	123,358.72
Receivable Items	13,357.68
Due to Others	302,221.68
Sinking Fund Coupons	43,750,025.00
Returned Checks	34,504.56
Treasury Investments	1,634,628,094.01
Total Assets	\$ 1,683,888,809.62

LIABILITIES:

LIADILITIES.	
Auditor's Warrants Payable	\$ 10,712,771.21
Sinking Fund Warrants Payable	43,758,591.76
Payroll Checks Issued	231,851.64
Advance Receipts	15,405,954.63
Total Liabilities	70,109,169.24
City Fund Balance	1,613,509,015.35
Sinking Fund Balance	270,625.03
Total Fund Balances	1,613,779,640.38
Total Liabilities and Fund Balance	\$ 1,683,888,809.62

Columbus City Treasurer Investment Earnings-Cash Basis 1987-2014

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
2014	\$8,484,921.04

CITY OF COLUMBUS DECEMBER 31, 2014 INVESTMENTS BY TYPE

	Amount	Average Yield	% of Portfolio
FFCB Coupon Notes FFCB Coupon Notes – Callable	221,303,983.85 49,970,000.00	0.44% 0.44%	13.54% 3.06%
Federal Farm Credit Bank	271,273,983.85		16.60%
FHLB Coupon Notes FHLB Coupon Notes-Callable FHLB Discount Notes	545,592,803.79 52,582,033.68 0.00	0.84% 0.99% 0.00%	33.38% 3.22% 0.00%
Federal Home Loan Bank	598,174,837.47		36.59%
FHLMC Coupon Notes FHLMC Coupon Notes-Callable FHLMC Discount Notes	111,529,448.39 232,816,945.86 0.00	0.79% 0.97% 0.00%	6.82% 14.24% 0.00%
Federal Home Loan Mortgage Corp.	344,346,394.25		21.07%
FNMA Coupon Notes FNMA Coupon Notes-Callable	229,570,035.63 17,453,401.46	0.67% 0.98%	14.04% 1.07%
Federal National Mortgage Association	247,023,437.09		15.11%
Star Ohio	10,012,122.08	0.07%	0.61%
JP Morgan Chase Bank	158,226,373.05	0.06%	9.68%
Huntington Premier Money Marke	et 5,570,946.22	0.01%	0.34%

Total Investments 1,634,628,094.01 0.69% 100.00%

City Attorney 2014 Annual Report

In 2014, City Attorney Richard C. Pfeiffer, Jr. continued to focus 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 ensure demolition of Motel One on the east side of the city, as well as permanent injunctions against Columbus Inn & Suites, Red Carpet Inn, Super 8, and Knight's Inn on the city's north side.

City Attorney Pfeiffer also launched two new ventures with a neighborhood documentary video series and a partnership with the Columbus Coalition for the Homeless and the *Street Speech* social justice newspaper.

Several staff members received honors and accolades in 2014. Chief of Staff and First Assistant City Prosecutor Bill R. Hedrick was named *Models of Justice Prosecutor of the Year* by the Justice League of Ohio. Senior Assistant City Prosecutor Cyndy Peterson was named *Most Outstanding Prosecutor* by MADD-Ohio. Assistant City Prosecutor Jarrod Skinner was elected President of the Board of Directors for the John Mercer Langston Bar Association.

City Attorney Pfeiffer received the 25th annual *David D. White Award* from Capital University Law School and the African American Law Alumni Association. The award is given to individuals who have made a significant contribution to the African American community and is in honor of David White, who in 1931 became the first African American graduate of the Columbus School of Law (now Capital University Law School). Mr. White also was the first African American attorney licensed to practice law in Columbus and served as a partner at the law firm of Bell, White, and Ross for over 57 years.

Longtime Assistant City Prosecutor Rob Levering retired after serving 36 years in the office.

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 2014 was 120 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 \$12,654,036 (\$11,563,061 from the General Fund and \$746,034 from the Land Acquisition Fund, as well as \$304,942 from grants and \$40,000 from fees).

General Counsel Section ☐ Joshua T. Cox, Chief Counsel & Section Chief 2014 Staff: 6 FTEs + 7 PTEs ☐ 2014 Budget: \$918,285

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 1,928 contracts for city departments, involving expenditures of over \$452 million. The section also reviewed 1805 ordinances. General Counsel provided legal assistance on dozens of noteworthy projects and issues during 2014 as well.

Labor and Employment Section Pamela J. Gordon, Section Chief 2014 Staff: 6 FTEs 2014 Budget: \$755,859

The Labor and Employment Section 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 2014 with 98 cases pending in various forums and currently has 88 pending cases. Seventy-one new cases were opened during the year. Additionally, several cases progressed to the appellate level, creating additional litigation.

Over the course of the year, 98 cases were resolved. Sixty of those cases were successfully resolved in the city's favor as follows:

- Four arbitrations
- Eight cases before the Equal Employment Opportunity Commission and Ohio Civil Service Commission
- 29 court and administrative cases (Court of Common Pleas, U.S. District Court, Court of Appeals, and Unemployment Compensation Review Commission)
- Two threatened litigation but did not result in a lawsuit
- 17 voluntarily dismissed or withdrawn

In the remaining 38 cases, 28 were settled (11 arbitrations and 17 filings in the Franklin County Court of Common Pleas—all of these cases were settlements of Bureau of Workers' Compensation appeals; BWC paid the settlements, one USDC), four arbitrations resulted in split decisions and three arbitrations were resolved against the city and one Industrial Commission case was resolved against the city. One threatened litigation matter resulted in litigation and is currently pending.

In July 2014, the Labor and Employment attorneys began tracking the daily calls for legal advice and assistance unrelated to pending cases. From that date, the section fielded more than 115 requests.

Litigation Section ☐ **Glenn B. Redick, Section Chief** 2014 Staff: 6 FTEs ☐ 2014 Budget: \$893,458

While litigation occurs in other sections of the office, the Litigation Section's caseload principally deals with claims and litigation against the city and its employees seeking monetary damages based on allegations of personal injury, property damage, or violation of constitutional rights. During 2014, this

section took on 58 new lawsuits that were filed against the city and its employees, requesting over \$73 million in damages.

Sixty cases were resolved during the year: 17 cases were by way of settlement; two cases were dismissed in the city's favor on summary judgment motions; 12 cases were dismissed for other reasons; six cases were decided in the city's favor on other dispositive motions and none were decided in opposing parties' favor.

The city paid out \$249,641.25 to resolve matters handled by the Litigation Section. The city also paid \$29,500.00 for matters separate from the litigation section, for total payments in the amount of \$279,141.25, to resolve all lawsuits in 2014. As of the end of the year, there were 68 active cases pending which were the responsibility of the Litigation Section.

Additionally, this 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 prevented or defended.

Claims Division ☐ Nancy L. Weidman, Division Chief 2014 Staff: 7 FTEs ☐ 2014 Budget: \$698,686

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. The combination of both in-house and outside agency delinquent tax collections bring in millions to the city each year. As of December 31, 2014, a total of \$4,669,651.61 was brought into the General Fund through these collection efforts, which represents a 7.3% increase over the same time period last year.

Both in-house and outside agency tax collections have doubled since City Attorney Pfeiffer took office in 2003.

Year	Outside Agency Tax Collections	In-House Tax Collections
2002	\$911,453	\$882,879
2003	\$730,575	\$1,067,245
2004	\$568,913	\$1,395,329
2005	\$452,331	\$1,516,250
2006	\$813,392	\$1,449,281
2007	\$1,035,252	\$1,418,154
2008	\$1,038,303	\$1,679,902
2009	\$1,222,862	\$1,946,600
2010	\$1,779,954	\$2,125,521
2011	\$2,489,957	\$2,406,480
2012	\$2,272,455	\$1,592,761
2013	\$2,367,137	\$1,984,575

2014	\$2,186,013	\$2,483,639
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The Claims Section filed 3,814 tax cases and collected \$2,186,012.91 in delinquent city income taxes inhouse. The section also collected \$194,535.47 on behalf of non-tax clients through both court actions and direct phone contact. Those clients include the Departments of Utilities, Transportation, Public Service, Licensing, and Recreation and Parks. A total of 101 cases were filed to collect non-tax debt.

There were 91 new claims over the \$2,500 threshold filed through December 31, 2014. Forty-two have been settled and 38 were denied. Three claims became Litigation matters. The remainders are in progress. In total, \$124,587.47 was paid on behalf of the clients to settle damage or personal injury claims filed against them through December 31, 2014.

Police Legal Advisor's Office \Box Jeffrey S. Furbee, Section Chie
2014 Staff: 2 FTEs □2014 Budget: \$280,051

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.

• <u>Training:</u> (300+ hours in 2014) The demands made of the legal advisor 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 as police recruits.

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

The advisors also provided legal training to two police recruit class this year. 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, such as Narcotics and SWAT, and conducted training on their specific issues.

- Real-time Legal Advice: The police legal advisors receive approximately 30-40 inquiries from officers every day. These inquiries vary from brief, easily answered questions to complex legal questions. Inquiries are made via email, phone, and in-person. Several hours a day are spent giving legal advice to the Division of Police.
- <u>Legal Updates and Roll Calls:</u> (10+ written updates/and over 60 roll-calls attended in 2014). The police legal advisors distribute legal updates to all Division of Police Officers for up-to-date legal information on a monthly basis. They also attended nearly every Division of Police Patrol Roll to take questions specific to those officers and the parts of town where they patrol.
- <u>Videos:</u> (Several videos produced 2014). This year our 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.

- <u>Meetings:</u> 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 2014.
- 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.

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.

Prosecutor Unit \square Lara N. Baker, Chief Prosecutor & Bill Hedrick, Chief of Staff
2014 Staff: 39 FTEs and 1 PTE □2014 Budget: \$3,546,640

The Prosecutor Unit—consisting of 15 courtroom prosecutors, four domestic violence prosecutors, three arraignment team prosecutors, two environmental prosecutors, an administrative assistant, and three legal support staff—prosecuted 122,607 misdemeanor cases initiated in the Franklin County Municipal Court. Courtroom prosecutors worked dockets with an average caseload of 463 criminal/traffic cases per month.

Prosecutions initiate in the four arraignment courtrooms of the Franklin County Municipal Court. In 2014, 30% of all OVI cases were resolved in the arraignment courtrooms, primarily by Assistant City Prosecutors Robert Levering and Michael Allbritain, with an 72% conviction rate meaning that 1,463 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 2014, 811 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 2014, 152 requests for public records were responded to in a timely fashion. The division also generated \$39,530 in revenue by providing legal services to area municipalities.

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 2014, 52,813 cases were processed to closure and stored. Overall, this unit initiated approximately 196,154 cases (10,207 of which were OVIs).

Prosecution Resources Unit ☐ **Robert Tobias, Director** 2014 Staff: 4 FTEs + 17 PTEs ☐ 2014 Budget: \$554,655

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.

- <u>Intake Section</u> *Jessica Cain*, *Lead Legal Intake Counselor* Offering citizens the opportunity to have allegations of misdemeanor criminal violations reviewed by a prosecutor, the Intake Section processed 2,983 citizen complaints, resulting in the filing of 486 criminal charges. With a staff of approximately 18 intake officers, the Intake Section averaged 248 criminal complaints a month.
- PRU Mediation Program Catherine Graham, Coordinator

 This program operated in the evenings with volunteer mediators from the Moritz College of Law, Capital University Law School, Nationwide Insurance and members of the alternative dispute resolution community in an effort to resolve disputes without resorting to criminal prosecution. The program scheduled 313 mediation hearings, resulting in 166 hearings conducted. Of these 166 mediation hearings, 61% resolved with an agreement.
- <u>Check Resolution Program</u> *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 8,618 first and second hearings resulting in the recovery of \$336,962.64 on dishonored checks. This process diverted 2,832 check writers from the criminal justice system.

Domestic Violence and Stalking Unit ☐ Anne Murray, Director
2014 Staff: 16 General Fund FTEs + 2 Contract (Grants) ☐2014 Budget: \$1,291,621

This unit consists of a director, a chief advocate, two lead advocates, 10 full-time victim advocates, including a Spanish speaking advocate, three support staff members, a cyber crime investigator, a stalking specialist, a grant-funded stalking advocate, and liaisons from CHOICES, Franklin County Children Services, and Capital University Law School's Family Advocacy Clinic. 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 4969 cases. The DV prosecutors resolved 4006 cases.

Appellate Unit ☐Melanie Tobias, Director	
2014 Staff: 3 FTEs + 7 PTEs □2014 Budget: \$39	3,129

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 27 briefs – 21 filed in the 10th District Court of Appeals, and five briefs contra and one brief in support of certiorari filed in the Ohio Supreme Court. Nineteen oral arguments were completed. Overall, the unit was successful in 90% of its cases.

The Appellate Unit also was responsible for the filing of over 750 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 1,227 participants in 2014, 981 (80%) successfully completed the requirements allowing for case resolution at the arraignment stage. Of the 1,150 minor-misdemeanor-only participants, 940 (82%) successfully completed.

Real Estate Division Dave Peterson, Chief Real Estate Attorney

The Real Estate Division is responsible for the acquisition of all real property interests needed by city departments, the provision of legal assistance with regard to all real estate matters—including the sale and leasing of property—utility easements, right-of-way dedications, and matters related to real estate property taxes. The Real Estate Division also provides legal and negotiating advice for a number of major projects contributing to Columbus' development, including the Scioto Greenways and Scioto Peninsula projects.

In 2014, the Real Estate Division provided legal and negotiating services for 22 projects, comprising a total of 192 acquisitions, which will contribute to Columbus' development. Major projects included acquisition of 71 parcels on the Hard Road Widening Phase A Project, Morse Road Widening Project at Hamilton Road, Mound Street Water Booster Station, Hayden Run Boulevard Railroad Overpass Phase 2, CNG-West Project, West Fifth Avenue Bridge Replacement Project, Hayden Run Falls Park Preservation, Overbrook Conservation at Hoover Reservoir and the Blacklick Sanitary Interceptor Project and commencing acquisition on American Addition Phase 2 & 3, Joyce Avenue Phase 3, Gender Road at Refugee Road, Lockbourne Intermodal Sanitary Sub-trunk, and Georgesville Road at Holt Road.

The Real Estate Division also handled deed and instrument preparation and other assistance related to 138 easement or property donations, 160 deeds for the city's land bank, and the preparation and submittal of real estate tax exemption applications for new construction and newly acquired properties. The division assisted in the sale/closing of the old municipal electric plant on Nationwide Blvd. for future development.

The Real Estate Division also participates in and provides guidance to the Columbus Land Review Commission, including the preparation and valuation of city property being considered by the Commission.

Z one Initiative Unit	Assistant (City Attorney	Steve Dunbar
2014 Staff: 5 FTEs +	1PTE □2014	Budget: \$348	,745

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 2014. City Attorney Pfeiffer continued to advocate for Am. Sub. H.B. 223 to help expedite the transfer of blighted and abandoned property to responsible owners.

Meetings attended

- Approximately 179 community meetings
- Approximately 180 police meetings
- Approximately 153 Code Enforcement meetings

Ohio Revised Code Chapter 3767 - Criminal Nuisance Abatement

- Seventeen new cases filed
- Eight Temporary Restraining Orders granted

• Six permanent injunctions issued

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

- 312 new cases filed
- 63 property owners voluntarily came into compliance with code
- 150 Default Judgments granted
- 98 Contempt Orders granted
- 86 Demolition Orders submitted to the VAP program for nuisance property demolition

•

Liquor Permit Violations

- Investigated roughly 150 establishments for the 20143-2015 objection season
- Objected to 25 permits in December 2014
- Twelve objections filed at the end of 2014
- Nine objections upheld
- One objection overruled
- Two rulings still pending final decision

City Auditor 2014 Annual Report



HUGH J. DORRIAN

CITY AUDITOR 614 / 645-7615

City of Columbus OHIO

ROBERT L. MCDANIEL

DEPUTY CITY AUDITOR FAX: 614 / 645-8444

90 WEST BROAD STREET COLUMBUS, OH 43215

March 12, 2015

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 2014.

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 2014 is now in progress. An annual financial report of the total City for the year ended December 31, 2014 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.

Hugh J. Dovian

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>2014</u>
Personal service	\$	2,923,776
Materials and supplies		29,395
Services		749,157
Other disbursements		-
Capital outlay	*	*
	\$_	3,702,328

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)						
	2014		\$18,507	,	2009	12,72	7
	2013		17,511		2008	14,679	
	2012		16,455		2007	14,883	
	2011		15,027		2006	13,948	
	2010		13,781		2005	13,073	
	2010		15,701		2005	15,07.	
		N	Tiscellaneous	Data			
		<u>2014</u>	<u>2013</u>	2012	<u>2011</u>	<u>2010</u>	
Vouchers paid		100,495	96,488	94,597	91,772	100,545	
Receiving warrar	nts written	9,387	9,730	9,472	9,625	8,640	
1000111118	(122222	7,227	2,	-,	7,0	0,0 70	
Disbursing warra	nts written	75,812	73,742	71,051	69,259	73,683	
Funds and sub-fu	nds						
accounted for:	General	8	8	8	6	6	
	Special Revenue	53	53	52	51	50	
	Trust & Agency	24	23	22	22	23	
	Debt Service	24	24	23	21	20	
	Internal Service	7	7	7	7	7	
	Capital Projects	61	60	58	57	54	
	Enterprise	43	42	42	41	41	
	Total	220	217	212	205	201	

Civil Service Commission 2014 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 7,700 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 2014, 100 percent of the City's class plan was up-to-date. As part of this objective, staff completed a total of 188 class reviews with recommendations approved by the Commission in 2014.

The 188 reviews resulted in:

- 8 actions to create new classification specifications
- 9 actions to abolish classifications
- 62 actions to review without change
- 109 actions to revise and/or retitle

Additionally, 76 positions were randomly reviewed to determine if their duties matched their current classification; 100 percent of these positions were properly classified.

The Commission also conducts job audits upon request by an individual, a department, or a union. The purpose of these audits is to ensure that City employees are performing the duties for which they were hired, qualified, and being properly compensated. During 2014, Commission staff completed a total of four position audits; two 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, 33 sworn positions were reviewed for possible civilianization consideration. If this is the direction chosen for these positions, several new or existing classifications may need to be created or revised.

APPLICANT AND EMPLOYEE SERVICES

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

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 an email notice to apply when the City is taking applications for a given job.

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

In 2014, the Applicant and Employee Services Unit:

- 47,440 Job Interest Cards were submitted electronically for all City jobs
- posted 540 noncompetitive/provisional/unclassified job vacancies
- received 14,893 online applications for noncompetitive/provisional/unclassified job postings

NON-UNIFORMED TESTING

The Commission's Non-Uniformed Testing Unit administers exams to further determine candidates' suitability for the work which will be performed in all tested (competitive and qualifying noncompetitive) job classes, other than the Police and Fire sworn jobs.

In 2014, the Non-Uniformed Testing Unit:

- collected 40,899 on-line job interest forms for all non-uniformed jobs
- conducted 126 exam recruitments (90 regular recruitments and 36 Rule VI)
- received 12,787 exam applications (12,653 online; 134 paper)
- tested 4,412 candidates (4,349 regular and 63 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 2014, we completed 53 job analysis projects, 53 test development projects, and averaged 64 days to create eligible lists.

Commission Rules also allow latitude for City departments to hire personnel provisionally when there is a critical need to immediately fill a position but there is no eligible list in place. In order to ensure fair access to City jobs, the Commission is committed to maintaining a provisional employee count below two percent. The City began 2014 with one provisional employee and ended the year with three provisional employees, resulting in a provisional appointment rate of less than one percent.

The one provisional employee in place at the beginning of 2014 was in the new Cultural Arts and Events Specialist classification created for the Recreation and Parks Department. The provisional hire was approved in 2013 to meet a critical need within the department, with plans in place to create and administer the test in early 2014. However, the job analysis was put on hold at the request of the department while they tried to determine if the classification would continue to be utilized. In late 2014, the department gave the go ahead. The exam is expected to be developed in early 2015. The additional two provisional employees are in the Fire Battalion Chief classification. These two provisional employees were hired as the result of a significant number of retirements, a very small eligible list, and a clear need to have all Battalion Chief positions filled.

UNIFORMED TESTING

The Commission's Uniformed Testing Unit administers exams for 10 job classes that make up the Public Safety services for the City of Columbus. The majority of the examinations are comprised of at least three components, including a paper test, an oral response, and a physical assessment or tactical exercise. The Uniformed Testing Unit works closely with the IAFF and the FOP to ensure fairness and consistency in the testing processes of promotional exams. The following exams were administered in 2014: Entry-level Police Officer, Entry-level Firefighter, Police Lieutenant, and Police Commander. With the exception of the Firefighter physical test, each of these exams were developed, administered, and validated by Civil Service Commission staff, and the eligible lists were established in 2014. An outside consultant developed and validated the Firefighter physical test.

Entry-Level Testing

The Entry-level Police Officer exam consists of four phases and the Entry-level Firefighter exam consisted of three phases. In 2014, there were 2,707 individuals who applied to take the Police Officer exam and 4,969 individuals who applied for the Firefighter exam. In all, 548 candidates were placed on the Police Officer eligible list and 1,411 candidates were placed on the Firefighter eligible list in 2014.

Promotional Testing

	Number of Exam Phases	Number of Candidates Tested	Number of Candidates Added to Eligible List
	1 Hases	1 esteu	Added to Eligible List
Police Lieutenant	4	23	16
Police Commander	2	13	10

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 2014, the Commission processed an average of 519 transactions per pay period before the payroll was certified correct to the City Auditor and paychecks issued.

COLUMBUS CITY SCHOOLS

The Ohio Revised Code provides that the Commission also oversees approximately 2,457 employees in the classified service of the Columbus Board of Education. In 2014, there were 151 classification specifications in the Columbus City Schools' class plan. During the year, the Commission approved recommendations for the revisions to two classification specifications and the abolishment of 37 job classes. There were no creations of job classes.

In 2014, Columbus City Schools utilized the downtown test center and hearing room for 15 days for test administrations (5) and trial board hearings (10).

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 expired 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 2014, 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 2014, the Commission:

- held 12 regular meetings
- conducted 2 full Commission hearings
- held 11 trial board disciplinary appeal hearings

The Commission's 2014 docket included:

- 15 disciplinary appeals filed by employees/unions
- 23 non-disciplinary appeals filed by employees/unions
- 5 appeals withdrawn
- 21 disciplinary appeal rulings
- 26 non-disciplinary appeal rulings
- 33 requests for background administrative reviews by applicants
- 34 background administrative review rulings

EXPENDITURES

Summary - Expenditures by Unit	2013	2014
Administration	\$1,981,027	\$1,953,946
Classification & Testing-Sworn Employees	1,068,958	1,245,828
Classification & Testing-Civilian Employees	526,815	519,835
Total Expenditures	\$3,576,800	\$3,719,609

Community Relations Commission 2014 Annual Report

Community Relations Commission, City of Columbus 2014 Annual Report Building A Community For All

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

INTRODUCTION

The Community Relations Commission for the City of Columbus is pleased to submit this document as the 2014 Annual Department Report to Mayor Michael B. Coleman, Columbus City Council and the residents of the City of Columbus. During the calendar year 2014 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.

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 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 2014 included:

- Hilliard Davidson High School
- Hilliard Bradley High School
- The Ohio State University
- Ohio Dominican University
- Columbus Police Recruit
- 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 Columbus Department of Public Service
- Ohio Board of Regents
- Society of Government Meeting Professionals
- WOSU Public Media
- Jobs Ohio

- Ohio Welcoming cities and County's
- 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 2014 are below. Additionally opportunities for 2015 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 CTV and filmed in front of live audiences. These events have steadily increased in attendance.
- Three Community Outreach and Engagement meetings were held throughout the City of Columbus to provide resources civic community leaders.
- 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 the King Lincoln Complex and the Lincoln Theater.
- Coordination of 2014 National Welcome Week and Hispanic Heritage Month Celebrations.
- Lead the Global Columbus Group to develop, increase and maintain global influence within Central Ohio.
- Successfully Managed the Mann's mobile home estates outreach plan thru June 2014 for the Dominican Sisters of Peace to bring about progress in the community.
- Hosted and managed multiple foreign delegations from: Nigeria, Ethiopia. China. and Belgium,
- Managed Homeless Outreach Collaborative contract with Maryhaven, Inc.
 - Provide outreach to neighborhoods and communities throughout Columbus and Central Ohio.
 - Collaborating with Columbus State Community College to outreach to a broad range of individuals representing different ages.
 - Worked with Huntington Park to create a plan of bringing diversity to their park and provide opportunities for youth from multicultural backgrounds.

- Both Community Relations Coordinators outreached to individuals and organizations in all quadrants of our city.
- Guide, connect and assist individuals and community groups with nonviolence grants.
- Conducted and lead an Otterbein Urbaan Appalachian class and Tour
- Develop, lead and plan the Franklinton Arts District Strategic Community Plan

Challenges/ Opportunities

- Continuous growth and expansion of our strategic outreach and inclusion plans that reach a larger number of the city's diverse residents
- Coordination of city-wide department resources to execute the implementation of a communication plan to meet the changing demands of Columbus' residential population

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. Two exhibitions were held in Columbus at Veterans Memorial and at Columbus City Hall. Each generation had the opportunity to reflect on the art and the topics they reveal. Displays were thought provoking and promoted spirited discussions. 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.
- Yom HaShoah- Organized and facilitated Mayor's 29th Annual Holocaust Remembrance Ceremony. More than 350 students, city employees, dignitaries and community members attended the ceremony to hear survivor testimony.
- Facilitated student groups concerning diversity and discrimination on a monthly basis at two Hilliard High Schools (Davidson and Bradley). The topic theme for 2014 was "What is an American?" 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 James 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.

III. DISCRIMINATION INVESTIGATIONS AND CASE SUMMARIES 2014

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 2014 from approximately 125 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	010
Total Informal Complaints	125
Closed Cases	10
Cases prosecuted	00

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

AREA		
Employment	09	
Ethnic Intimidation	02	
Housing		27
Interfering civil rights	05	
Public Accommodation	07	
Racial Profiling	02	
Retaliation	04	
BASIS		
Active Military	00	
Age	03	
Ancestry	01	
Color	04	
Disability	01	
Familial Status	00	
Gender Identity or expression	02	
National Origin	27*	
Race	11	
Religion		27*
Sex	03	
Sexual Orientation	03	

^{*} There were two separate group complaints by Somali Muslim residents from two separate apartment complexes. In the first group, approximately eleven complaints were filed. In the second group seventeen persons came to the initial meeting, however only six complainants filed with our office. Director Bell decided to keep all seventeen in the case until they were all filed with the U.S. Equal Employment Opportunity Commission through Council on American-Islamic Relations (CAIR).

Successes

- Achieved greater partnership with the Ohio Civil Rights Commission (OCRC) on discrimination complaints. Case information is readily shared, after processing the complaint.
- Participated in the Ohio Civil Rights Commission media events.
- Utilized social media, i.e. Facebook and Twitter to share information about diversity and 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, County and State Agency resources and services to improve quality of life and a smooth integration process.
- 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.
- Look for opportunities to support immigrant owned business that ultimately contribute to the local economy.
- 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 to enhance job opportunities for new American populations, provide capacity building training and instruction for organizations that serve the immigrant community to ensure sustainability in the Columbus, Central Ohio market.
- Organize and support New American festivals and community events.

Successes in 2014

- 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.
- Work with resettlement agencies to provide classes that will prepare immigrant and refugees on becoming US Citizen's.
- 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.
- Worked closely with the African Federation in Ohio (FAOO), SomaliCAN, ETTS, Asian American Commerce Group, Asian Festival, Noor Islamic Center and Latino based organizations on programing initiatives.

- Initiated and hosted Welcoming Week to foster community dialogue on cross-cultural understanding to promote mutual respect, diversity & inclusion.
- 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 Department of Homeland Security, and local Advisory Groups. Also worked with Somali Bantu Community and Bhutanese Napali community to gain access to equal opportunity in housing, and employment.
- Convened Ohio Welcoming Cities and County's initiatives representing six (6) Ohio welcoming cities and counties programs, Jobs Ohio and the Ohio Board of Regents to increase collaborations, and investment opportunity regarding highly skilled immigrants and to focus on a plan for international student retention.
- Coordinated and conducted Refugee Economic Impact research to identify and understand the economic contribution by members of refugee community in Columbus to be completed on June 2015.
- Nurtured understanding and promote partnerships with the New American Community and facilitated a forum to provide education on prevention of violence.
- Addressed three housing complaints on Capital Park, Wedgewood and Faith Village Apartments.
 Led two public forums for the community participated by CPD, Code Enforcement to resolve the concerns.
- Successfully resolved the Taxi drivers' grievances on City regulators addressing potential misunderstanding on City Code.
- Hosted, prepared and produced a segment on CTV's Global Columbus on a visiting delegation Belgium and representatives from US Homeland Security Department.

CRC AWARENESS AND OUTREACH PROGRAMS

CRC program highlights for 2014 include:

- Annual Civil Rights Historic Heritage Tour
- Columbus Regional Martin Luther King, Jr. Oratorical Contest
- Monthly CTV 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.
- Martin Luther King Jr. 2nd Annual Middle School Art Contest
- Martin Luther King, Jr. March and Celebration
- Somali Graduation & Scholarship Program
- "Silver Tsunami" Lunch and Learn series
- Outreach & Engagement Community Meetings
- Focus Learning Academy, "Giving Back"
- Urban Appalachian Tour
- 4th Annual New Americans Global Community Tour for the United Way Neighbor Leadership Academy
- Neighborhood Best Practices Conference
- Welcome Week Community Dialogue and Engagement Initiative

DEPARTMENT SUCCESSES AND CHALLENGES FOR 2014

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.
- 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

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 create a Welcoming community for all 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.
 - o 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

Mary Howard, Chair
Aaron Riley, Vice Chair
Julia Arbini-Carbonell
Rabbi Harold Berman
Joel Diaz
Flfi Di Bella
Rebecca Nelson
Alyson Poirier
Tykiah Wright
Merisa Bowers
Eric Brown
Adhanet Kifle

Elfi Di Bella Adhanet Kifle
William Dodson
Patricia S. Eshman Ex-Officio
Karan Froom Chris Cozad

Fran Frazier Thomas Diamond
Javar Godfrey Amanda Ford
Dr J.S. Jindal Nancy Pyon
Angela Mingo Keisha H. Jenkins

CRC STAFF

Napoleon Bell, Executive Director Erika Clark Jones, Deputy Director Guadalupe Velasquez, Assistant Director Gale Gray Nelson Hewitt Miranda Pierce Neal Semel Abdikhayr Soofe

Finance and Management 2014 Annual Report

DEPARTMENT OF FINANCE & MANAGEMENT 2014 ANNUAL REPORT

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

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

By group, then by division or office, 2014 highlights are as follows:

FINANCIAL MANAGEMENT GROUP

Budget Management

The primary function of the Budget Management Office is to oversee the development, monitoring and control of the city's operating budgets.

The 2014 budget was adopted by City Council on February 10, 2014 and was signed by the Mayor on February 11, 2014. Throughout the course of the year, the office monitored and reported on the financial status of all city departments by conducting quarterly and year-end financial reviews. Staff compiled and documented financial data and issued various financial summary reports. A year-end report was also issued, comparing overall 2014 revenues and expenditures to 2013 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 (2014-2016). A monthly general fund revenue report was compiled that compared revenues to the previous year's receipts, as well as to the City Auditor's estimate. Additionally, throughout the year Budget Management staff reviewed operating and capital expenditures to ensure budget compliance.

The office completed various special projects in partnership with other city agencies, including, among others, the following: served on the city's teams for the labor negotiations with CWA, AFSCME, FOP, and IAFF; produced and compiled forecasts for the 2015 County Tax Budget; continued work on the design and implementation of the new accounting, budgeting and procurement system (hereon referred to as DAX); assisted city print shop personnel in developing strategies for operational sustainability; represented the Department on the CelebrateOne committee (infant mortality task force); assisted with the technical aspects of establishing the newly created Department of Education;, analyzed and recommended the funding consolidation of the Golf Division back into the Recreation and Parks Department; conducted a review of the Fleet rate model; and participated in committees on the transition of PoliceNet operations to Technology and the consolidation of the Public Safety communication center.

The Mayor's 2015 Recommended Budget was submitted to City Council on November 14, 2014 in conformity with Columbus City Codes. The document was redesigned to better communicate and engage stakeholders.

Debt Management

The Debt Management Office oversees the coordination of the capital improvements budget (the CIB) and the six-year capital improvements program (the CIP).

The office coordinated the preparation of the 2014 Capital Improvements Budget and the 2014-2019 Capital Improvement Program. Also, in cooperation with the City Auditor, the office participated in various note and bond sales throughout the year. In January, a General Obligation Refunding Bond sale in the amount of \$97,560,000 was conducted to refund previously issued bonds. The net present value savings of this sale was approximately \$3.9 million. In June, the city issued \$284,080,000 of General Obligation Securities to fund various new citywide capital improvement projects. In August, a General Obligation Refunding sale in the amount of \$71,060,000 was conducted to refund previously issued bonds and notes. The net present value savings of this bond sale totaled approximately \$3.8 million. In November, a Sewerage System Revenue Refunding Bond sale in the amount of \$205,425,000 was conducted to refund previously issued sanitary revenue bonds. The net present value savings of this sale was approximately \$21.0 million.

The city's long-term general obligation bond credit ratings of AAA by Standard and Poor's Corporation, Aaa by Moody's Investors Service and AAA by Fitch Ratings, Inc. were maintained in 2014. The city has maintained these high ratings from Standard and Poor's Corporation and Moody's Investor Service since 1995 and from Fitch Ratings, Inc. since 2006. The bond ratings for all three national rating agencies represent the highest long-term credit rating that can be achieved. These ratings allow Columbus to realize interest savings when issuing debt because investors are confident of timely repayment.

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 does budget preparation and program monitoring for various federal grant programs. As such this office continued to coordinate certain financial and regulatory aspects of the Community Development Block Grant (CDBG) Program, the Home Investment Partnerships (HOME) Fund, the Emergency Solutions Grant, the Housing Opportunities for Persons with AIDS (HOPWA) Grant, and two Neighborhood Stabilization Program grants (NSP 1 & 3). Grants Management also continued working with three American Recovery and Reinvestment Act grants: Housing and Urban Development's (HUD) CDBG-Recovery, HUD's Homelessness Prevention and Rapid Re-housing, and HUD's NSP2 grant.

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

Grants Management provided for the administration of 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 is responsible for the procurement of goods and services, including the administration of the city's procurement policies and procedures. Some highlights were:

- In conjunction with the City Auditor's Office, Purchasing continued with the implementation the DAX computer system. The start date has not yet been determined; however, progress was made in the development of the procurement functions, including the electronic vendor portal. This portal will enable vendors to submit bids and proposals, as well as keep track of all of their financial interactions with the city, such as purchase orders and invoices.
- Continued to implement the "Vinimaya" Catalog solution. This system is a central repository for items for which the city has contracts, giving end users an "amazon.com" type experience. This ecatalog solution was shared with some of the city's regional partners, including the Columbus City Schools, the Airport, and various suburbs. Through use of the e-catalog solution, the city's regional partners will be able to leverage the city's contracts, and vice versa.
- Collaborated with the Equal Business Office in its development of the city's Small Business Initiative. The goal of the Initiative was to propose solutions that lower barriers for small businesses trying to sell the city goods and general services. Purchasing continued to participate and play a leadership role in the Mayor's Small Business Conference "We Mean Business", by manning booths, headlining panel discussions, and networking with dozens of small and local businesses.
- In partnership with the Departments of Public Service and Public Utilities, and the Fleet Management Division, Purchasing oversaw a "best value" procurement process for dump trucks with plows. This led to two successful three-year contracts. These contracts will ensure that the city receives plow trucks in a timely manner while allowing flexibility to work with vendors to design and up-fit the trucks that best meet the operational needs of the city.
- Purchasing established three separate contracts with Maintenance Repair and Operations (MRO) providers. These vendors provide a wide variety of items, including those items that when needed, are needed quickly to get a job done, but are often hard to predict. These were entered into the e-catalog to allow city staff to "shop" for the best items at the best prices. Although seemingly small, this step has removed a nuisance item in the day-to-day operation of many city divisions.
- Collaborated with Telephone Services to save approximately \$85,000 annually in long-distance telephone costs by removing unused lines, and other charges. This was accomplished through a contracted audit.
- Purchasing continued to manage the Vendor Services portal and publish and award hundreds of solicitations. One hundred fifty eight Universal Term Contracts were established and 174 formal bids were also established by the office. Throughout the city, 3,086 bid documents flowed through the Vendor Services portal, with 2,154 distinct vendors submitting 14,163 responses.

Construction Pregualification

The Construction Pre-Qualification Office was created in 2014, to pre-qualify potential construction bidders pertaining to responsible contracting. Its mission is to administer a prequalification process

through the fair and equitable evaluation of business entities seeking to do construction business with the city.

Throughout the year the office engaged in an aggressive outreach effort to prepare for the January 1, 2015 effective date of the construction prequalification program. The office held six information sessions for business entities. An overview of the construction prequalification process was provided, and attendees had the opportunity to ask specific questions regarding the application.

Construction Prequalification also participated in the Mayor's Small Business Conference, entitled "We Mean Business", and was an active participant in the city's Equal Business Opportunity Office's Small Business Initiative. Office staff attended pre-bid and pre-construction meetings held by city departments. These outreach efforts allowed the city to inform two hundred forty-nine (249) individuals regarding new construction prequalification requirements. With information provided by this office, the Central Ohio Builders Exchange also ran news articles throughout 2014 regarding construction prequalification. According to this entity, approximately 800 business entities are reached through their newsletter. Prequalification applications were taken starting March 1, during which 193 applications were processed.

ASSET MANAGEMENT GROUP

Construction Management

The Construction Management Office provides building construction and renovation project management. This office managed more than 80 planning, design, construction and management projects ranging from \$10,000 to \$80 million. Some highlights were:

- The 109 North Front Street building was demolished. The new facility, to be addressed as 111 North Front Street, is currently in the design phase and will house the Departments of Public Service, Building and Zoning, Development, and a Public Utilities One Stop Shop. Plans for the building were presented to both the Downtown Commission and the Building Services Review Committee. Construction is expected to begin in September 2015, and will be completed in mid-2017.
- Renovation/restoration of floors 2-8 at the Central Safety building was performed under a Mayor's emergency due to a burst pipe, resulting from the "polar vortex" and subsequent deep freeze. The project afforded the opportunity to relocate internal sections for operational efficiency. Also, a major plumbing renovation for all restrooms and storm/sanitary plumbing drains for the building was substantially completed.
- The Front Street Garage Employee Wellness Center was completed and dedicated in April.
- Construction of the city's second compressed natural gas (CNG) fueling station on Morse Road
 was completed. Also, design for CNG-west, the city's third CNG station, began on Krieger Court,
 just off of Georgesville Road.
- Groundbreaking for the Reeb Avenue Community Center was held in September. Dedication is planned for August, 2015.
- The North Market ventilation system was completed, and the full replacement of the roof was substantially completed.

- In City Hall the first and second floor outward facing historic windows were replaced, and the Mayor's offices were renovated.. The CTV Studio renovation was also completed
- The Division of Police is relocating Precinct 18, from 4560 Karl Road to 1120 Morse Road (SRB), due to site and parking and space limitations. Construction at year end was approximately 50 percent complete.
- Construction on the Columbus Police Forensic Services Center on Woodrow Avenue is nearing completion. The center is within the same building as the Columbus Police Property Recovery Center. Dedication is expected in April, 2015.
- Construction on Fire Station 3 at 222 Greenlawn is nearly complete. Dedication is expected in April, 2015. Design of the new Fire Station 2 at 4th and Fulton began. Construction will begin on this same site in late summer 2015.
- Construction of a new home for Facilities Management and for Public Service's Central Outpost began at 1355McKinley Avenue. This will allow the area at the far west end of Nationwide Boulevard to be redeveloped. This facility is expected to be completed by December, 2015.
- Design was completed for a phased renovation of the Municipal Court Building. Under this project the windows will be replaced, the exterior precast will be re-caulked and cleaned, and the main electric service will be upgraded with new switch gear. Construction is to begin in summer 2015.
- Construction on the Fleet Management Auction Lot was approximately 60 percent complete at year end.
- Construction Management Office completed many smaller projects in 2014, undertaken to reduce energy use, improve aesthetics, enhance comfort levels, and lower operating costs. Activities included updates of HVAC systems, installation of new windows, and roof upgrades.

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 is responsible for negotiation, acquisition, and leasing of property used in city operations and serves as a resource to all city entities for real estate research.

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 manages and 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, current agricultural use value filings, and assists City Attorney's Office in filing requests for exemption from real estate taxes. The office also oversees the management of the Jerry Hammond Center and Municipal Court administering the professional building management contract for those facilities and manages the city's contract for vending services for property used in city operations. In addition to these duties, the office administers the city's property risk program and manages the city's insurance coverage for aviation, property casualty and stored vehicles, boilers, and general and excess liability. Some highlights include:

- Administered resolution of city's property damage claim for a major casualty loss at its 120 Marconi Building. Activities included filing claims; managing and coordinating claims adjuster; working with insurance carrier representatives; soliciting bids for replacement of furnishings; paying city staff for loss of personal property; and the negotiation of a final settlement of claim to city's satisfaction. The city received a settlement of \$1,099,032.15 net after application of the city's policy deductible of \$250,000.
- Working with the Department of Development, negotiated the sale and redevelopment of 1.188 acres of city property at 555 Nationwide Boulevard containing buildings commonly referred to as the Old Generator and Boiler Buildings. The sale resulted in \$300,000 in income, the preservation and adaptive reuse of all the buildings, and the addition of 32,000 square feet of new office space in a mixed use development estimated to support 137 jobs.
- Completed contract negotiations, due diligence, and acquisition of 5115 Krieger Court for construction of a fueling facility to serve operations in the west quadrant of the city.
- Completed three new lease agreements, three new license agreements, and fifteen lease renewal and modification agreements. Administered receipt of over \$1.7 million dollars in revenue from income leases and over \$1.55 million dollars in lease payments for expense leases. Updated city inventory records for 202 parcels. Updated the deeds database entering 803 deed records.

Facilities Management

The Division of Facilities Management provides maintenance, custodial and security services to over 90 city buildings covering over two million square feet which includes 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 Lot Facility. With a few exceptions, the responsibilities of the division include: general and preventive maintenance, minor renovations, custodial services, landscaping, snow removal, security services, and relocation services. Some highlights include:

- Participated in the design and planning of the Division's new maintenance and operations facility at 1355 McKinley Ave. With more storage capacity and an efficient layout, greater operational efficiencies should be realized. The facility is expected to be operational in December of 2015.
- Initiated an environmental management system (EMS) in September 2014, by conducting an environmental audit of its operations facility. The audit involved a review of federal and state environmental laws and rules, physical inspections of sites, records reviews, and provided recommendations to bring the division in to compliance if/where/when necessary.
- The maintenance team initiated an aggressive training program, primarily for the HVAC technicians and boiler operators by focusing on system controls and variable speed drives. Training was also provided for the building maintenance workers, focusing on basic electrical problem solving and trouble shooting. Training increases the overall competency of staff, and reduces time spent troubleshooting –ultimately with the goal of improved customer service and more timely repairs.
- In September the division completed its first full year with its new work order system. The system allows for management to see open work orders as well as to track individual trade assignments. The system better tracks work requests and collects performance data intended to measure performance and increase efficiency. Nearly 10,000 work orders were closed in 2014. A

preventive maintenance module was initiated in March. As a result, the number of equipment failures was notably down. An inventory module will be deployed in 2015.

Fleet Management

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

- Ranked #1 "100 Best" Fleet in North America through the "100 Best Fleets" program. This is the sixth year Columbus has been in the top twenty out of 100 Best Fleets and the seventh year as a "100 Best Fleets" recipient.
- "Green" efforts and initiatives included continued implementation of the city's "Green Fleet Action Plan." Focus was on reducing the use of petroleum fuel by expanding the use of bio-diesel to 99% of annual bulk diesel fuel purchases, increasing use of CNG fuel to 262,260 gges, and increasing the use of E85 and propane fuel. These efforts led to a 3.5% reduction in our petroleum use since last year and a 12.7% reduction since our baseline year 2010. Use of CNG saved over \$404,215 in fuel costs compared to the average cost of diesel fuel in 2014 and qualified the city for over \$216,000 in federal tax credits. The total savings for 2014 represent a \$620,215 reduction in fuel costs.
- A second CNG facility was dedicated at 2333 Morse Road. This CNG fueling facility was constructed to dispense domestic, cleaner and less expensive fuel for our city vehicles. This facility is available for public use as well.
- Anti-idling technology was installed on 90 new police cruisers. These devices allow the cruisers to reduce idling by at least 35%, thereby significantly reducing fuel consumption. The technology stops and restarts a cruiser automatically and does not affect the on-board power needs that are essential to operate computers and radio communications.
- Fleet Management obtained Automotive Service Excellence (ASE) Blue Seal for the 7th year in a row, again making Columbus the largest city in the nation to receive ASE Blue Seal certification
- Began an Environmental Management System (EMS) to serve all city agencies. This program is intended to ensure full and proper regulatory compliance primarily among city fueling facilities, fleet facilities, and city-owned generators. A baseline environmental compliance audit was conducted at 75 locations and information from these audits will be used to bring these sites into regulatory compliance. The EMS will be the program structure to ensure environmental policy is followed, training and operational duties are defined, and that sites remain in regulatory compliance.
- Fleet Management continued its successful drive to provide a safe workplace for all employees in 2014. Active case management and investigation caused OSHA severity rates to drop by more than seventy-five percent from the previous year.

- As of 2014 year-end, 92% of GPS vehicle installations were completed. The GPS units provide valuable vehicle data such as fuel and mileage data, idle time, vehicle speed, and location. The units also send information regarding critical engine codes to the work order system so that proper and regular maintenance is performed.
- Auction sales for vehicles/equipment in 2014 were the highest ever, bringing in \$1,457,155.

Public Health 2014 Annual Report

COLUMBUS PUBLIC HEALTH 2014 ANNUAL REPORT

The mission of Columbus Public Health (CPH) is to protect health and improve lives in our community. Columbus Public Health 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 in 2014. Not all activities are included, therefore more details are available.

Key Highlights

CPH Accreditation

Columbus Public Health became one of the first public health departments in the country to become nationally accredited with the Public Health Accreditation Board (PHAB). This rigorous two-year assessment to ensure that CPH is meeting or exceeding a set of quality standards and measures for public health.

CPH Leads Efforts to Reduce Infant Mortality

Columbus City Council charged CPH to help lead the development of the Greater Columbus Infant Mortality Task Force to address the infant mortality crisis in our community. After a year of working with area leaders and key stakeholders, the task force delivered an infant mortality plan which included eight key community recommendations.

CPH Recognized as Leader by the Human Rights Campaign

CPH has been recognized as a Leader in LGBT Healthcare Equality by the Human Rights Campaign Foundation, part of the country's largest lesbian, gay, bisexual and transgender (LGBT) civil rights organization. CPH was praised as a healthcare institution that provides equal care for LGBT Americans.

Access to Fresh Food

CPH partnered with Columbus City Council, Franklin County and Local Matters to secure funding for the Columbus Food Plan to address areas of the city that have limited access to fresh food. Additionally, CPH provided support to 34 community gardens and arranged for 8,200 pounds of garden produce to be donated to area pantries. The Farmers Market also maintained high attendance at 5,827 participants while expanding with a new matching dollars initiative and a large increase in SNAP program participation.

Outbreak Response

CPH successfully responded to at least 111 outbreaks, including the investigation of 3,248 cases reported locally. The Mumps Outbreak alone produced 484 cases, the highest incidence in central Ohio since 1979. CPH also successfully responded to the local Ebola planning and response. More than 70 travelers from West Africa have been monitored locally as of December 2014.

National League of Cities Recognition

On November 20th, the National League of Cities recognized Columbus as a city that has achieved five gold medals from the Let's Move! Cities, Towns and Counties during a celebration session in Austin, Texas. Council Member Priscilla Tyson accepted the award on behalf of the City of Columbus.

CPH Campaign Earns NPHIC Award

The National Public Health Information Coalition and the Henry W. Grady College of Journalism and Mass Communication at the University of Georgia awarded CPH the 2014 Gold Medal (top prize) for the "We are PHABulous Campaign." This is the second year in a row for CPH to receive this award.

Influenza Vaccination Honor Roll

CPH was placed on the 2014 Influenza Vaccination Honor Roll by the Immunization Action Coalition, an affiliate of CDC, for effectively taking the lead in "mandating influenza vaccination within their organization or institution".

Climate Change Project and Seminar

CPH partnered with the Mayor's office and the Ohio State University Byrd Polar Research Center in a joint research and community education project about the impact of climate change on public health. This research involving over 450 participants contributed to the resulting seminar and ongoing education efforts.

Saunders Park Investigation

CPH is working with city, state and federal partners on the health of the residents in the Saunders Park Neighborhood. CPH conducted a health survey of residents and provided consultation to the City Recreation and Parks Department on remediation options.

Key Points by Discipline Area

Family Health

- The Maternal Child Health Section achieved two large grants to address infant mortality: the Healthy Start Grant (\$4.9 million over the next 5 years) and the Child and Family Health Services Grant (\$814,000). The grants will pay for community coordination of and direct services to women and infants at risk for infant mortality and poor birth outcomes.
- The Women, Infant and Children (WIC) Supplemental Feeding Program completed 180,431 clinic visits (an increase of 17,000 from last year), with an average of 15,036 visits per month at 15 clinic sites. The CPH WIC program is also recognized as a leader by State WIC for operating with the lowest "cost per participant" of any WIC program in Ohio.
- The **Alcohol and Drug (AOD) Treatment Program** provided outpatient treatment services for over 550 men and 250 women this year. The AOD Prevention Program provided services to 2,817 adults and 3,619 children. The Immigrant Women's Support Project served 250 Somali and Hispanic women and the Applications for Purpose, Pride and Success (APPS) program served 1,250 unique adolescents and young adults.
- **Prenatal, Newborn & Child Home Visiting** programs provided 2,169 families with prenatal and/or postnatal assessments and education through 8,291 home visits.
- The **Injury Prevention Program** provided 86 car seat classes for parents with children ages 0-8 years of age, distributing 420 infant/child car seats. Additionally, 502 infant/child car seats were inspected for proper installation at 45 events.
- Infant Safe Sleep was a key focus for making sure Columbus babies have a safe sleep surface. CPH provided 179 Pack 'n Plays to caregivers of infants along with a home visit and education. Additionally, education was provided through 21 presentations and attendance at community events
- Child Fatality Review completed 95% of the reviews for 2013 child deaths (205 of 215), with just 4% incomplete due to pending litigation. For 2014, 57% of cases (107 of 187) have been reviewed and another 4% are pending litigation. The remaining 77 cases have only partial records and cannot yet be reviewed.
- **Fetal Infant Mortality Review** began in October 2014, with 22 medical and social service based partners meeting monthly to review cases of fetal or infant death. Additionally, the program offered bereavement home visits and referral support services to 156 families who have suffered a fetal or infant loss.
- CPH became a hub for improving access to care for Columbus residents by partnering with three
 local agencies to provide direct assistance at a newly established center. Residents are provided
 assistance with their application for medical insurance through expanded Medicaid or the
 Healthcare Marketplace.
- Immunizations were provided in schools and at community sites across Columbus. Over 5,000 school flu and Tdap immunizations were provided to students at Columbus City Schools, Catholic Diocese Schools, and private, charter and residential schools. 387 flu immunizations were also provided at community sites.
- Over 5,422 residents received **health screenings** at various outreach clinic sites.
- CPH provided a series on Diabetes Self-Management at Columbus area YMCAs, offering 40 classes, and 518 screenings.
- The **Dental Sealants** program offers protective dental sealants (plastic coatings) on the back permanent molars of 2nd and 6th grade students attending Columbus City and Whitehall City schools. In 2014, the Dental Sealant Program provided dental screenings for 4,982 and dental sealants for 3,672 Columbus-area children.
- The **CNHC Dental Clinic** provides access to basic dental care for Columbus residents. In 2014, the dental clinic had 3,913 patient visits, which totaled 14,522 procedures. Of those patients, 80% were able to complete all of their needed treatment within 12 months of their initial examination.

Environmental Health (EH)

- The **Saunders Park** soil contamination involved EH staff to advise the City Recreation and Parks Department on remediation options, assisted with the door-to-door health assessment survey and worked with state and federal partners to assess any risk to human health.
- The **Vector Control Program** began utilizing geographic information systems (GIS) to communicate to the public through interactive online maps. A total of 75 square miles were sprayed to control adult mosquito populations and 6,009 pesticide applications were made to stagnant water sites to control developing mosquitoes. Water collecting inside 189 rain barrels also was treated as part of a service that can be requested by residents.
- The **Food Protection** staff conducted 19,578 inspections of food service operations and retail food establishments.
- Water Protection staff worked to ensure safe water by licensing 746 pools and spas through 1,957 inspections. The program began offering the Certified Pool Operator® Course designed to broaden knowledge for the operation of swimming pools, spas and spray grounds in our community.
- School Health staff conducted 604 inspections of 297 schools to protect the health and safety of
- **Rabies** prevention activities included 961 quarantined or tested domesticated animals for rabies, as well as 313 rabies vaccinations for dogs, cats and ferrets at quarterly community clinics.
- **Rat Control** Program staff assessed 2,211 properties for rat activity and implemented control measures to get rid of rats at 81 sites. Staff also distributed educational materials in person to 4,208 locations to assist residents in preventing rats

Human Resources and Support Services

- CPH renewed the three-year **contract with AFSCME** with positive advances in certain Articles maintaining our pay plan.
- CPH introduced a new employee development program called "CPH Fundamentals" for employees that are selected based on training needs assessment results, current topics of importance to the department and suggestions from staff.
- **Leadership University** continued to provide educational offerings in basic public health leadership competencies and to build a bench of potential future leaders within CPH.
- The **Supervisor Toolbox** training program for staff in management positions provides monthly educational trainings and seminars on a variety of different topics regarding supervising and managing employees.
- The **CPH Mentor Program** continued as an informal, non-threatening, fun way for employees to partner with a more experienced manager or leader to strengthen professional development.
- CPH coordinated and managed the first week-long **Camp Public Health**, involving 22 children (ages 11-15) and 75 staff from across the department to create a broad range of activities, informative games and fun.
- The Office of **Vital Statistics** provided 93,746 certified copies of birth and death certificates, and registered 24,328 births and 11,948 deaths in Franklin County.

Center for Preparedness and Emergency Response (CEPR)

- CEPR successfully responded to 111 outbreaks, investigating 4,125 cases of disease reported locally.
- CEPR coordinated the local response to Ebola using the Incident Command System. The team has been monitoring the situation, providing information to the public and working closely with local hospital systems, healthcare providers, and first responders to ensure the needed systems are

- in place to protect the public. All travelers coming to Columbus from the affected countries of West Africa are being monitored daily by CPH for 21 days.
- CEPR successfully passed with a 100% score in the Cities Readiness Initiative (CRI) for the second year in a row. CRI is the ability to dispense medications to the entire population in a short period of time.

Public Affairs & Communications

- The team supported the communication needs of the **Greater Columbus Infant Mortality Task Force** and developed the safe sleep recommendation of the Year 1 Plan. The **Infant Safe Sleep** awareness campaign funded by the Central Benefits Foundation encompassed Greater Columbus, but focused on zip codes that are at high risk for sleep-related infant deaths using TV, radio, print ads, cinema, online ads, mobile phone ads, social media, and materials across the city.
- A new organized effort to advance our public health policy agenda was set in place in 2014.
 Key advancements were made in the area of healthy mothers and babies, such as collaboration with Senator Jones for sponsored legislation to require SUIDI (Sudden Unexpected Infant Deaths) reporting forms, work with Senator Brown on the sponsored legislation on data collection, and efforts with Congresswoman Beatty to restore Healthy Start Grant funds supporting pregnant women.
- The sponsorship of **10TV Commit To Be Fit** has produced great visibility for the investment. TV spots reached 90% of the intended market and web ads averaged 52,000 impressions per month. Other opportunities came through weekly e-newsletters, participation in large events such as the Health and Fitness Expo, and through news stories.
- Outbreak Response Communication efforts included managing messaging and media relations for an extended mumps outbreak and local Ebola response efforts. Both efforts brought international attention to our work, with more than 500 interviews and inquiries in 2014 the largest in the last 8 years.
- **CPH Social Media Presence** continued to grow using Facebook and Twitter, with more than 2,000 likes on our FB page and nearly 2,300 followers on Twitter. Social media continues to be a key strategy to engage media in reporting public health issues.

Clinical Health

- The **Sexual Health Clinic** provided clinical service to 8,525 clients, conducted 7,404 syphilis tests, and conducted 7,157 HIV tests.
- The **Ryan White Part A Program** served 2,361 clients with important services that support getting care and maintaining their health, including case management, early intervention services, emergency financial assistance, housing assistance, mental health services, outpatient medical care and substance abuse services.
- The **Sexual Health Promotion** Community Services Team conducted 970 HIV and 2,400 chlamydia and gonorrhea tests at community sites.
- The **Prevention Services Team** assured treatment for 459 cases of chlamydia and gonorrhea, provided education and referral to medical care for 200 newly diagnosed HIV positive clients, and assured education and treatment for 329 newly diagnosed syphilis cases.
- The **Take Care Down There Clinic** was established to increase access and use of testing services, substantially increasing testing for individuals at high-risk for STIs.
- The Sexual Health Team worked closely with the Public Affairs and Communications Team to launch a community-wide marketing strategy to increase public awareness of a **syphilis outbreak**, including the use of social media, dating apps, television and radio.
- The **Perinatal Hepatitis B Prevention Program** identified 85% of Hep B positive pregnant women (93) before delivery, thus protecting the infant from being infected by the mother.

- The **Immunization Clinic** provided 29,376 immunizations to protect Columbus residents from vaccine preventable diseases.
- The **Ben Franklin TB Program** reduced the public health threat of TB infection by providing 498 clinical assessments and treatment of 176 individuals infected with TB, provided treatment and follow-up for 84 active and suspect TB cases, and conducted 5,556 direct observation therapy visits to ensure individuals with active TB maintained their medication regimen.
- The **Women's Health and Family Planning Clinic** provided clinical services to 5,036 clients, conducted 1,110 pregnancy tests, provided 158 LARC's (Long Acting Reversible Contraception), and tested 910 clients for syphilis.
- The **CPH LAB** completed approximately 150,000 labs for tests done at CPH and community sites.

Neighborhood Health

- The Chronic Disease Prevention Section received nearly \$189,000 in grant funds to increase access to fresh food and physical activity, including a grant from Medical Mutual to support Veggie SNAPS, Kids Cycle Columbus, and the Mayor's Twilight Ride; and a grant from the Ohio Department of Health to support the Creating Healthy Communities program.
- **CPH assisted with the development of 26 new policies** supporting healthier options such as healthier eating, active living, and tobacco-free/smoke-free multi-unit housing for community-based organizations impacting 14,981 individuals.
- New resources were created for residents, including a **Columbus Art Walk** map of the Brewery District, a new **Columbus Art Rides** bicycle tour, five new **Neighborhood Walking Maps**, and two new outdoor **Fitness Stations** built in partnership with Recreation & Parks.
- CPH health planners worked with the Dept. of Development to review 100 rezoning and council variance applications to include active living features.
- CPH organized walking programs that encouraged residents to utilize Columbus resources, reaching over 2,700 participants. Columbus Art Walks and Landmark Talks experienced a 72% increase for overall attendance from 2013 and Walk With a Doc Neighborhood Walking Clubs increased by more than 10% at three of the four sites.
- CPH worked to provide a **healthy environment for children in childcare** by training 66 child care centers on the Step-Up to Quality approved Healthy Children, Healthy Weights curriculum on obesity prevention. Additionally, 35 child care centers received on-site technical assistance towards modifying menus and adopting new center policies.
- **Healthy Children, Healthy Weights** provided training and technical assistance in Columbus City Schools to assure that 900+ preschool students were receiving healthier snacks.
- A District-wide **School Travel Plan** was instituted with the Columbus City School this year, impacting 51,000 students.
- The **Institute for Active Living** (IAL) raised \$6,000 to help 12 community-based organizations serve healthier food options and implement healthy eating and physical activity policies, raised \$55,000 for 27 community gardens, and secured a \$5,000 donation from Whole Foods.
- Promotion of biking and bike safety continued, with 75 youth earning new bicycles, helmets, and locks in the second year of the Kids Cycle Columbus initiative, and 600 riders participating in the Mayor's Twilight Ride.
- Neighborhood Health teams created many new relationships with the African, and particularly the
 West African, communities around Ebola, holding 12 community forums on Ebola and other
 health related concerns reaching estimated 300 people. Additionally, partnerships were developed
 with community-based organizations to provide outreach and support to the West African
 community.
- Over 3,138 individuals were impacted by CPH at 62 **minority health events** in 2014 through collaboration with community-based organizations.

- Face to face **interpretation services** were provided for 3,115 individuals, and 3,208 individuals also received over the phone interpretation services.
- The **Social Work Helpline** received approximately 200 calls from the public, allowing CPH social workers to link residents to available resources. Additionally, 1,000 individuals received health and community resources from Neighborhood Social Work staff at 186 community sites.
- Over 2,000 health and social services professionals received daily updates with information to help increase residents' awareness of and access to health, education, jobs, and other community resources.
- CPH staff participated in 118 **community events** to improve access to services, provide education and build relationships.

Recreation and Parks 2014 Annual Report

2014 INTRODUCTION TO COLUMBUS RECREATION AND PARKS

The Columbus Recreation and Parks Department was first created 104 years ago in 1910 with a budget of \$6,000 to oversee 10 playgrounds, four recreation programs, various athletic fields and facilities, and an outdoor sports program. Today, the department has a budget that offers biking and hiking trails, community recreation centers, art and theatrical facilities, special events, golf courses, sports leagues, swimming pools and boating, hundreds of parks, outdoor and natural resources education, family gathering places, thousands of trees along the city's right-of-ways, health and social services for older adults, free breakfasts and lunches for youth in the summer, and programs for those with special needs. All of this is accomplished through the department's vision of 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. This included the implementation of the state's "My Care Ohio" demonstration program in five counties to combine Medicaid and Medicare services through managed care companies. In addition, COAAA coordinated long-term services and support for 5,803 Medicaid enrollees of whom 2,336 were registered in the state's PASSPORT program, 2,424 enrolled in Aetna, and 1,043 in Molina. COAAA also partnered with the Franklin County Office on Aging and assessed 2,387 older adults through the Senior Options program, and provided case management services for 1,538 individuals.

The agency provided community service information to 7,500 people, monitored 356 agencies and 163 individual providers for quality delivery services, answered 1,071 phone calls regarding Medicare Part D, participated in the national Community Care Transitions Program at the Fairfield Medical Center to offer coaching services to 556 patients on how to improve their overall health, moved 19 people into homes after transitioning from nursing homes after a minimum of a nine-month stay, and provided 110 volunteers in six counties in the Volunteer Guardian Program which also included reviewing 150 case files for the Franklin County Courts.

COAAA also participated in advocacy efforts to obtain \$10 million for Adult Protective Services, and provided start-up funds to Village Connections, the first group in Central Ohio to try the national "village" model of serving your own neighborhood with volunteers, vetted services, social activity and connecting older adults to existing services. As a result, COAAA and Village Connections were awarded the *Outstanding Partnership Award* at the annual Ohio Association of Area Agencies on Aging conference.

Other awards received included Diana Kubovcik who named the *Area Agency on Aging Staff Person of the Year* by the Ohio Association of Area Agencies on Aging, and Cindy Farson, Director of COAAA, who received the *Award for Caring* from National Church Residences. COAAA's Family Caregiver Program presented 92 caregiver seminars and distributed 5,000 caregiver toolboxes. The agency also distributed 4,444 coupons for fruits and vegetables through the Senior Farmers Market in partnership with LifeCare Alliance, hosted the 39th annual *Ohio Senior Hall of Fame* ceremony, sponsored the *Senior Living Festival*, and gave informational presentations to 130 groups and had displays at 58 events.

Development

Development Section raised \$53,020 for the Private Leisure Assistance for Youth (PLAY) fund through the annual Champions for PLAY golf outing to provide scholarships to children from low-come families to participate in a variety of the department's fee-based activities, and dispersed \$68,891 in PLAY grants to 5,500 participants.

The section also partnered with Keebler to present the Tiny Door project, where local artists were hired to each create a small door to place at the base of a tree in five city parks. The project received significant media exposure and in return, the Keebler Company made a \$5,000 contribution to the PLAY program.

Volunteers continued to be a major component of the department. In 2014, citizens contributed 94,273 volunteer hours at a value of \$2,054,204.

For special events and programs, the section was able to increase sponsorship dollars from \$3,000 to more than \$19,000 for the *Cap City Nights Festivals*, to secure new sponsorships of \$25,000 from Dicks Sporting Goods and Menards for improvements to Berliner Park, and to obtain cash, in-kind services, and media support for the Festival 50+/Walking Jamboree, Milo Grogan Playground Build, Resolution Solution, and the educational garden program.

Throughout the year, Development staff took and collected 3,922 new photos for marketing purposes, produced the department's summer program brochure, the employee newsletter, and the volunteer newsletter, and established a donor button on the department's website in an effort to increase donations.

Development also coordinated the quarterly electronic newsletter sent to 41,729 recipients in an effort to inform participants, and prospective donors and sponsors about accomplishments and upcoming activities within the department. There were also 552,163 page views on the department's website with an average stay of one minute and 20 seconds, while the Facebook page had 4,056 followers, Twitter grew to 1,300 followers, and the section also created a Pinterest page to allow the department to be more visually engaged.

Fiscal

The Fiscal Section oversaw the department's \$41,606,321 budget that included revenues totaling \$5,265,000; the department also worked hard throughout the year to end 2014 with a savings of \$689,602.

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 12,400 invoices, paid 600 utility bills monthly, resolved 171 desk telephone issues and tracked 179 wireless devices, and posted 116 items for bid through vendor services. The section also processed 200 legislated contracts, two new universal term contracts, and 800 individual service agreements. In addition, the section administered \$4.5 million in grant funding, \$43 million in capital improvements, and \$3.6 million in special/permanent improvement funds.

Golf

During 2014, the Golf Division collected a total of \$4,015,859.85 in revenues of which \$3,753,848.40 went into the division's operating fund, \$262,011.45 went toward debt service, and \$161,971.99 was paid in pro rata. In addition, there were 177,170 rounds of golf played at the department's six courses.

The division also had two PGA Junior Leagues with a total of 82 kids in which an all-star team was formed and for the first time, won the state championship and advanced to the regional championship in Indianapolis. In addition, Scott Jones, who is the Golf Program Manager at Turnberry Golf Course, was named Midwest Captain of the Year by the national PGA of America.

The division also hosted 84 men who played in the *Greater Columbus Men's Amateur Championship*, 35 women who participated in the *Greater Columbus Women's Amateur Championship*, and 80 players who took part in the *Greater Columbus Senior Tournament Championship*.

Human Resources

The Human Resources Section worked to improve the processing of performance reviews, hired 40 full-time employees and 339 part-time employees for a total of 379, which is 16 fewer new employees than in 2013. In addition, the section handled 58 investigation and disciplinary proceedings, and coordinated ethics training for department personnel.

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 2014.

Permits collected \$535,441 from shelter house (Big Run, Big Walnut, Retreat at Turnberry, Whetstone, Westgate, Wolfe, Antrim, Goodale, and Griggs; North Bank closed due to construction of the Scioto Greenways Project) revenues for 131 rentals and \$347,973 in revenues from the athletic complexes (Big Run, Bill McDonald, Cleo Dumaree, Lou Berliner, and Willis), which served 150,000 guests for 7,000 court rentals.

The section also effectively conducted the public boat dock lottery and issued 226 boat docks permits which generated \$236,700 in revenues from the city's four marinas at the three city reservoirs – Griggs, O'Shaughnessy and Hoover – and issued 697 special permits for street closures, special activities, tennis court rentals, and marine event permits.

Planning and Design

During 2014, Planning and Design oversaw the department's \$32,739,579 capital budget which was used for land acquisition, park and trail development, facility renovations, and new builds. The year began with playground improvements within 15 parks including \$47,800 worth of equipment that was donated and installed by Discovery Playground at Olde Sawmill Park, and \$118,000 in hockey-themed equipment donated by the Columbus Blue Jackets Foundation in Westgate Park. The department was also named a Playful City USA by KaBoom! for the sixth consecutive year.

Consulting contracts totaling \$3,994,195 were entered into for design and/or construction that included a new HVAC system at Douglas Recreation Center, improvements to Lincoln Pool, renovations to the Berliner Athletic Complex, the construction of a new storage facility at North Bank Park, the design of a new Glenwood Recreation Center, roof renovations at the Parks Division facility on Alum Creek, design work for Driving Park Recreation Center that includes a new pool next to it, the design of the Lashutka Event Center, development of the Indian Village Lodge and the trailhead along Wilson Rd., the Elk Run to Three Creeks trail development as well as a connector from Johnstown Rd. on the Alum Creek Trail, an extension on the Scioto Trail from Fifth Ave. to McKinley Ave., and the remediation of Saunders Park.

Partnerships included \$50,000 from the city's Public Health Department for outdoor fitness stations at Woodward and Indian Mound Parks, \$117,000 from the city's Development Department for art restoration at English Park and various other downtown parks, and \$61,608 also from the city's Development Department for public art bike racks and eight recreation centers.

The section also added 1.25 miles of paved trails, and coordinated the COGO Bike Share program that had 45,000 people renting bicycles. Other construction trail projects included the Camp Chase Trail, the Goodale Street bridge improvements, the Ohio Dominican to Brittany Hills portion of the Alum Creek Trail as well as the Innis Park/Champions/Easton connector, the Scioto Greenways downtown, the Wolfe Park suspension bridge renovation, and the Frazelle Rd. connector trail and the Roberts Road Crossing along the Mudsock Trail.

Grant funding totaled \$5,913,820 that included the playground builds at Westgate Park, an inclusive playground at Franklin Park, land acquisition for Dysart Run and Big Walnut Creek, restoration work along the Clover Groff/Hellbranch waterway, and Stockbridge Park improvements. The section also acquired 64 acres throughout 2014 including 40 acres in northeast Columbus, managed 100 lease agreements and 45 volunteer maintenance agreements, and obtained 16 conservation/preservation easements.

PARKS DIVISION

Building Maintenance

The section opened and closed seven swimming pools, three spray grounds and closed Lincoln Pool after it was finally renovated and opened, and upgraded lighting at Goodale Park shelter house, Topiary Park, Martin Janis Recreation Center, Howard Recreation Center, and the Golden Hobby Shop. The staff also continued to renovate the Scioto Mile fountains, inspected over 100 backflow devices and fire systems, general maintenance on more than 100 indoor and outdoor buildings, and winterized fountains, pools, spray grounds, irrigation systems, and outdoor drinking fountains.

Forestry/Horticulture

Maintaining the health, natural beauty and safety of our city's trees is the responsibility of the Forestry Section. In 2014, a total of 1,839 work orders were completed including 4,012 pruning's, 4,708 removals, and numerous storm responses. In addition, there were 4,204 trees planted, and removed 15,845 ash trees due to the infestation of the Emerald Ash Borer since the elimination program began several years ago.

For the 35th consecutive year, the department received the national *Tree City Award* from the National Arbor Day Foundation with the annual *Arbor Day* celebrations taking place at Dodge Park in which 50 trees were planted, at Westgate Park with 25 trees planted, at Wolfe Park with 25 trees planted, and at Linden Park with 50 trees planted.

The Columbus Ecological Restoration Program (CERP) continued to help residents' combat invasive species in parks, but also to restore the eco-system. In 2014, 276 volunteers donated 1,104 hours of time to clear 249 cubic yards of invasive honeysuckle and planted 314 native plants. 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.

Park Maintenance

Park Maintenance staff completed the third 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 5,395bags of refuse. Also, the Volunteer Playground Program mulched playground areas, planted trees, and weeded and planted flower beds at 19 parks in which 189 volunteers donated 567 hours. In addition, the section improved the mowing rotation from 10.2 days in 2013 to 10.1 days in 2014 which included the addition of 24 acres of new parkland, and pulled together 20 staff to clear honeysuckle at the Veterans Memorial/Souder Ave. site, another nine employees to clean up a dump site at Certified/Deems parkland, and multiple staff restored the turf and installation of an irrigation system at Wheeler Dog Park. 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.

Warehouse Operations and Safety

The Warehouse Operations completed 1,802 supply orders, received 1,915 visitors, updated the Warehouse Procedure Manual, made 675,926 copies of promotional and informational materials for department staff, paid 2,680 invoices from 255 separate contracts, created 3,188 equipment records for the city's new Lucity system, purchased 42 vehicles/equipment, and received 2,802 calls from the public. The section's part-time Safety Manager updated the blood borne pathogens, forklift and hazard communication protocols, wrote procedures for emergency actions, hearing conservation, ladder use and lockouts, conducted 12 facility inspections, oversaw 20 annual storm water audits, distributed citywide safety handbook, performed 13 training sessions, and purchased safety clothing and guardrail systems.

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 2014, 287 youth were enrolled in APPS programs, 203 were referred to community resources, 63 youth took part in educational/vocational programs, 194 youth were employed, and 107 decreased their participation in gangs. From a community intervention/mediation standpoint, 373 youth were engaged by intervention workers, eight peace agreements were negotiated between gangs, 74 violent incidents were defused, and there were 72 interventions after gang-related incidents.

The coordination of APPS *Cap City Night Festivals* was another success with 1,549 attendees at the south locations of Barack and Driving Park Recreation Centers; 1,327 guests at the north events at Linden and Douglas Recreation Centers; 1,233 people at the east locations of Beatty and Far East Recreation Centers; and 1,290 in attendance at the west locations of Glenwood and Dodge Recreation Centers.

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 2014, the biggest success was a new *Summer Workshop Week*, which featured ceramics, jewelry making, and mixed media for 35 students who were treated to the most creative, vibrant, energetic week of the year for intensive learning and creative experiences. The center also presented 22 exhibitions and 22 artist receptions with a 25 percent attendance increase, had 3,900 walk-in visitors, and served 4,286 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 42 *Conversations with Coffee* art talks for 1,575 participants, held a two-day student/faculty art sale, hosted 18 wedding rentals, enlisted the help of 178 volunteers in the center's studios, gift shop and galleries, and was visited by six schools.

The center's non-profit group, the Friends of the CAC, created a scholarship fund to support students who need class fee assistance and who want to explore the center. Eric Rausch received the Greater Columbus Arts Council's *Emerging Artist of the Year Award*, and Dana Lynn Harper received *Best of Show* at the Ohio State Fair.

Community Recreation

The entire Community Recreation Section – comprised of Community Recreation, Aquatics, Therapeutic Recreation and Outdoor Education – served 918,923 participants/visitors throughout the year in which 200 new classes were added along with 150 more special events. Highlights included raising \$15,824 through the Empty Bowls Project to benefit the Mid-Ohio Foodbank, serving 630,000 breakfasts, lunches and snacks to youth through the Summer Food and After-School Feeding Program, producing Silver Gloves National Champion in the 100-lb. weight class, Edgardo Dominguez, in the boxing program, and hiring former Heavyweight Champions of the World, James Buster Douglas, as a boxing coach at Thompson Recreation Center.

Some of the highlights within Community Recreation included: 1) Driving Park held 28 special events including an Easter Egg Hunt and Halloween and Holiday parties; offered five new programs in

volleyball, hockey, fishing, flag football, and skating; coordinated six soccer leagues for 90 participants; held summer camp for 120 kids and rec club for 70; and directed a late night basketball program, fall soccer, basketball leagues, and the Bill Willis Flag Football Leagues; 2) Indian Mound added six new programs including self-defense, ceramics, hardcore abs, girls and boys club, Tai Chi, and agility training; saw an increase in playground participation from 25 kids per day up from only 15 children last year; coordinated fall and winter festivals; and center participants competed in the Capital City Half Marathon; 3) Martin Janis started a theatre troupe that performed during Black History month; hosted a volunteer picnic at Indian Village, a Senior Holiday Concert, the Martin Janis Art Show, the third annual Health Fair, and a luncheons to celebrate St. Patrick's Day, Thanksgiving and Christmas; coordinated the Silver Sneakers program to focus on fitness, and the Drumming Group performed at Columbus Public Schools and several nursing facilities; 4) Thompson reopened after being closed for a year for HVAC renovations; hosted Schools Out and Therapeutic camps; planted an educational garden; and added T-Ball and track programs to the curriculum; 5) new programs at Sullivant Gardens included Pre-K Power Hour and Girls Club; raised several hundred dollars for new basketball and soccer uniforms, and raised several hundred more for new black wall mats for the gymnasium; handed out 65 gifts for the Holiday Toy Drive; and won the McCoy Soccer Championship, the K.I.D.S. Soccer Indoor Championship, and the 12-14 Flag Football Championship; 6) Westgate reopened after being closed 17 months for a complete overhaul of the facility; 7) Adams implemented a Brick-by-Brick incentive program to increase participation in the center's classes, its homework assistance program, and community-service/leadership development program; added a new Pre-K program; class highlights included Zumba, volleyball, ceramics, total fit training, indoor and outdoor soccer, African/Latin percussion, fishing, basketball, group games, and the Pretty Brown Girls club; and hosted a community Thanksgiving dinner for 400 neighborhood residents; 8) Beatty upgraded its weight room and planted trees around the center; 9)

Aquatics opened seven pools and three spray grounds in June, and the newly-renovated \$4.5 million Maryland Pool in August. The section also continued its free, summer *Learn to Swim* program to insure all patrons who attend city pools or are around water are safe and have fun. During the indoor season, Aquatics gave 2,624 lessons and during the outdoor season, 1,800 free lessons. In addition, 233 kids participated in the summer swimming leagues in which 70 of them participated in the citywide Swimming Championships. Aquatics also trained 48 new lifeguards, re-hired 145 returning staff, and had 119,000 visitors to the pools throughout the year.

Outdoor Education successfully organized three summer camps for 2,029 children, two winter camps for 82 kids, held four several special events that served 252 children and adults doing a spring clean-up, the Traveling Naturalist program served 1,625children to bring outdoor education to the recreation centers, conducted a family fishing festival, directed the annual Creatures of the Night and a haunted overnight campout, and raised \$266,678 in revenues. The section also entered into new partnerships with the Central Ohio Beekeeping Association, the Ohio Department of Natural Resources, a Hilliard Girl Scout Troop, and the Upper Arlington Parks and Recreation Department.

Therapeutic Recreation received a \$16,000 grant from the Christopher Reeves Foundation to enhance current recreational programming and Paralympic Sports program. Four new swimmers joined the Therapeutic Rec swim team in which one of the swimmers placed fourth at the GTAC in Cincinnati. The section also hosted an ice skating event for 50 people, expanded its exercise program to include veterans with disabilities, raised money for participation in the national Boccia Tournament in Michigan, continued the Four Foot Hoops Wheelchair Basketball program, added a new recreational sled hockey class, started a Wheelchair Track and Field program including purchasing eight wheelchair racing chairs, opened a third location for the section's summer camp, hosted a Quad Rugby Tournament, and continued the second year of the Amputee Recreational Support Group of Central Ohio.

Capital Kids/City Leaders

The Capital Kids program helps elementary-aged kids focus on their education. Homework assistance is offered every day, at every site, to every participant through our staff and volunteers including mentors from Capital University and The Ohio State University. In 2014, the program assisted

265 participants in which grades were improved by 90 percent, received \$25,450 in donations and in-kind contributions, developed a Capital Kids Enrichment Program YouTube video produced by filmmaker Ricky Burchell, and served on a committee with the African-American Learning Differences organization to create a parent advocacy model to encourage parents to work with the school system and their children who have learning challenges; this model is the first of its kind in the country.

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 at least 20 Columbus Public middle school students, ages 10-15 in grades 6-8. Not only did all 20 leaders from 2014 graduate from the program, but 24 students were admitted to the 2015 program out of 60 applications. The program also created and implemented the Discovering Columbus Camp, a weeklong camp that took participants on a tour of Columbus agencies, businesses, and attractions to help them see first-hand what makes the city so exceptional.

Special Events

The Special Events Section once again successfully coordinated the 35th annual Jazz & Rib Fest in the Arena District with 48 food and merchandise vendors for the enjoyment of an estimated crowd of 350,000 people over three days that also included 11,000 people who took part in the Color Run. Jazz & Rib Fest also received the Award of Excellence from the Ohio Parks and Recreation Association, five marketing awards from the Columbus American Marketing Association, and was nominated for an ESPY Award from Experience Columbus. The section also produced two free programming series designed to reach an array of ages, demographics and interests including 19 Rhythm on the River performances and Fountain Side events for an estimated audience total of 35,000, raised \$716,214 from sponsorships and grants, received \$447,585 toward in-kind goods and services, and reached 7,692,907viewers through 170 television news segments.

The section also provided financial support totaling \$39,000 to 15 qualifying non-profit organizations for special event production, permitted 28events coordinated by community organizations, issued 127 race permits, assisted the Short North Foundation with the production of six concerts at the *Short North Summer Concert Series*, collected \$1,797 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 19 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 8,004 likes and the *Jazz & Rib Fest* Facebook page with 8,852 likes.

In addition, the section replaced the *Schedule of Events* pamphlet containing more than 60 community events and published an online calendar with 600 events held throughout the central city to help city departments coordinate scheduled events with daily operations.

Sports

In 2014, the Sports Section directed the largest tournament schedule in department history with 1,719 events for youth and 1,355 for adults with a \$57 million impact on the Columbus local economy.

For the third year, the section awarded \$49,000 to 22 local organizations that impacted 1,452 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 handled the majority of the background checks for the department which totaled 929, registered 427 adult basketball teams for a total of 2,120 basketball games, coordinated *Hoopfest* which is a new adult basketball tournament, issued 120 sports permits, and organized senior basketball and softball leagues with approximately 100 participants in each sport.

Other highlights included hosting 50 tournaments at Berliner Park for 250,000 visitors and 13,000 games including the National Fastpitch Game between the USSSA Pride versus the Akron Racers, which was the first professional sporting event at the sports complex. The section also installed three new scoreboards, temporary fencing in the outfield of every diamond at Berliner along with new picnic tables, trash cans, bleachers and benches to improve the quality and the experience of every visitor.

Public Safety 2014 Annual Report

DEPARTMENT OF PUBLIC SAFETY 2014 ANNUAL REPORT

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

Under the leadership of Mayor Michael B. Coleman and Safety Director George Speaks, 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

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 May 25 and ending August 16, 2014. During the twelve week period, officers made 453 felony arrests, 475 misdemeanor arrests, recovered 80 guns and issued 468 traffic citations.

Coalition for a Nonviolent Columbus (CNC)

The CNC partnered with Friends of the Community Relations Commission to distribute nearly \$56,000 in neighborhood seed grants to 56 local civic associations, block watches, faith-based organizations and non-profits.

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 2015.

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 success including processing over 1,100 youth.

Hotel/Motel Establishments

In 2014 the Division of Police Vice Section assisted the City Attorney's Office in shutting down the Red Carpet Inn and the Knight's Inn, both in the Rt. 161 corridor, by obtaining evidence of narcotics and prostitution activity at each of these locations. These investigations involved much coordination with other City entities and undercover work by members of the Police Vice Section. An additional eight (8) hotels were investigated in 2014.

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 passed legislation in July 2014. Immediately following the passing of the legislation, Public Safety convened the Mobile Food Vending Advisory Board to begin the process of selecting an online reservation system and determine viable locations in the congestion zone.

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 935 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.

Peer-to-Peer Transportation Legislation

Public Safety, working with the vehicle for hire industry, created legislation that would allow for legal operation of Uber and Lyft. The legislation was passed by City Council on July 21, 2014.

Photo Red Light

Columbus currently has 38 photo red light equipped intersection throughout the City and three mobile speed vans focusing on school zones and other places where children gather. There were 42,353 red light citations issued and 2,920 speed citations issued in 2014. 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 text to 911, anti-idling, the heroin epidemic, distribution of Narcan, AEDs and bed bugs.

Teens and Police Service Academy (TAPS)

Safety received a grant for \$98,000 from FC Homeland Security to implement this program in 2013. 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 graduated 110 students in 2014 from East High School and Independence High School.

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 2,136 truants and filed 352 charges. As of December 20 of the 2014/2015 school year, officers have removed 1,004 truants and filed 158 charges. This program has been successful in reducing property crime during the daytime hours.

BRICK AND MORTAR

Fire and Police "Getting Green"

Fire Stations: Replaced alarms and range hoods at Fire Stations 1, 2, 7, 11, 12.

Fire Station 3: Building Fire Station on Greenlawn Avenue to LEED Silver certification.

Fire Station 2: Entered in design contract to replace facility on E. Fulton Street.

Fire Training Academy: Replaced the skylights, removed asbestos from ceiling and flooring areas.

Fire Stations: replace generators in Fire Stations 5, 22, 23, 25, and 27

Fire Station 4: entered into design to add bay for HazMat vehicle.

Fire Stations: renovated parking lots at Fire Stations 1, 7, 22, 23, 29, and 33

Fire Stations: In design to renovate parking lots at Fire Stations 12, 13, 15, 16, 20, 21

Old Police Academy: Renovated the HVAC in the old training area and classrooms and upgraded ammunition storage area

Police HQ: replaced all of the plumbing fixtures and piping, re-insulated some areas of the upper floors, renovated several floors and wall areas due to water leak and replaced furniture.

Precinct #18: 4560 Karl Road-designed new area and began renovations to move precinct from Karl Road basement to renovated area on first floor 1120 Morse Road.

911 Call Center

Evaluated Request for Proposals (RFP) for design of new 911 Call Center.

Fire Warehouse Facility

Continued working with Construction Management on design of new warehouse facility for Division of Fire.

Crime Lab

The Crime Lab design was completed and construction began in October 2013. Renovation of the Woodrow Avenue location continued into 2014 with substantial completion by year end.

McKinley Avenue Police Facilities

A new paddock for the horses was completed; some HVAC renovations and assessment of overall building condition was completed. Further renovations to take place in 2015.

Fire Alarm Office

Entered into contract with consultant to civilianize FAO.

DIVISION OF POLICE

- A police recruit class of 44 graduated in January 2014
- A police recruit class of 30 began training in December 2014
- Received 703,706 calls via 911
- Received 579,335 general information calls for service
- Completed a total of 655,240 dispatched and self-initiated runs
- Started Communications Technician class of twelve
- Purchased and installed over 100 new laptop computers into cruisers
- Took delivery of over 40 unmarked vehicles
- Took delivery of 90 Ford SUV interceptor vehicles
- Took delivery of 5 PTVs
- Ordered six new motorcycles for Traffic Bureau
- The Community Liaison Section participated in several National Night Out events on August 5th
- Police received Re-Accreditation
- Completed a new bargaining contract w/FOP

DIVISION OF FIRE

- Graduated a class of 34 firefighters in February 2014
- Started a recruit class of 35 in July 2014
- Responded to 150,908 Emergency Medical Services (EMS) runs in 2014
- Responded to 25,260 Fire runs in 2014.
- Graduated 17 paramedics in December 2014
- Took delivery of 14 medics
- Took delivery of eight (8) new medics
- Ordered six(6) new medics for delivery in 2015
- Took delivery of one (1) platform ladders
- Ordered one(1) tiller ladder
- Ordered ten (10) engines
- Ordered twenty-four (24) light vehicles
- Took delivery of two (2) Rescue Support Units
- Took delivery of twelve(12) arson vehicles
- Took delivery of seven (7) new inflatable boats
- Took delivery of four (4) new canine vehicles
- Took delivery of seven (7) new station trucks
- Ordered one(1) Incident Support Vehicle
- Ordered one(1) Safe House

DIVISION OF SUPPORT SERVICES

Digital Radio Conversion

The transition to a new public safety radio system began in August 2014. Known as P25, the first of two phases started with purchasing the equipment to upgrade radio towers and infrastructure. Phase 2 will begin in late 2015.

Fuel Quality Testing

Completed first full year of testing fuel quality at retail service stations with 885 inspections done in the City of Columbus.

Fee Legislation

Upgraded fee list in the License Section which increased some fees and eliminated some other fees that had not been reviewed in many years

911 NG

City completed its portion of the 911 NG communications conversions to include eventually accepting text and video messaging to the communication center. Waiting on Franklin County to complete the host upgrade.

2014 ACCOMPLISHMENTS

Personnel/Staff

- A police recruit class of 44 graduated in January 2014
- A police recruit class of 30 began training in December 2014

- Graduated a class of 34 firefighters in February 2014
- Started a recruit class of 35 in July 2014
- Graduated 17 paramedics in December 2014

Accountability/Recruiting/Training

- Police and Fire Recruiting:
 - o Participated in the Diversity Recruiting Council
 - o Worked with the Safety Director's Office, Civil Service and additional Police Personnel to review the Police Officer Selection Process.
 - o Authorized contract with Public Information firm to enhance recruitment efforts with new advertising
 - o Worked with Civil Service to complete new examinations
 - o Held total of four expositions to inform prospective police and fire candidates
 - o Fire held two additional expos on the firefighter experience at the State Fire Academy
 - o Re-working the Police recruiting website

Technology/Equipment

• Ordered and received two new video storage servers for the Arbitrator Cruiser Video System.

Public Service 2014 Annual Report

Department of Public Service 2014 Annual Report

The Department of Public Service consists of the Office of the Director and four divisions: Design and Construction; Infrastructure Management; Refuse Collection; and Traffic Management. The department has more than 840 full-time, part-time and seasonal employees who provide a wide range of services that are essential to Columbus and central Ohio residents' quality of life.

Office of the Director

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

For 2014, the 311 Customer Service Center reports total webmail and voicemails received was less than as compared to 2013, likely due to an enhancement to the 311 external website in February, which helped ease the process for submitting Service Requests online and finding general information that is linked to the 311 Knowledge Base. There was a renewed focus in 2014 on addressing 311 Service Requests by all Departments in a timelier manner. As a result, nearly 100 city employees received 311 Systems and Reports training. The 311 Customer Service Center is working with the Department of Technology to implement changes to the internal 311 reporting site, with the goal to improve and add certain reports, and to create a more user-friendly system. The 311 Customer Service Center reports the following statistics for 2014: received more than 250,000 telephone calls, which is an increase of over 14,000 calls from 2013; received over 800 Spanish-Speaking calls, handled by two bi-lingual Customer Service Representatives; processed more than 60,000 online and mobile application Service Requests, an increase of over 5,000 from 2013; responded to 7,500 web mail inquiries and over 3000 voicemail messages; overall, more than 26% of all Service Requests were initiated online; received 5,000 more online and mobile submissions than the year before: nearly 96% of all calls received were answered in less than 20 seconds, well above the goal of 85% and an improvement over the 2013 achievement of 91%; as with 2013, the percentage of callers who hung up after 20 seconds of wait time was less than 1%, with a goal of 3% or less; the average speed of answer was just 15 seconds overall; and bulk pickup remained the most common Service Request type, with over 86,000 Service Requests being submitted.

The Communications section worked to increase the public's knowledge of efforts by the Department of Public Service to improve and maintain the quality of life in neighborhoods. The section collaborated with the Mayor's Office, Division of Infrastructure Management and the Department of Technology to develop, finalize and rollout to the media and public the new Columbus WarriorWatch website. The media and general public can use the site to check what streets have been plowed in the past 72 hours and the priority levels of individual streets; continued administering education and outreach efforts for the residential recycling program and managed a contract with Murphy Epson Public Relations for facilitating speaking engagements, news releases, collateral material, videos, public service announcements and more. This included expansion of the residential recycling program to eligible apartment and condominium complexes; organized media events for Mayor Michael B. Coleman and published other news releases focusing on capital projects, rollout of the WarriorWatch website and expansion of the residential recycling program; participated in area commission, civic association, and Neighborhood Pride meetings and collaborated with ODOT on communicating road closures and updates for the Capital Crossroads downtown freeway project; produced fact sheets for residents and 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; and coordinated with the Division of Design and Construction to conduct numerous public meetings to inform residents, schools, churches, business owners and mass-transit passengers about major capital projects.

The Human Resources (HR) section responsibilities include hiring, administering payroll, benefits, labor relations, performance management, occupational and safety programs and coordinating training for 775 department employees. For 2014, HR reports the following statistics: processed over 366 personnel actions (hiring, promotions, transfers, resignations, retirements, disciplinary actions and grievances); worked with the City's Department of Human Resources to provide job training opportunities for youth and individuals with criminal backgrounds; provided Cultural Diversity training to over six hundred employees; presented an overview of the new labor contracts to supervisors and manager; presented more than twenty-five sessions of wellness programming in support of citywide goals; assisted with the reorganization of the department by working closely with the Department of Human Resources, the Civil Service Commission, the Auditor's Office, and the Department of Finance and Management to abolish the Division of Mobility Options, create the Division of Traffic Management and retitle the Division of Planning and Operations to the Division of Infrastructure Management. New division and position numbers were created. Many employees were transferred between divisions and new tables of organization were prepared to reflect the changes. Several new positions were created and filled including an Assistant Director of Sustainability.

Recordable injuries rose from 55 in 2013 to 66 in 2014; the number of lost workdays rose from 808 in 2013 to 1,179; injury leave costs show a 9% decrease from 2013; the overall trend shows a 43% reduction in recordable injuries and a 68% decrease in lost workdays over the past 10 years; ongoing collaboration with Employee Benefits/Risk Management (EBRM), independent medical exams, fitness for duty hearings, and case management meetings were conducted in an effort to help employees return to work; developed a new Public Service Health & Safety Manual; developed a prescription safety glasses program; updated emergency plans for all Department facilities and conducted training to employees; continued training on safety work practices; and conducted more than 230 safety compliance audits

The Office of Support Services (OSS) continued to work with department leadership to keep Public Service fiscally lean and efficient, getting the most of every taxpayer dollar. OSS reports the following statistics from 2014: managed six operational funds totaling \$99.2 million in expenditures; completed 1,083 electronic encumbrances totaling \$53.0 million and 5,363 electronic vouchers totaling \$45.7 million; generated 1,336 invoices totaling \$9.1 million, collected \$7.8 million and sent 388 collection letters on past-due accounts; facilitated 318 pieces of capital improvement-related legislation; completed seven Ohio Public Works Commission grant applications that resulted in two grants; finished 19 Ohio Public Works Commission grant/loan disbursement requests totaling \$3.1 million and 76 Ohio Department of Transportation (ODOT) grant-disbursement requests totaling \$9.9 million; closed out 15 grants, advertised 30 construction projects and 17 requests for proposals; created 47 purchase orders for professional services and \$73.5 million in construction contracts; produced 27 encumbrances for inspection services totaling \$6.5 million; paid 641 invoices for professional services, 249 pay estimates for construction contracts and 24 utility invoices totaling \$92.3 million; and executed nine maintenance agreements, 24 construction and design contract modifications, 19 inter-governmental agreements and 10 other agreements

For 2014, the Sustainability section: assisted with the department restructuring; successfully migrated car-sharing from the one-year pilot to a permanent program; updated procedure and format for monthly and annual reports; oversaw the pilot installation of solar powered, compacting trash receptacles in the Short North; coordinated the Department's review of Green Memo III; participated in the JET Task Force; oversaw the development and ultimate passage of updates to the City's biking laws; coordinated the Department's review of draft Green Infrastructure Design Guidelines proposed by the Department of Public Utilities; coordinated the Department's review of a draft Memorandum of Understanding with the Department of Public Utilities on maintenance responsibilities for Green Infrastructure; coordinated the

review of MORPC and OPWC grant applications; and coordinated the development of a grant interest with Ohio EPA to demonstrate in 2015 the use of Recycled Asphalt Shingles in asphalt paving.

Division of Design and Construction

The Division of Design and Construction has as its primary duties the design of transportation infrastructure improvement projects including capital project prioritization, scoping, project management, plan review, in-house design, management of construction contracts, construction inspection, surveying, and materials testing.

For 2014, the Division of Design and Construction implemented the use of the Traffic Signal Design Manual, now being used by consultants and other municipalities; hosted and coordinated comprehensive software training to employees from various city agencies, ODOT and Franklin County, in conjunction with the construction of Columbus Traffic Signal System B project; began planning for the roadways within the Scioto Peninsula area, including Broad Street now under design. The project is being coordinated with Department of Public Utilities, the Department of Development, and the Columbus Downtown Development Corporation; began the update of the downtown Streetscape Manual, coordinated with the Department of Development and Department of Public Utilities; provided accelerated project production to quickly add important facilities for bicycles and parking downtown, including bike lanes on Spring St and Long St from Marconi to Hamilton. The project created a net gain of 84 metered parking spaces; conducted "engineer rides" bike rides with various department staff to become more familiar with bike needs in the downtown area; provided project review and support for the ODOT Hilliard Rome freeway ramp design-build and the Far East Freeway projects, and for the Scioto Greenways project; held or attended meetings on various projects or issues with external stakeholders including COTA, Children's Hospital, Near East Area Commission, German Village, Columbus Downtown Development Corporation, Franklin County and Mid-Ohio Regional Planning Commission; developed a new Construction Administration system which works within the existing Project Management Information System (PMIS); began updating the department's American Disabilities Act (ADA) policy to clarify requirements and to provide greater consistency in design and construction; completed plans for resurfacing 279 streets totaling 220 lane miles and building 2,212 curb ramps at a cost of \$35.4 million, plus an additional \$1.for preventive maintenance for asphalt, concrete, and brick streets.

Also in 2014, the division completed Scope of Improvements for 31 projects, including 13 Capital Improvement Projects, 11 Public-Private Partnerships, 3 Urban Infrastructure Recovery Fund projects, and 4 traffic signal replacement/new signal projects; generated twelve Requests for Proposals for design procurement; reviewed and provided feedback on 759 potential UIRF project proposals from neighborhoods; completed 3 preliminary engineering projects, continued working on eight preliminary engineering studies; completed design work on 23 Capital Improvement Projects; completed design work on ten Public-Private Partnership projects; continued design work on 19 Capital Improvement Projects, four Public-Private Partnership projects, 15 Capital Improvement Projects, and design work started on three Public-Private Partnership projects; construction was completed on 43 projects; fifteen construction projects continuing into 2015; finalized inspection of 30 Private Construction Agreements totaling over \$6,285,209.00; work continues into 2015 on 44 new Private Construction Agreements with an estimated construction cost totaling \$13,007,992.00; inspected 213 private development projects; assisted Infrastructure Management in conducting 96 Street Excavation right-of-way permit inspections to allow permit inspectors to focus on the multiple smaller projects.

The division coordinated with ODOT on several project phases of the Columbus Crossroads project to reconstruct I-70, I-71 and I-670 downtown, including: items important to downtown and adjoining neighborhoods such as bike lanes, street trees, enhanced bridge crossings, utility undergrounding, brick

crosswalks, and granite curbs; completion of Phase 1, the Design/Build project consisting of Cleveland Avenue, Elijah Pierce Avenue, Lester Drive, Spring St and Long St Crossings and the Long Street Cultural Wall and Cap; completion of a portion of Phase 2C, the Mound Street connector, which is the initial construction of the westbound urban avenue accessing downtown from the east side; ongoing construction of the new 18th St bridge crossing accessing Nationwide Children's Hospital; completion of the design for Phase 2D, which includes aesthetically enhanced bridge crossings for Main Street and Grant Avenue, converting and upgrading portions of Parsons Avenue, Mooberry St, Mound Street and Fulton Street; ongoing design of Phase 3, which includes enhanced crossings at Broad Street, Town Street, and Oak Street on the east side of downtown, Elijah Pierce Avenue and Lester Drive, Phase 2B, which connects the freeway storm sewer outfall into the sewer system, Phase 4A/4B that includes enhanced crossings at Front Street and Fourth Street, and Caps at high Street and Third Street, Phase 5 including enhanced crossings at Ohio Ave, Champion Ave, Linwood Ave, Miller Ave, and Champion Ave, and Phase 6 that includes work on Short Street, and finalizes the westbound connection from downtown to the freeways on the south and west sides.

The plan review section reports completing the following: 1,073 plan reviews for the divisions of Design and Construction, Water, Sewers and Drains, Power and Facilities Management, ODOT, the Franklin County Engineer's Office and other joint venture projects; 96% of all plan reviews within performance standards; 168 private development plan reviews, with a 94% compliance with performance standards; 540 CC-plan reviews, with a 100% compliance with performance standards; reviewed 257 capital improvement project plans, 371 right-of-way and utility plans, 219 traffic signal and interconnect plans, 226 maintenance of traffic and traffic control plans, and 253 Division of Traffic Management permits.

Division of Infrastructure Management

The Division of Infrastructure Management has as its primary duties long term planning and management services for transportation infrastructure assets including pavement and structures management, pedestrian and biking facility management, zoning and right-of-way permit reviews, plat reviews, street sweeping, litter control, graffiti removal, and snow removal. For 2014, the Division of Infrastructure Management reports the following: issued 11,896 various right-of-way permits; collected \$1,034,880.25 in right-of-way permit fees; received \$328,939.90 in right-of-way excavation deposits; installed 48 Share the Road signs, 173 bike route signs, 666 sharrow markings, 117 bike lane markings, 149 bike boulevard markings, 122 bike detector markings at 46 intersections, and 15 bike racks.

Managed implementation of 34 miles of bikeways, including construction of projects on the following streets: Agler Road; Alum Creek Drive; Bar Harbor Road; Bethesda Avenue; Binns Boulevard; Champion Avenue; Elijah Pierce Drive; Fair Avenue; Franklin Park South; Gay Street; Grant Avenue; Grubb Street; Hague Avenue; Hiawatha Boulevard; Hiawatha Park Drive; High Street; Hudson Street; Lester Drive; Linworth Drive East; Long Street; Midland Avenue; Mock Road; Morse Road; Mound Street; Neil Avenue; Oak Street; Oakland Park Avenue; Olentangy River Road; Olive Street; Patterson Avenue; Rankin Avenue; Roberts Road; Sherman Avenue; Spring Street; State Street; Sullivant Avenue; Valleyview Drive; and Whitethorne Avenue.

Tracked changes in city boundaries as annexations and detachments were approved by City Council, as follows: the area within city of Columbus corporate limits at the beginning of 2014 was 227.970 square miles; 12 annexations approved by City Council; 0.094 square miles added by annexations; 2 detachments approved by City Council; 0.002 square miles deducted by detachments; and the area within corporate limits of the City of Columbus at the end of 2014 was 228.062 square miles.

Tracked changes in city street mileage as approved by City Council, as follows: total length of streets within city of Columbus corporate limits at the beginning of 2014 was 2,066.147 centerline miles

(equating to 6,387 lane miles); 0.84 miles of streets were added by annexations; 0.072 miles of streets were deducted by detachments; 2.08 miles of streets were added by subdivisions or dedications; and total length of streets within city of Columbus corporate limits at the end of 2014 was 2,069 miles (equating to 6,393 lane miles).

Managed or established new mailing addresses as follows: issued 4,040 new addresses; currently there are 218,684 certified mailing addresses in the city of Columbus; received 7,959 address-related inquiries from the citizens and government agencies; and verified 469 liquor license addresses at the request of the Ohio Department of Commerce, Division of Liquor Control.

Division of Refuse Collection

The Division of Refuse Collection maintained and expanded its essential mission of keeping Columbus' right-of-way clean and the city healthy through the collection of refuse. In 2014, the division disposed of: 295,732 tons of municipal solid waste; 19,701 tons of bulk items; 44,730 tons of residential recycling; 32,914 tons of yard waste; 373 tons of household hazardous waste; and 1,352 dead animals.

The City's recycling program reports the following for 2014: Extended into multi-family complexes that receive 90 or 300 gallon container service from the City; Commenced deployment of new service to multi-family complexes February 17 and completed March 19; delivered 13,777 containers to condos and apartments in the span of 5 weeks; a total of 204,832 containers have been deployed during the life of the recycling program; trash collected and disposed by the Division increased 3.1% over 2013; residential recycling rates increased more than double house trash increase, at 7.0%; yard waste recycling increased 5.6% over 2013; household hazardous waste collection increased by more than 103% compared with 2013; city employees recycled over 668 tons pounds of material in the workplace in 2014.

The division collaborated with The Ohio State University to provide 16 free bulk trash drop-off locations in the campus area and expanded outreach efforts during the annual August student Move-out/Move-in period. Between July 26 and August 17, 2014, 2,030 tons of bulk items were collected, or 4% more than the 2013 Move-out/Move-in effort.

Keep Columbus Beautiful reports the following 2014 accomplishments: received a 2014 National Innovation Award for the "Three Words About Litter...PICK IT UP" campaign; developed a curriculum-based Litter Activity Guide for its Three Words About Litter...PICK IT UP! Campaign; developed Litter Literacy Kits around the book The Wartville Wizard were developed as part of Three Words About Litter... PICK IT UP campaign; gave 75 presentations to 3,148 youth and adults, including 10 Schools, 21 Summer Camps, 4 Pride Bicycle Safety Festivals, and 4 RecyColumbus Events.

Volunteering and event statistics for Litter/Beautification Events in 2014 included 327 Cleanups; 9,002 Cleanup Volunteers; 24,745 Cleanup Volunteer Hours; 339,375 Pounds of debris from litter cleanups; 55 Beautification Projects; 1,498 Beautification Project Volunteers; 4786 Beautification Volunteer Hours; 382 Total Projects; 10,500 Total Volunteers; 29430 Total Volunteer Hours; and 159 Adopt-An-Area groups.

Division of Traffic Management

The Division of Traffic Management has as its primary duties parking services, parking enforcement, traffic engineering services, traffic maintenance, safety studies, parking studies, speed studies, capacity reviews, signal warrant analysis, installation and maintenance of pavement markings, traffic signals, traffic signage, parking meters, parking management and violation services including the parking violations bureau.

The Parking Violations Bureau (PVB) statistics for 2014 include: achieving a 95% parking ticket collection rate (93% in 2013); impounded 582 scofflaw vehicles; issued 158,425 parking citations (88.6% of parking tickets issued by PVB); collected \$6,714,045 in parking ticket revenue; collected \$5,049,191 in parking meter revenue; total revenue collected from all parking and impound lot activities was \$15,307,656; conducted 1,509 adjudication hearings, with 947 citations upheld and 562 dismissed; completed the program to convert all parking meters to new electronic, credit card accepting meters; meter bagging program successfully helped 45 special events run safely through city streets; installed 15 new bike racks were installed throughout the City; completed major parking installations and adjustments on West Broad Street, Nationwide Boulevard, Mound Street, Spring Street, Long Street, Third Street, Fourth Street, Vine Street, Wall Street, Russell Street, around Columbus State Community College, and in the Short North; added 43 new residential handicap parking spaces; managed 32 Valet Zones, 123 Loading Zones, 39 Two Wheeled Motorized Vehicle parking locations; added 3 new residential parking permit zones; and managed a major parking study in the Short North that will be completed in 2015.

Traffic Maintenance completed in 2014 the following: 230 hand work orders; 116 long line orders; 33 school markings; 17 QwikKurbs installed; 43 out of 43 school work orders; 61 school cross walks upgraded; 38 – 8' school legends installed; 3 – 10' school legends installed; 534 out of 536 cross walks were maintained under the 5 year maintenance plan; 21 school flashers installations/upgrades; 16 video detection cameras installed to upgrade standard loop detection; 40 signal inspections conducted; 14 refurbished intersection signals; two new signal installations; 6,505 signs installed; 43,624 signs fabricated; 2,217 street signs fabricated; and 1,961 sign calls completed in under one hour.

Technology 2014 Annual Report

Department of Technology 2014 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 (<u>www.columbus.gov</u>) 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
- design and maintenance of the city's Geographic Information System (GIS)

2015 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

<u>E-Government:</u> Continue to enhance the city's electronic communication to residents through new media platforms. In 2015, the Department of Technology will work with city departments to continually enhance Columbus.gov and add outlier sites to the Ektron platform thus providing uniformity across the city. 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. The newly created Department of Education, Income Tax, Police recruiting and Police are all slated to convert in 2015. Columbus.gov is on target to become the first city.gov site to be recognized by web browsers as strictly secure (full HTTPS). 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.

<u>CUBS</u> (formerly known as WASIMS) Upgrade Banner Implementation: Start project to upgrade the Public Utilities billing system (CUBS). The application will be upgraded to Customer Suite version 4.4, 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 known security failures in the current production environment as well as address several known application issues with the current version. This project is projected to be completed by August 2016.

<u>MyColumbus</u>: In 2015, MyColumbus will continue to grow and expand, starting with a new design and navigation that keeps it current with mobile app functionality and best practices. It will also provide more flexibility and control to the staff within the Department of Technology to add and remove features without the delay of submitting to the app store. This architectural enhancement will allow us to feature

more city services since we can add and remove freely. This release also introduces a new architecture which provides increased security for the application. 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 many News Feeds within and outside the City, 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.

<u>PRISM</u>: In 2015, the Department of Public Utilities would like to enhance the use of Prism in two ways. First, they would like Early Morning Software (EMS) to conduct a process analysis for the Utilities Diversity program. Second, they would like to have an interface created that will transfer data from Prism to their Project Management System (PMIS).

<u>SewerWeb/Sewer Charges Online</u>: The Department of Technology will be updating and enhancing the Sewer Charges online website that is used by Realtors to see if a property has pending Utility Charges.

<u>Online Backflow Inspection Form:</u> As an extension to the current application used to track backflow inspections, DoT is in the process of implementing a form online for customers to submit inspections online. This will reduce data entry and improve operations for the backflow section at Utilities. In addition, it makes the process easier for backflow customers.

<u>WarriorWatch Public 2.0:</u> Assist in the implementation and launch of an enhanced version of WarriorWatch (2.0). Several enhancements have been proposed and planned to be added to the current application.

<u>Power Outage Management System:</u> Working with the Department of Public Utilities – Division of Power, deploy the Responder application which will provide incident tracking, potential fault identification, reporting capabilities as well as geographic and dashboard views to help improve operationally how the Division of Power responds to power outages. This will replace the Microsoft Access database currently used for tracking power outages.

<u>Interactive Voice Response (IVR) 4.0 Upgrade</u>: Upgrade the IVR system to improve customer functionality and reporting.

Neighborhoods

<u>MyNeighborhoods</u>: 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. Parking Meter information is one feature slated for future expansion.

<u>Mobile City Hall</u>: In 2015, DoT will continue to work with Neighborhood Pride to evolve and contribute towards new technologies and solutions that will improved the overall experience and services offered by the city from the Mobile City Hall vehicle.

Safety

<u>Public Safety Technology Integration:</u> Implement 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. This project is projected to be completed June 2016.

<u>Safety Cameras</u>: In 2015, 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. Two additional Precincts will have fiber infrastructure in 2015.

<u>Wireless Access</u>: Police wireless accessibility will be increased with the utilization of wireless access point hardware at Police HQ and fiber based facilities for cruiser video uploading, employee network wireless access, and public wireless internet access.

<u>Public Safety Desktop Services</u>: The implementation of Desktop Services to the Division of Police transpired over the course of 2014. DoT will continue to expand their services and offerings in 2015 to align with the standards implemented throughout the city.

<u>Public Safety Mobile Cruiser Support</u>: Desktop Services will begin to inherit the support and provision services to the Division of Police Mobile Cruisers. As with Desktop Services, we will look to align our standards where applicable.

<u>Event Notification System</u>: The city is partnering with surrounding communities to implement a regional event notification system that will be utilized for Public Safety, Public Service, Health and Public Utility alerts.

Economic Development

<u>Citywide Network Connectivity Plan:</u> 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 has recently been built and is operational with another 120 miles of fiber currently beginning construction utilizing the partnership with Public Service City Traffic Signal System project (CTSS Phase C).

<u>Fiber Marketing contract</u>: A fiber marketing and rate structure analysis contract will be in place to allow the City to utilize its fiber optic infrastructure for Public/Private use, Economic Development incentives, and generate revenue for the continued expansion and greater good of the Columbus area.

<u>Online Permitting:</u> 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

<u>GetActive</u>: 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 2015 with the request to update the platform and possibly integrate with Ektron giving the editors more access to make modifications as needed.

Peak Performance

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

<u>Water Information Management System Upgrade</u>: The Department of Technology will be upgrading the Water Information Management System (WIMS). The upgrade will provide additional functionality to users and ensure that the technology is current.

<u>Citywide Computer Deployment:</u> In continuance of 2012, 2013, and 2014 DoT will again be managing another general fund computer replacement project that will occur during 2015. This project will improve the efficiencies of these agencies by replacing existing outdated and aged computer equipment with new hardware. Each year 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.

<u>City's Geographic Information System (GIS)</u>: Finalize the GIS system infrastructure upgrade and GIS software migration. Continue adding web based maps and GIS resources to the GIS web site (including map galleries). Continue expanding GIS capabilities with a focus on assisting city agencies in integrating geographical information from the GIS central repository. Conduct GIS training for over 300 GIS users across the city to increase their capabilities and the quality of datasets and applications. The City's fiber infrastructure has recently been converted to the GIS format replacing AutoCAD, Visio, and Excel documents. This conversion allows the City to utilize the strength of GIS in planning for fiber growth, Economic Development, and the marketing of the City's "dark fiber" for Public/Private use and a potential revenue generating source.

<u>Mobility:</u> Complete the implementation of the Power 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. The Water mobile dispatching system is projected to be completed in fourth quarter of 2016.

<u>iPACS FAST Module Deployment:</u> 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). A new mobile application component (Field Assistant Service Tracking) is being added to improve data access and collection for the Field Inspectors and Sampling Crews who work out in the field.

<u>Work Order Management:</u> This system is currently being used by some of the Divisions within the Recreation and Parks, Public Service and Finance and Management Departments. In 2015, plans are to expand the use of the enterprise work order management system within the Recreation & Parks and Public Service Departments.

<u>Business Intelligence</u>: Implement the Enterprise Business Intelligence System (BI) for 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.

<u>Learning Management System (LMS):</u> Implement a hosted Enterprise Learning Management System starting with the Department of Public Utilities. This environment will replace the DPU Training application currently running in a Microsoft Access database. This LMS will improve workflow, provide automation on manual processes, tracking and reporting.

IT Compliance and Security: In 2015 DoT will continue efforts to mature security capabilities necessary for compliance to various regulatory requirements including IRS 1075, LEADS and transitioning from Payment Card Industry Data Security Standard (PCI DSS) version 2.0 to version 3.0. In 2014, the White House announced the launch of the Cybersecurity Framework, a key deliverable from the Executive Order on "Improving Critical Infrastructure Cybersecurity." In 2015 DoT will review existing and planned security controls against the Cybersecurity Framework to ensure that reasonable and appropriate controls are in place to protect against, detect and respond to evolving cybersecurity threats.

2014 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 2014 the Department of Technology worked with City departments to redesign Columbus.gov. In conjunction with the mayor's State of the City Address in February of 2014, Columbus.gov launched its newly designed and upgraded site. 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. Enhancements and upgrades continued throughout the year as additional features and content was added, such as the PUP Campaign which highlights the importance of cleaning up after our pets.

<u>CUBS (formerly known as WASIMS) Upgrade Banner Implementation:</u> The Archive/Purge project increased system performance and efficiency and reduced risk of loss of data and system downtime. All but 7 years was completely archived and purge however the Department of Utilities have decided to take off another year so that only 6 years are on the system.

<u>Cable Television & Media Services Accomplishments:</u> 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.

<u>MyColumbus</u>: Since its initial launch, in July 2011, the official mobile application for the City of Columbus: MyColumbus <u>has reached over 22,000 downloads and is receiving a rating of 3.5 stars out of 5.</u> 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 2014, additional data and functionality was added such as School Closings, Traffic Cameras, and addition of Fire Recruitment and Berliner seasonal views. My Columbus also saw several improvements in performance and user interface. All of the contributed to MyColumbus being awarded the 2014 CITE Award for Best Customer App by IDG. Judges quote: "The MyColumbus app and their innovation in getting a design school involved is genius. I like that the hometown ecosystem was heavily leveraged. The app layout is intuitive and well thought out."

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. The 311 development team received many enhancement requests in 2014, which were all addressed and turned around in a timely fashion contributing to the growth and maturity of the application: Account Creation, Submit Images with Service Requests, View Service Request History, Knowledge Base, Accela-311 interface added, new Rumpke portal, and the ability to Retrieve Service Request details are some of the enhancements performed.

<u>WarriorWatch Public:</u> Assisted in the implementation and launch of the public version of WarriorWatch. As of February 2015, the site has been visited by over 35,000 users (over 80,000 page views).

<u>ConnectExplorer:</u> In late 2014, provided access to a new GIS platform (ConnectExplorer) to City departments. This application provides 3-D imagery for the entire City (for 8 different years). It also provides access to other GIS datasets such as 2-D aerial photos, addresses, and parcel data. To date, over 250 users have requested access to this platform.

<u>PRISM</u>: Completed the implementation of the Prism software for EBOCO which replaces the BizTrak application. The new application enables the City of Columbus to fulfill the requirements of Title 39, the City of Columbus affirmative action code.

Neighborhoods

<u>My Neighborhood</u>: 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. Live traffic camera feeds and CIP data were major improvements in 2014.

<u>Mobile City Hall</u>: In 2014, DoT continued their partnership with the Mayor's Office, Neighborhood Pride, and Finance Fleet Management towards the delivery of the Mobile City Hall initiatives.

Safety

<u>Fiber Infrastructure Expansion</u>: Built fiber lateral to Public Safety locations SRB, Fire 3, Fire 14, Fire 24/Police 1 in 2014. This expansion was possible due to the completion of CTSS Phase B construction where the locations previously unavailable where now within reach to connect to the City's network.

<u>Police Application and Server Migration</u>: Many Police Division applications were upgraded to newer server platforms, which improved service delivery and reduced costs. In addition, the arbitrator application has been fully stabilized and cruiser video is now successfully being uploaded to datacenter storage.

Economic Development

<u>Citywide Network Connectivity Plan:</u> Continued to refine the development of, and implement incremental portions of the Citywide Connectivity Plan. Phase A and B of this project is completed, with the Phase C contract awarded and construction beginning in March of 2015. Phase C will add an additional 120 miles and Phase D will begin in 2017 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 laterals have been built 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.

<u>Fiber GIS Database</u>: Implemented a comprehensive GIS database for City's Fiber network. The new network provides a platform from which thousands of documents in a variety of formats can be easily accessed. The network includes the fiber infrastructure, all associated drawings, photos, and other related documents.

Education

<u>GetActive</u>: 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 was updated to include new feeds from Active net and reformatting of those feeds to be more user friendly.

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 on the migration to a hosted environment with Xerox.

<u>Citywide Computer Deployment:</u> In 2014, DoT kicked off another general fund computer replacement project that will continue in 2015. In 2014, the Department of Technology initiated the deployment of a combination of over 1,000 workstations and laptops citywide including other funded agencies, 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.

<u>City's Geographic Information System (GIS)</u>: Established a new GIS web site and expanded GIS capabilities with a focus on assisting city agencies in integrating geographical information from the GIS central repository. This effort included launching the city's online GIS system and creating tens of web based maps that are posted on various web pages throughout the city website. These web based maps provide online access to datasets such as land use, adopted plans, mosquito fogging areas, census maps, a historic map gallery and many others.

<u>iPACS Deployment</u>: In 2014, deployed the software replacement application for the Department of Public Utilities – Division of Sewerage and Drainage for their Pretreatment Information Management System, now known as iPACS. This has improved the department's workflow processes and the management of issuing permits to enforce city regulations.

<u>IT Compliance and Security:</u> In 2014, DoT Compliance drove the activities necessary for the City of Columbus to become compliant with the Payment Card Industry Data Security Standard (PCI DSS) as a Level 2 Merchant. Compliant status was attested to by a PCI Qualified Security Assessor. DoT Compliance also worked in partnership with the Income Tax Division to facilitate an on-site Safeguards Review of the conducted by the IRS.

<u>Libra Upgrade</u>: Updates from 2014/ Migration of payroll/personnel system from Libra 300 to Libra 460. Also converted the Police CAD and Offense Report databases from the old Libra DMSII server to SQL Server.

<u>Work Order Management</u>: Implemented an enterprise work order management system within the Recreation & Parks, Public Service and Finance & Management Departments. This system provides a platform which unifies various workflows and improves 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.

<u>Intelligent Communities</u>: In 2015, for the third 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 both strategically and tactically in continuing to build out the city's broadband infrastructure with 10 new locations constructed in 2014 and 10 additional bid for construction in the spring of 2015, 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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Development 2014 Annual Report

2014 Department of Development Annual Report

Code Enforcement

In 2014, the team wrote 20,225 violation notices, an increase of 14% from 2013, which is partly attributable to software improvements. The PACE Team completed work in North Linden, their first neighborhood, with 1,433 property inspections resulting in 836 violation notices for 588 properties (41%). The landlord team has investigated all of the properties of three landlords that have been chronic offenders and issued 160 violation notices. A total of 492 graffiti cases were removed from private property, an increase of 26% over 2013. A total of 2,746 parcels were mowed and cleaned of solid waste, slightly down from 2013 by 6%. In cooperation with the Land Management Office, 308 structures were demolished, a dramatic 65% increase over 2013. The solid waste inspectors investigated 2,707 complaints from 311, an increase of 42% over 2013.

Training: In June of 2014, 10 new code enforcement trainees were hired by the division. These new positions were to replace senior code officers going to the PACE team and to replace retirements. An extensive training period was commenced that lasted two and one-half months. Training was provided by Code Enforcement Senior staff and covered Housing, Zoning, Research, Court, and Inspection techniques. The Trainees were assigned to areas and replaced the Pace Team members by the first of September.

Proactive Code Enforcement Team (PACE): Seven Code Officers and one supervisor were selected to be a part of the newly formed PACE team. The team was divided into two sections: a systematic team and a chronic offender team. The team is completely proactive and does not respond to complaints.

Systematic Team: The systematic team started in North Linden and performed exterior inspections in an area bounded by Cleveland Avenue, Weber Road, Hamilton Ave., and Hudson Street. A total of 1,433 properties were inspected and 588 properties received violation notices (41%).

Chronic Landlord Team: This team identifies owners and landlords that have been identified by a tiered point system which includes number of violations issued (ranked by interior, exterior, etc.), court cases, delinquent taxes, rental registration violations, etc. This team identified a "top ten" list and began inspecting properties in October of 2014.

Vacant and Abandoned Property Initiative (VAP): This was a committee made up of representatives from Code Enforcement, Land Bank, City Attorney, Building and Zoning Services, and the Director's Office. The group reviewed properties that were tax delinquent, vacant for extended periods, and were a blight to the city neighborhoods. The group determined if properties were demolition candidates and needed to go to Environmental Court or through an expedited tax foreclosure in order to transfer these properties into the land bank. The code officers did an exceptional job in identifying the worst structures in their areas and presenting the cases to the VAP committee. Code Officers spent a lot time taking pictures, documenting cases, and testifying to the committee. A large number of blighted structures have been removed.

Graffiti: In 2014 the graffiti program continued to expand and remove more graffiti than the year before. Four hundred ninety-two cases of graffiti were removed up from 392 cases in 2013, an increase of 26%. Almost \$92,000 was spent on the effort; \$81,186.44 from CDBG and \$10,485.20 from the General Fund. Most of the cases were in the University Area. The program continues to write violation notices for graffiti but with each violation notice there is a waiver included for the City to remove the graffiti free of charge. Owners have the option to remove the graffiti themselves and in 2014 owners voluntarily removed graffiti on 193 properties.

Hoarding Program: In 2014, Code Enforcement began work on a pilot program with Judge Hawkins and the Environmental Court to address the issue of hoarding. The Court and Code Enforcement are partnering with the ADAMH Board and Southeast Mental Health to address the mental health issues associated with hoarding. The program will serve 10 people at any one time and will be in the Hilltop area . Code Enforcement began identifying possible participants by issuing violation notices for health and sanitation issues and once in the court process they can be referred to Southeast Mental Health for clinical and therapeutic support.

Economic Development

In 2014, the team completed 33 business attraction and expansion projects that are to create 3,672 new jobs and retain 11,727 existing jobs. Major projects included Nationwide Mutual Insurance (857 new jobs), Alliance Data Systems (700 new jobs), Columbus Steel Castings (550 new jobs), Contact US (350 new jobs), Cover My Meds (117 new jobs) and Flight Safety (\$113 million investment in buildings and equipment). These deals secured \$270 million in private investment and will add \$238 million in total annual payroll (jobs to be created or relocated to the city).

The team managed significant investments in small businesses. The Revolving Loan Fund participated in 22 small business loans and provided more than \$1.1 million, which leveraged more than \$5 million in additional public and private sector funding for these businesses. Examples included restaurants, fitness businesses, T-shirt makers, craft breweries and a variety of manufacturing operations. The NCR program issued four façade grants providing over \$9,500 in support to small businesses.

The Public Private Partnership (3P) program managed 44 active projects in 2014; it completed nine projects that provided more than \$26 million in public infrastructure investments that leveraged more than \$250 million in private sector investment (a 1-to-13 ratio). Notable projects included the Leveque Tower improvements, Columbia Gas headquarters, Diafuku manufacturing expansion and Nationwide Boulevard streetscape improvements.

Housing Division

In 2014, the housing finance team closed 51 loans under the American Dream Down Payment Initiative, approved 161 properties for residential tax abatements (final or conditional), and financed housing units for 48 projects (single or scattered site) that created 231 housing units. In 2014, the homeowner services team managed 397 requests for emergency repair assistance, managed 312 applications for assistance under a variety of programs, managed relocation services for 103 families and assisted with the closure of three hotels, and reviewed 315 project applications under the Federal Uniform Relocation and Real Property Acquisition Act. Under the Lead Safe Columbus program, 219 housing units were served and a new three-year \$3.9 million grant was received. A number of sub-recipient services were managed through several non-profit organizations.

Land Redevelopment

In a unified effort, the Columbus and Franklin County Land Banks demolished 1,294 blighted housing units in

Columbus and other parts of Franklin County in 2014. Cost of the demolitions was \$10.2 million. In 2013, the Land Banks demolished 527 units, so 2014 recorded a 146% increase in the number of demolitions. The unprecedented 2014 volume of demolitions was fueled in part with funding from the Moving Ohio Forward Grant Program. In 2012, the two land banks applied jointly for and were awarded

\$8.6 million in grant funds for the demolition of vacant, blighted housing. The grant funded demolitions in 2013 and was exhausted by demolitions in 2014. Matching funds were provided by the City of Columbus and Franklin County.

In 2014, the office implemented new database software for managing land bank properties and a new public website for marketing properties (a completely electronic application process is to be implemented in 2015). Due to the aggressive property acquisitions under the cross-departmental Vacant and Abandoned Properties (VAP) initiative, more property was acquired in 2014 than the previous four years combined. Working with partners, expedited tax foreclosures was implemented (most of the 666 parcels received in 2014 were due to this expedited process). In addition, 305 blighted structures (representing 441 dwelling units) were demolished due to their deteriorated condition.

The team has steadily increased the number of acquired properties that are returned to the market for rehabilitation, 325 in the past four years. In 2014 the team instituted new approaches to better stabilize buildings while reducing renovation costs. The Mow-to-Own program was expanded. Nineteen parcels were sold for new construction and a three-acre site was sold to Volunteers of America for construction of multi-family supportive housing. For the first time, two parcels were sold to a private buyer to construct homes without a city subsidy (this was in the Near East). A total of 121 parcels were sold in 2014.

The Community Gardening Program had its most successful year in 2014, with 68 parcels licensed for gardens. The team continued its program support through Rebuilding Together Central Ohio to supply cisterns, soil test kits and (new for 2014) rainwater capture systems designed by the Columbus Neighborhood Design Center (NDC). With the growing number of properties in the land bank, the team expanded the Community Land Care Program to more local non-profits who are paid to improve and maintain vacant parcels using designs from NDC (e.g. fencing, fruit trees, low maintenance grass and perennials). Eight land bank parcels were selected to test different low maintenance approaches to restore vacant lots as part of the Department of Public Utilities' Blueprint Columbus storm water initiative.

Planning Division

In 2014, City Council adopted five area plans (Far North Plan, North Linden Plan Amendment, Northland Plan I, South Side Plan and West Franklinton Plan) and 2.5 miles of new commercial overlay frontage (West Third Avenue in the Fifth by Northwest Neighborhood as well as several corridors in Northwest Columbus). The commissions, boards and panels that are staffed by the team collectively reviewed 950 agenda items; the staff approved an additional 800 applications. Over 200 Section 106 reviews were conducted. Two public art installations were completed – Kwanzaa Playground and Scioto Lounge – and another eight pieces underwent substantive maintenance or restoration. Over 250 zoning, variance and graphics applications were reviewed by staff and the staff responded to 132 mapping and data requests. Twelve annexations were accepted by City Council. In terms of public engagement, about 1,500 project suggestions were submitted by neighborhoods groups and subsequently reviewed by staff as part of a major revision to the UIRF process and over 1,000 votes were cast for the public art bike rack initiative.

Public Utilities 2014 Annual Report

Department of Public Utilities 2014 Annual Report

Director's Office

Progress on major projects and initiatives was tracked throughout all three divisions at the Department of Public Utilities (DPU) in 2014. Following a cost of service rate study and approvals from the Sewer and Water Advisory Board and Columbus City Council in 2013, a new rate structure went into effect in January 2014 reflecting unchanged rates for water, a 2% increase for sanitary and a 1% increase for stormwater, resulting in an average 1.1% increase to the average customer bill – the lowest overall increase since 2002. 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 4,382 single family home participants and an additional 1,486 families in multi-unit housing for a total of 5,868. Also, 3,068 senior households in the Columbus water service area received an additional discount on their water bill, having their water service charges waived. 185 Columbus power customers who are seniors enjoyed a 10% consumption discount on their bills.

The department completed a third-party audit of its Environmental Management System (EMS) and obtained ISO 140001:2004 certification in November 2014, and successfully completed internal environmental compliance audits at its 10 facilities. The Southerly Wastewater Treatment Facility and the Compost Facility obtained favorable Ohio Environmental Protection Agency (OEPA) inspection reports for their Title V permit compliance in June. The agency determined in September that the Division of Sewerage and Drainage was meeting its obligations for implementing the Pretreatment Program and making progress in implementing requirements of the combined sewer overflow (CSO) and sanitary sewer overflow (SSO) consent decrees. The department continues to implement capital improvement projects and operational controls to address activities which most significantly affect the environment, including potential impacts from CSOs and SSOs, chemical storage and handling, and waste management.

Efforts to optimize business practices to deliver quality service at affordable rates continued through implementation of Asset Management, a data-driven approach to make better decisions. With key facets in place, members of the team began returning to their original positions throughout the department to focus on specific maintenance and reliability initiatives. The Asset Management team has changed the way the department looks at capital designs, advanced our ability to predict and prevent asset failures to improve reliability, brainstormed with treatment facility operators to reduce chemical and energy consumption, and developed replacement plans for several major asset classes. Together, these efforts will continue to focus on providing optimal service at the lowest possible cost.

Utilization of technology advances in the processing and delivery of billing information resulted not only in better customer service but also efficiencies in our accounting processes. Implemented in May 2014, DPU's new bill print and mail contract resulted in a 20% reduction of 30 day accounts receivable in the first month, showing customers who received their bills in a timely manner also paid those bills promptly. Besides the quicker turnaround, the contract itself resulted in a \$1 million savings compared to the previous year.

GreenSpot, announced by Mayor Coleman during his 2008 State of the City address, saw significant growth and now totals more than 10,000 homes, businesses and community groups enrolled by the end of 2014, each committing to behaviors promoting responsible stewardship of the environment. 759 households received rain barrels through the GreenSpot Backyard Conservation cost share program.

The Communications Office continued to coordinate information requests, distribute news releases, brochures and customer bill inserts regarding water quality and conservation, prevention of water

pollution and other notifications required by the Ohio EPA. The department's Web site remained responsive to 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.

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.

During 2014, 49.4 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 1,152,993, the average per-capita consumption was 117 gallons per day. The total average daily water pumpage was 135.3 million gallons.

The John R. Doutt Upground Reservoir – dedicated in honor of the former Columbus Water Administrator and Director – was filled, officially bringing into service more than nine billion gallons of additional water supply for city's drinking water needs.

Construction continued on Contracts 1, 2, 3, and 5 of the Dublin Road Water Plant (DRWP) Capacity Increase Project. When completed in 2017, these improvements will increase plant capacity to 80 million gallons per day, provide new treatment processes to enhance water quality, and increase reliability. Total construction cost for all contracts is estimated at \$200 million.

At the Hap Cremean Water Plant (HCWP), construction continued on the \$70 million Treatment Improvements Project, which will add new treatment processes to enhance water quality and improve process control. Other work completed at HCWP in 2014 included the Chemical Building Roof Restoration and the Lagoon #3 Sludge Removal and Abandonment projects.

At the Parsons Avenue Water Plant (PAWP), construction was completed on the Fiber Optic Upgrade and Well 103 Bank Stabilization projects.

Improvements at the city's watershed facilities continued with completion of the Hoover Dam Security Improvements and Smothers Road Stabilization projects.

Design work completed in 2014 included the DRWP Capacity Increase - Contract 4, Watershed Roadway Improvements Part 1, PAWP Treatment Upgrades, and Hoover Nature Preserve Parking Lot Improvements. Construction of these projects is anticipated to begin in 2015. Design work continued on Alum Creek Pump Station Improvements, South Wellfield Raw Water Line Relocation, and HCWP Lime Slurry Disposal Line Improvements.

Other notable water supply efforts included ongoing activities focused on dam safety and reliability, which involved updating emergency action plans, conducting a multi-agency tabletop emergency response exercise, and implementing an independent consultant review project to inspect the condition of the Griggs and Hoover dams.

The division invests in existing distribution infrastructure through its Replacement and Rehabilitation (R&R) Program, which annually prioritizes replacement of water mains that require repeated maintenance due to breakage and the need to improve flow to service areas. Major R&R projects in 2014 included the Brentnell Avenue Area and Sexton Drive Area water line improvements, which totaled almost 4.9 miles

of new 6" and 8" water lines, and the Old Roberts Road 20" Water Main replacement project. For the year, \$18 million was invested toward water main replacement. In addition, structural repairs to the Morse Road South 10 Million Gallon Storage Tank improved reliability to that part of the distribution system.

The Pitometer Water Waste Survey located 29 breaks in the distribution system while investigating 2,042 miles of pipeline. Repair of these breaks reduced underground leakage by one million gallons per day. The Main Line Repair Crews repaired a total of 714 main-line breaks and 780 service leaks in Columbus and our suburban contracted areas, as well as repaired or replaced 1,239 damaged hydrants along the 3,518 miles of pipe in the system.

Continued implementation of the Cross-Connection Control and Backflow Prevention Programs have increased water use surveys on existing properties to assure proper protections are in place, with 34,969 backflow prevention devices currently 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 \$180,850,900 in revenue and expended \$183,810,699.

Excellent customer service remained a top priority in 2014. Customer Service Representatives answered 459,719 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	281,278
Sewer	271,947
Stormwater	197,571
Power	12.151

Meter reading, inspections and repair also continued to provide excellent customer service by reading all water, power and sewer meters for billing, completing 116,319 service calls – including the installation of 11,221 radio-read water meters, which will improve efficiency – and 1,838 large/commercial water meter tests.

Division of Power

Wholesale power market prices edged higher in 2014, due to power plant operating difficulties during extreme cold weather in the eastern U.S. in January. The Division monitored market prices and requested proposals for wholesale power supply late in the year. After a bidding process, an additional year of supply was added to an existing agreement – including green energy credits for 20% of this power. As a result, the Division has secured its supply through December 31, 2020. In addition to our main contracted supply, a small amount of energy was also purchased from Central Ohio BioEnergy LLC, a facility that converts sewage sludge, restaurant, and other wastes into synthetic natural gas and electric power. The Hydro unit at O'Shaughnessy Reservoir operated 9 months to produce a \$326,000 financial credit which benefited our customers.

Safer neighborhoods through modern, efficient street and alley lighting remained a primary mission. The Street Lighting Prioritization Plan, developed in 2013, was implemented to prioritize street lighting projects based on citizens' requests, public safety considerations, and public activity factors - scores generated by this tool will be reviewed periodically. In all, 253 new streetlights were added in 2014, bringing the total streetlight count to 52,479 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 section also initiated engineering and design work for several new street lighting projects which will employ the use of new energy efficient LED lighting.

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 demolition of the old Dublin Avenue power building, which facilitated the planned delivery and installation of the New Dublin Avenue Switchgear/Control Building. Other major activities included: design and bid to relocate DOP overhead facilities to a new underground system along Nationwide Boulevard; developed a project scope and negotiated a professional services agreement for the O'Shaughnessy Hydro Turbine Improvements Project; and initiated a material bid package and awarded bids for five replacement 69 kilovolt breakers for substation improvements.

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 2014 totaled \$84,252,037 while expenditures totaled \$78,824,895.

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. OARS mining operations continued, with less than 1 mile of tunneling remaining of the total tunnel length of 4.5 miles at the end of 2014. The project is currently expected to be substantially completed in June 2017, with final completion in August 2017. OARS Phase 2, which began construction in 2011, includes the Pump Station Campus of the OARS project in addition to the intermediate shafts which will receive flows to the OARS tunnel. Phase 2 is expected to be substantially completed by June 1, 2015, with final completion by December 31, 2016. In addition, the Cherry Street/Fourth Street and Town Street/Fourth Street Inflow Redirection projects were completed in 2014.

Blueprint Columbus pilot projects continued in the Clintonville, Barthman/Parsons, Linden, Hilltop and Miller/Kelton neighborhoods. Improvements include rain gardens, pervious sidewalks and aggressive public and private source remediation of stormwater inflow and infiltration (I/I) to not only eliminate sanitary sewer overflows, but also improve overall water quality. 2014 highlights include: field investigations were completed and preliminary recommendations made for the sizes and locations of new storm sewers; green infrastructure facilities were developed for areas of Clintonville; city departments, community associations area commissions approved green infrastructure applications in the Barthmen/Parsons area; and field investigations began in October within four areas chosen to continue with a pilot project in the heart of the most excessive I/I areas of Linden. 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 was completed in the Livingston/James area and began in the Linden area. Additional rehabilitation sections identified by our Sewer Maintenance Operations Center were also lined. Large diameter sewers, ranging in size from three to ten feet in diameter, serve the largest portions of our population. Assessment of the Alum Creek Trunk Sewer (South Section) was completed in 2014; construction drawings were completed for Phase A of the Alum Creek Trunk Sewer (Middle) section, and this project is set to bid in early 2015. Assessment of the Big Walnut Trunk began in late 2014 and will continue through 2015, while proposals for assessment of the Blacklick Creek Main Trunk were received in December 2014 and it is anticipated assessment will begin in late 2015.

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 finished in late 2013. Vegetative cover and restoration of access/staging areas was completed in 2014; the city extended the construction completion date to July 2015, allowing for maintenance/repair work if necessary.

The Project Dry Basement sewer backup prevention program continued to progress during its tenth full year with 81 new backflow valves installed, and a total of 829 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 184.02 million gallons per day; precipitation for the year totaled 38.12".

The Sanitary Enterprise Fund collected \$244,445,656 in revenue and expended \$261,323,273. The Stormwater Enterprise Fund collected \$38,538,158 in revenue and expended \$37,733,840.

Sinking Fund 2014 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, 2014. This report includes all debt transactions under our jurisdiction undertaken by the City during 2014. The entries contained within this report have been found to be in balance with the accounts of the City Auditor.

A majority vote of the electorate in November, 2014 amended the Columbus City Charter, eliminating all references to the Sinking Fund effective July 1, 2015. The Sinking Fund will continue to perform all duties regarding the City's debt administration through this date. At that time, the City's debt service will be administered through the City Auditor's Office, and the Sinking Fund will cease all operations.

Sincerely,

Mark J. Howard

President

OFFICERS AND STAFF

President Vice President

Trustee Trustee

Executive Secretary

Mark J. Howard Craig E. Babbert Stanley A. Uchida

Jackie R. Winchester

David J. Irwin

TERM EXPIRES

January 31, 2017 January 31, 2018

January 31, 2016

January 31, 2015

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 only (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 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, 2014

GENERAL OBLIGATION DEBT

OTHER DEBT (Not Sinking Fund Jurisdiction)

GENERAL CITY BONDS AND NOTES

Rate %	Amount
Bonds	
various	\$ 2,418,050,000
Notes	
1.000	18,000,000
Total	\$ 2.436.050.000

REVENUE DEBT (Administrator-City Auditor)

	Amount
\$	375,510,000
le	51,855,000
\$	427,365,000
	le _

ASSESSMENT BONDS

Rate %		Amount
Bonds		
2.750 to 4.900	\$	1,118,170

TOTAL GENERAL OBLIGATION DEBT

TOTAL OLIVER ODI	_10/	THOMBLUI
General	\$	2,436,050,000
Assessment		1,118,170
Total	\$	2,437,168,170
Net Sinking Fund		
Assets		36,238
NET GENERAL		
OBLIGATION DEBT	\$	2,437,131,932

BONDS, NOTES & LOANS ISSUED AND RETIRED DURING 2014

		General					
		Obligation	<u> </u>	Assessment	Revenue	100	Total
ISSUED			<u> </u>	Approximate Southern State			
Bonds	\$	434,700,000			205,425,000 \$	B	640,125,000
Notes		18,000,000	_				18,000,000
	\$	452,700,000	***	0	205,425,000 \$	5	658,125,000
RETIRED							
Bonds	\$	357,245,000		397,231	219,915,000 \$	5	577,557,231
Notes		19,800,000					19,800,000
	\$	377,045,000	\$	397,231 \$	219,915,000 \$	5	597,357,231
Increase/							
(Decrease) in debt	\$	75,655,000	\$	(397,231) \$	(14,490,000)	β.	60,767,769
			=				
Total Debt December	er 3	1, 2013			\$	5	2,803,765,401
Issued 2014							658,125,000
Retired 2014*							597,357,231
Total Debt December 31, 2014						\$	2,864,533,170

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

STATEMENT OF CHANGES IN FUND BALANCES Year Ended December 31, 2014

	General City	Assessment	Trust Funds	Total
Balance Jan 01 Receipts	\$ 1,029,916.05 \$ _324,562,960.19	33,084.36 \$ 460,274.86	532,998.44 \$ 1,367.42	1,595,998.85 325,024,602.47
Disbursements	\$ 325,592,876.24 \$ 324,569,782.00	493,359.22 \$ 460,274.86	534,365.86 \$ 0.00	326,620,601.32 325,030,056.86
Balance Dec 31	\$ 1,023,094.24 \$	33,084.36	534,365.86 \$	1,590,544.46
Encumbered Unencumbered	\$ 1,021,327.47 \$ 1,766.77	128.12 \$ 32,956.24	534,365.86 \$	1,555,821.45 34,723.01
	\$ 1,023,094.24 \$	33,084.36 \$	534,365.86 \$	1,590,544.46

STATEMENT OF RECEIPTS AND DISBURSEMENTS Year Ended December 31, 2014

RECEIPTS	General City	Assessmen Fund		rust Funds	Total
Assessment					2
Taxes Collected	\$			\$	0.00
Note Principal					0.00
Note Interest					0.00
General Obligation					
Note Debt Service	40 000 000 00				10 000 000 00
Note Principal Note Interest	19,800,000.00 393,800.00				19,800,000.00 393,800.00
General Obligation	393,600.00				393,800.00
Bond Debt Service					
Fixed Rate	183,658,513.99				183,658,513.99
Division of Electricity					
Bond Debt Service					
Fixed Rate	4,436,095.53				4,436,095.53
Division of Water					
Bond Debt Service	70 400 040 00				70 400 040 00
Fixed Rate	76,138,346.39				76,138,346.39
Division of Sewers Bond Debt Service					
Fixed Rate	36,436,336.21				36,436,336.21
Variable Rate	4,021,032.28				4,021,032.28
Investment Interest	5,102.55			1,367.42	6,469.97
Misc Revenue	134,008.10				134,008.10
Total Receipts	\$ 325,023,235.05	\$ 0.0	0 \$	1,367.42 \$	325,024,602.47

STATEMENT OF RECEIPTS AND DISBURSEMENTS

Year Ended December 31, 2014 (Continued)

Assessment Trust Funds Total General City Fund **DISBURSEMENTS** General Obligation **Bonds Redeemed** 42,044,900.00 42,044,900.00 \$ Limited Tax \$ 83,587,700.00 83,587,700.00 **Unlimited Tax** Division of Electricity **Bonds Redeemed** 250,000.00 250,000.00 Limited Tax 3,010,000.00 **Unlimited Tax** 3,010,000.00 300,896.00 300,896.00 Assessment Division of Water **Bonds Redeemed** 3,015,100.00 Limited Tax 3,015,100.00 45,078,100.00 **Unlimited Tax** 45,078,100.00 Division of Sewers Bonds Redeemed 2,435,000.00 Limited Tax 2,435,000.00 24,039,200.00 24,039,200.00 Unlimited Tax 96,335.00 Assessment 96,335.00 G.O. Bond Interest 100,837,061.12 100,837,061.12 Fixed Rate 21,032.28 Variable Rate 21,032.28 General Obligation Notes 19,800,000.00 19,800,000.00 Note Principal 393,800.00 Note Interest 393,800.00 Administrative Expenses

120,175.47

325,030,056.86 \$

168.89

588.10

(6,821.81)\$

0.00

0.00 \$

0.00 \$

Personal Services Materials & Supplies

Total Disbursements

Total Receipts Over/

(Under) Disbursements

Capital Outlay

Contractual Services

120,175.47

325,030,056.86

0.00 \$

1,367.42 \$

168.89 588.10

0.00

Franklin County Municipal Court Clerk 2014 Annual Report

FRANKLIN COUNTY MUNICIPAL COURT Columbus, Ohio NINETY-NINTH ANNUAL REPORT 2014

Letter from Clerk Lori M. Tyack:

Welcome to the Ninety-ninth Annual Report of the Franklin County Municipal Court and Clerk's Office. As Clerk, my commitment is to find new ways to strategically improve daily operations, effectively collect court-ordered costs and fines, remain current on relevant laws and cultivate cooperation with other government agencies and the community. This report is dedicated to the hard work and enthusiasm demonstrated every day by my entire staff. Thank you for your commitment to public service.

During 2014, the new filings of court cases remain similar to the previous year, providing an overall increase of less than one percent (1%). The collection of court-ordered costs and fines, however decreased approximately seven percent (7%). After careful examination, it appears that a recent decision of Ohio Supreme Court regarding State v. Hoffman, (Slip Opinion No. 2014-Ohio-4795) has affected both. Approximately six thousand eight hundred sixty (6,860) arrest warrants were dismissed by the Columbus City Prosecutor's Office based on new language requirements identified by the Ohio Supreme Court in the Hoffman case. As a result, fewer delinquent cases were sent to collections. In contrast, collection agencies reported a fifteen percent (15%) increase in collection of currently held cases for the year.

New legislation regarding expungements (SB143) was adopted by the Ohio Legislature, allowing defendants to file multiple cases for consideration on the same application for a single Fifty dollar (\$50) filing fee. Additionally, an Administrative Order (01-2014) directed the Clerk's Office to image all expungement cases prior to sending them to the Court for consideration.

The annual audit performed by Plante & Moran, PLLC, completed in May, resulted in the fourth year in a row of "zero infractions." The Quality Control Division along with the Accounting/Finance Division have worked tirelessly to perfect our financial record keeping strategies and create new internal controls where applicable.

The Office of Information Services (OIS) provides technical support for both Clerk and Court staff. Over Fifty-five hundred (5500) Help Desk Tickets were successfully completed by the staff of seven (7). Additionally, OIS evaluated, purchased and installed necessary equipment and software electronic filing pilot projects (E-Citation and E-Filing for Civil Environmental cases).

Our Traffic Violations Bureau initiated over eleven thousand six hundred (11,600) cases and mailed out over eight hundred (800) summonses via certified mail per month. Effective communication with police agencies, prosecutors, Common Pleas General Division and Juvenile Division, Mayor's Court Clerks and our own Courtroom Service Group was instrumental in maintaining all set quality of work standards.

The Criminal/Traffic Division implemented new standards for customer service calls which cut customer call wait times nearly in half. New training initiatives in response to the Hoffman decision were realized and executed with the assistance of the Columbus City Attorney's Office. Staff participated in several off-site support programs including: the 2014 Central Ohio Homeless Veteran's Stand Down Program; A

Six-On-Your-Side telephone bank answering active warrant questions; and a warrant sweep performed by the Franklin County Sheriff's Vice Squad.

Managers and Staff of the Civil Division focused on restructuring an outdated phone system to more adequately handle phone calls. Upgrades of certified mail software mandated by the U.S. Post Office and the overhaul of certain internal docket codes for improved accuracy were among their accomplishments. Strategic planning for e-filing of civil environmental cases began in conjunction with OIS's hardware and software enhancements.

Thank you for taking the time to review our 2014 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 2014 are as follows:

- Established E-Governance Methodology for E-filing and E-filing Project Coordinator
- Appointed an E-Filing Project Coordinator
- Secured Capital Improvement Funding City of Columbus
- Education Opportunities through the National Center for State Courts
- Continued professional development support for leadership through the Ohio Supreme Court

Office of Information Services Division

The Office of Information Services provides services related to information technology to the Franklin County Municipal Court and Clerk's Office staff. This Division's responsibilities include: Maintaining a stable electronic work environment, collaborating with other staff to use information technology to better serve the Franklin County Municipal Court, identifying emerging technologies 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 2014 are as follows:

- Began installation of resources for the E-filing and E-citation projects.
- Began process of upgrading network equipment and associated software to support increased use
- Completed 5500 Help Desk tickets in 2014
- Upgraded CourtView training environment to match the production version

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 2014 are as follows:

- Gained expertise from Accounting/Finance, Assignment Office, Expungements and CSG
- Supported Criminal/Traffic Division with end-of-year case file control
- External Audit Plante & Moran
- Conducted Supreme Court, Civil Dispositions Training
- Participated in development of a new procedure to collect Restitution
- Expanded auditing process to includes Expungement cases
- Completed clearing of case disposition errors from 2010 to present.
- Assisted Criminal/Traffic with identifying old warrants and felonies
- Effectively monitored all bank accounts Fraudulent check activity, i.e. Positive Pay
- Internal Audit assumed all Accounting/Finance auditing, Cash Drawer and Cash
- New daily identification of account discrepancies
- Identified an ongoing issue regarding application of \$25 late fee for partial payments
- Worked cooperatively with City Auditor, City Engineer and County Auditor regarding legislative changes affecting disbursement of funds
- Checked over 7000 cases in Criminal/Traffic
- Reviewed over 9000 cases in Civil
- Over 400 newly registered Secure Web Portal users (https://secure.fcmcclerk.com), registered over 2000 total

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 2014 are as follows:

- Reconfigured phone system for better public service
- Began the initial planning for the Civil Environmental E-Filing pilot
- Upgraded E-Certified mail software
- Began scanning complaints in evictions and collections cases
- Overhauled docket codes to improve accuracy

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 2014 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 2014 are as follows:

- Collected \$988,490.38
- Continued generating past due notices in-house for payable tickets
- Bond money forfeited by the Court for 2014 \$57,961.00
- Bond Forfeiture Judgments paid for 2014 \$17,560.50
- Managed billings and compliance for twenty one (21) 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 2014 are as follows:

- Phone Center Agreement
- Hoffman Decision/Probable Cause Training
- Updated BCI Charge Tables
- Expungement Law Changes
 - Multiple cases/One form
 - Imaging of Sealed Cases (Administrative Order)
 - New Hours of Operation 7:30 a.m. 4:00 p.m.
- Criminal Rule 5 Update
- E-filing Common Pleas (Bindovers)
- Continuance Tracking on Assigned Cases for Judge Barrows
- Assisted Franklin County Sheriff's Office Vice Squad
- Internal Training Classes: Bond, Generations, and Background Check Class
 - Expanded hours for 1A/1B and 4C same day add-ons
 - Old Cases revised and dismissed (Assistant City Attorney Bill Hedrick)
 - New OVI Arraignment Schedule in Courtroom 4C 9:00 a.m.
 - Six On Your Side Warrant Awareness Phone Bank

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 2014 the Courtroom Services Group accomplished the following:

- Enhanced coverage in Environmental Court to include Civil cases
- Assignment File Pilot Program Scan all continuances in assigned courtrooms
- State v. Hoffman Decision Dismissed over 6,860 Warrants
- Registration Blocks Developed a manual transmission process

Accounting/Finance Division

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

Time Payment Program

This program under authorization by the sentencing Judge allows a defendant to make monthly payments on court fines and costs up to twelve months or until balance is paid in full.

Total number of authorizations in 2014: 2820

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 2014: 266

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 2014: 31

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 40,528 cases paid, collecting \$6,741,106.96 in 2014.

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 2014 are as follows:

- Implemented new weekly bond refund
- Savings realized postage, checks issued, and unclaimed funds
- Completed Annual Audit Zero Infractions (4th year straight)
- Improved Customer Service During Shift Change

- Restitution Collaborated with the Probation Department and the Restitution Unit
- Maintained Three Deep Training for key areas Rent, Trusteeship, Bail and E-Pay
- Updated and Improved Rent and Trusteeship Program Information on Website
- Continued efforts with each department and courtside to attain a paperless environment.
- Enhanced professional development opportunities through our Leadership Training Program, Est.
 2012
- Recognition Program
 - Based on training initiatives
 - New Deadline Schedule for Unclaimed Funds, Year-end close, and Law Library disbursement
 - Court Cost Increases
 - \$1 Assisted Self-Help Center (Law Library) and \$2 Specialized Docket Fee

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 2014, the Traffic Violations Bureau accomplished the following:

- Continued effective communication with all stakeholders to ensure quality work
- Cross-trained staff
- Internal Office Training Classes
- Assisted the Criminal/Traffic Department with the end-of-the-year file control
- Initiated over 11,600 traffic, criminal and environmental cases per month
- Mailed out over 800 traffic, criminal and environment summonses by certified mail per month

In 2014, the Communications Department accomplished the following:

- Logged over 120,000 pieces of Civil mail and Criminal/Traffic payments
- Mailed out over 200 letters regarding a balance due and insurance letters per month

Franklin County Municipal Court Judges 2014 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

March 25, 2015

Franklin County Municipal Court Clerk 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 2014 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



2014 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 2014 were Judge Michael T. Brandt who served as Administrative and Presiding Judge, and Judges Anne Taylor, Scott D. VanDerKarr, H. William Pollitt, Jr., James Green, Ted Barrows, Paul M. Herbert, Carrie E. Glaeden, Amy Salerno, Andrea C. Peeples, 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 2014 was \$16,190,614 with an additional \$1,601,629 Secure Facilities Fund budget and \$419,387 Computer Fund budget.

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 2014, Court Investigation assisted approximately 7,100 individuals.

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 2014 approximately 1.079 million visitors to the Court were screened at the Court's entry points by Security Officers.

INTERPRETER SERVICES

During 2014, the Court employed two full-time Spanish language interpreters and contracted for two part-time Spanish and Somali language interpreters. Together they completed an estimated 7,958 requests for service (6,937 in Spanish and 1,021 in Somali). The Court has multiple contracts with outside vendors to provide foreign language and ASL interpreters. There were 808 requests for interpreters in 32 other languages which were filled by onsite interpreters. There were 37 requests for interpreter services in languages of lesser diffusion which were covered through telephonic interpretation. The foreign languages for which interpreters were most requested were Spanish, Somali, Arabic, French, Nepali, Amharic, Mandarin, Tigrinya and Russian. Additionally, the Court filled 178 requests for American Sign Language interpretation.

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 2014, the Court processed 8,648 driving under suspension cases and 9,430 OVI cases. The driving under suspension case filings are up 7.2% from 2013, and the OVI case filings experienced a 2.89% 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 assignment of Judges to 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 Rules are also used to define the assignment of cases (Local Rule 1 and 8). The Court also 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 throughout the Court System. In 2014, the eight Assignment Coordinators processed 2,509 new or reactivated civil cases and 51,121 new or reactivated criminal or traffic cases, with approximately 225,000 judicial proceedings and a minimum of 500,000 Court appearance notices. The Assignment Office has eight Case Coordinators, one Case Coordinator Floater, and two Assignment Clerks.

The Assignment Office is responsible for completing the monthly Judges' report for the Ohio Supreme Court, prepare other necessary reports to manage cases, the monitoring of cases assigned to Visiting Judges when needed, scheduling and managing of expungement cases, and for the monitoring of assigned specialty docket cases. The Court has one Environmental Judge and currently has 4 of its 15 Judges conducting specialty dockets. The Solicitation Docket (CATCH), Veteran's Docket (MVSSD), Alcohol and Drug Docket (ADAP), and Mental Health Docket (MHPD), which judicial case proceedings are monitored through the Assignment Office.

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 2014 there were 13 full-time Court Reporters and 1 part-time Court Reporter and they produced 242 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 2014 was 3,973. The reporting percentage for 2014 was 89.44% while the failure to appear rate was 4.81%, which is well below the national average. 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 (DOPS) serves the Franklin County Municipal Court Judges under the immediate direction of the Court Administrator. The largest division of the Court, the staff of the DOPS strive to promote public safety through accountable rehabilitation by monitoring and enforcing all court ordered conditions of probation. These conditions can include any combination of assessments, educational programs, counseling for mental health or substance abuse issues, and random urinalysis to monitor and encourage sobriety.

During 2014 the Department supervised 11,441 total cases, including 6,411 new probation placements. At year's end 16,837 cases remained assigned or on warrant to the Probation Department.

In 2014, the DOPS was staffed by 44 probation officers who reported to four probation officer supervisors. Caseload assignments include General Supervision, Domestic Violence Unit, Multiple OVI Program, Mental Health Specialist, Electronically Monitored Home Incarceration, Work Release and the Investigation Unit. Officers are also assigned to the Court's innovative specialized docket programs, including the Mental Health Program, Military and Veteran Service (MAVS), Changing Actions to Change Habits (CATCH), Alcohol and Drug Addiction Program (ADAP), and the Opiate Extension Program (OEP). Each of these caseloads is monitored by highly trained professional staff, many of whom have specialized training, certifications and licensures in their areas of specialty.

Three of the above listed officers facilitate programs which allow offenders to serve their sentences in the community, either via home incarceration (EMHI) or through a work release facility. These programs represent significant savings to the public. The Work Release program provided the opportunity for employed

offenders to retain their job while serving their jail sentences. 6,080 jail days were served in this fashion, and \$82,440 was collected from participants toward funding of the program. The EMHI program monitored 204 offenders via GPS, limiting their movements within the community as ordered by the court. Officers assigned to the Work Release and EMHI caseloads are on call and respond to violations 24 hours per day, facilitating warrants and alerting victims to violations as appropriate.

The Community Sanctions Unit, comprised of four staff and one supervisor, monitored 2,371 probationers who were sentenced to Provided No Convictions status for new charges. This unit also schedules and monitors court-ordered community service and restitution collection. In 2014, 46,562 hours of community service were ordered, and 23,843 were successfully completed. \$313,891 in restitution was ordered in 471 cases last year, and \$217,804 was collected and disbursed, with 303 victims fully paid. The remainder are still paying, revoked, or on order-in status.

The DOPS has an Evaluation Specialist on staff who screens potential referrals for inpatient substance abuse treatment to ensure they are clinically appropriate for subsidized services. This individual conducts assessments in the office as well as within the jail setting as needed. 2014 brought the implementation of the Suzanne Hopper Act, through which Courts are mandated to identify offenders with specific mental health diagnoses and convictions and report their sentence to law enforcement. The Evaluation Specialist, in cooperation with other court departments has facilitated compliance with this law. Additionally, the Evaluation Specialist serves as a member of the Franklin County Hoarder Project team along with staff members from Environmental Court, ADAMH, mental health treatment agencies and code enforcement departments. The team completed program planning and the pilot project implementation began in 8/14.

A busy support staff, which includes 12 line staff and one supervisor, provides essential support for the programs that are facilitated by the DOPS. Additionally, the department's two Victim Assistants have pursued and maintain credentials as registered advocates, providing critical support and guidance to victims of probation cases. Their assignment to the Domestic Violence Unit offers close proximity and teamwork when addressing these critical cases.

The Chief Probation Officer is responsible for the overall operation of the Department of Probation Services, and is supported by the Deputy Chief Probation Officer and Supervisors in facilitating all of the department's programs. Probationers paid \$555,653.93 in probation user fees in 2014, holding down probation costs to taxpayers. Careful management of this budget is essential to provide much needed services to probationers and the court including contracted substance abuse clinical services, urine screens, subsidized domestic violence programming, staff training and equipment. The DOPS has continued to partner with the Franklin County Municipal Clerk of Courts to work toward the digitalization of probation caseloads in effort to streamline workflow, increase data collection capabilities and streamline processes within the department. This project will continue to be advanced in 2015.

SERVICE BAILIFFS

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

The Service Bailiffs' Department processed or served in excess of 44,000 legal documents in 2014 and

supervised over 1,400 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 information, forms and instructions about filing a small claims case, appearing in court, concluding a case and collecting a judgment on the Court's webpage: http://www.fcmcclerk.com/forms/smallclaims.php. In 2014, more than 27,000 visitors viewed 68,000 pages. The majority of page views were of the court forms section. This Information and forms are also available in the Division Offices—375 S. high St., 16th floor.

The Division has six full-time employees. The managed more than 6,500 small claims cases in 2014. 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 staff supports the work of five magistrates. In addition to managing and processing cases for the small claims docket, Division staff answer questions about this court and makes referrals to other courts and services. In 2014, the Small Claims Division staff handled 10,946 telephone calls.

In the **Dispute Resolution Department (Department),** parties may request **Pre-Filing Mediation** before they file a lawsuit. There is also a service to resolve disputes about an unpaid check or outstanding account. **Rent Escrow** cases are referred to the Department for mediation as well. In 2014, there were 25 evening mediation sessions. The Department coordinated volunteer mediators for each session. The Department scheduled 831 mediations and mediated 245 disputes through these sessions. Agreements were reached in 147 (60%) of the mediations held. Parties resolved 124 cases (15%) before the scheduled mediation date.

Volunteer mediators also staff the Court's **Eviction Docket** and **Day of Trial** mediation programs. Mediators come from the community at large, Nationwide Insurance Company, Capital University Law School and The Ohio State University Moritz College of Law. Each mediator receives extensive mediation training. In addition, Mediators from Community Mediation Services of Central Ohio provide mediation and referral services in Eviction Court. Volunteer mediators contributed more than 1,000 hours to the Court's dispute resolution services in 2014. Without services from volunteer mediators, the Court would have paid more than \$60,000 in mediators' fees to staff these programs.

During 2014, Judges and Magistrates referred 817 **civil cases** to mediation. Half of the total referrals were resolved during mediation (179 cases) or settled prior to the mediation date (229 cases).

From November 2008 to February 2015, the Court operated the Franklin County Foreclosure Mediation Project (Project) for the Franklin County Court of Common Pleas. The Project wound-down its services in early 2015. The Project provided mediation services that brought borrowers and lenders together to discuss case resolution. In 2014, there were 733 requests for foreclosure mediation.

SPECIALIZED DOCKETS

Specialized dockets are an innovative approach to the criminal justice system with a focus on rehabilitative justice. Specialized dockets are intended to benefit offenders who have significant mental health and/or substance abuse issues and who are at a moderate to high risk of committing future offenses. Each of the Court's five specialized dockets link defendants to appropriate mental health and/or substance abuse treatment and promote healthy lifestyle choices, including stable housing, supportive inter-personal relationships, education, and employment. By focusing on all aspects of the defendants' lives, recidivism rates decrease and public safety increases, yet defendants are still held accountable for their criminal behaviors through the use of frequent court hearings.

In January 2013, the Supreme Court of Ohio adopted new Rules of Superintendence, which required certification for any court operating a specialized docket. Throughout 2014, each of the five specialized dockets received final certification, meaning the dockets meet or exceed minimum standards.

The **Mental Health Program** was established in 2004 to provide a non-adversarial approach to defendants who have pled guilty to misdemeanor crimes. Defendants in the Mental Health Program have been diagnosed with a moderate to severe mental health issue and have a history of treatment non-compliance or a refusal to accept treatment results, which has led to multiple misdemeanor convictions. In 2014, the Mental Health Program had approximately 50 active participants.

Changing Actions to Change Habits (CATCH) was established in 2009 and provides a non-adversarial approach to defendants who have pled guilty to loitering, solicitation, prostitution, and other crimes where the defendant has been the victim of human trafficking. CATCH defines human trafficking in the same manner as Ohio Revised Code section 2953.38(A)(4). CATCH differs from the traditional models for mental health courts and drug courts because participants in CATCH have often been diagnosed with post-traumatic stress disorder or major depression after having been victims of human trafficking. CATCH participants are not just survivors – they learn how to thrive. In 2014, CATCH had an average of 25 active participants.

Also in 2009, the **Alcohol and Drug Addiction Program** (**ADAP**) was developed to provide a non-adversarial approach to defendants who are primarily dependent on alcohol or drugs, other than opiates. Some defendants may have a secondary dependency on opiates and may be appropriate for medically assisted treatment. Defendants' chemical dependency and history of treatment non-compliance and/or refusal to accept treatment will have resulted in criminal charges, including low-level felonies. In 2014, ADAP maintained an average of 65 active participants.

In 2011, ADAP recognized that prescription pain pills and heroin were having a significant impact on the community, and the defendants' needs could not be met adequately through ADAP. The **Opiate Extension Program** (**ADAP-OEP**) was formed to provide a non-adversarial approach to defendants who are dependent on opiates. Most defendants, through cooperation with the Franklin County Prosecutor's Office, have been charged with low-level felonies but have pled guilty to misdemeanor crimes. Some defendants have been charged and convicted of misdemeanor offenses, but after referral and assessment by ADAP, treatment through ADAP-OEP is more appropriate. In 2014, ADAP-OEP was selected to participate in the Addiction Treatment Pilot Program, a two-year, state-funded research project to study the effects of medication assisted treatment, coupled with intensive substance abuse and mental health treatment, on drug court participants. ADAP-OEP is the largest docket and has approximately 135 active participants.

In 2012, the **Military and Veteran Service** (MAVS) specialized docket was established to provide a non-adversarial approach to defendants who have pled guilty to misdemeanor crimes. Defendants in MAVS often suffer from post-traumatic stress disorder or adjustment issues following active duty in any branch of the

United States Armed Services. MAVS also serves defendants who are veterans or have military service in any branch of the United States Armed Services. MAVS works closely with the Department of Veterans Affairs to ensure that defendants receive services to which they are entitled, as well as with other community partners. In all regards, the MAVS program strives to serve the men and women who have served our country and need a little support to maintain positive lifestyles. In 2014, MAVS held its first graduation ceremony, and it maintained an average of 55 active participants.

Building and Zoning 2014 Annual Report

Department of Building and Zoning Services

The Department of Building and Zoning Services saw the recent upward trends in permitting level off, and in many cases dip slightly. Revenue from operations totaled nearly \$18.65 million for the calendar year 2014. When compared to the previous year, revenue was down by 1.25%.

The main driver of revenue is permitting activities, which accounts for nearly 65% of total revenue. In total, building, trade, demolition and graphics permits were down in 2014 by 3%. Total permitting volume for the year was 40,321 permits issued, as compared to 41,607 permits issued in 2013. Commercial permits comprised the bulk of the decline, with 10,440 issued in 2014 compared to 11,180 in 2013. Residential permits remained largely flat with 23,944 issued, representing a modest 0.29% increase.

Online permitting activity continued to flourish during 2014. Residential, minor and limited scope permits purchased online grew by 17%, totaling over 4,800. Online permitting represented nearly 12% of all permits sold through 2014, up from 10% in 2013.

Additional services provided through the online portal were the key to increasing online utilization. 2014 was the first full year in which the department offered additional inspection trip purchases online. Overall, 36% of additional inspections were purchased over the web. Furthermore, the user adoption of that service continues its upward trend. For the month of December, nearly 43% of additional inspections were sold online, and that percentage has approached 50% for the first quarter of 2015.

Similar to permitting activity, the number of inspections performed saw a decline of just over 4% in 2014. The department conducted nearly 80,000 inspections throughout 2014. Over 78,000 inspections, or 97.9%, were completed within one business day of their scheduled date, demonstrating the department's continued commitment to timely and reliable service.

Critical to the function of the department is the Building Compliance Section. Its mission is to investigate unsafe structures, unlicensed contractors, and work being performed without permits, all of which threaten the safety of Columbus residents and visitors. The section initiated 1,622 new cases in 2014, and issued 714 building orders requiring compliance. The compliance section worked through and successfully closed 1578 cases throughout the year. The Building Compliance Section referred 45 orders to the Environmental Blight Abatement section for demolition through the VAP (Vacant and Abandoned Property) program and 20 additional structures were demolished by EBA upon referral of an emergency order by the compliance section.

The chief function of the Engineering Section is the coordination of multi-agency plans review. Plans related to residential development, sanitary sewer, and storm water management begin with the Engineering Section. Throughout 2014, the section coordinated and routed over 1,850 reviews of plan submittals. Nearly 92% of the reviews were conducted within the timeline standards. The Engineering Section also conducts preliminary engineering meetings, which give design professionals an opportunity to discuss potential issues with city staff from multiple agencies. These meetings are designed to give feedback prior to start of a project, benefiting both the applicant and the reviewing agencies with fewer pitfalls throughout the plan review process. This past year the Engineering Section led 179 preliminary engineering meetings, all of which were at no cost to the applicant.

The Zoning Section is made up of two distinct units. Zoning Clearance determines if an application, permit or site plan is in conformance with the existing zoning district or variance. Zoning clearance reviews are a significant part of the site plan or permit approval process. Throughout the year, Zoning Clearance staff performed 8,300 reviews. The other unit that comprises the Zoning Section is Zoning Public Hearings. This unit coordinates the public processes that afford property owners or developers the ability to modify or change the zoning of their property. In 2014, the public hearings staff processed a total of 295 applications. Of these, 113 applications were made to the Board of Zoning Adjustment, 70 council variances were sought, and 65 applications were made for rezoning.

The Department of Building and Zoning Services had several accomplishments in 2014 including the implementation of new civil penalties which can be used as a tool to help abate public nuisance properties, especially vacant and abandoned commercial properties. Under the leadership of Mayor Coleman, the Department of Building and Zoning Services created a list of the top ten worst commercial vacant and abandoned public nuisance properties in the city. The list was effective in highlighting the need for additional tools to combat commercial blighted properties. The department spearheaded the multi-agency effort, and worked with City Council to pass legislation that gives city officials a new tool to tackle this problem. As of 2015, properties can be declared a public nuisance, and property owners can be charged a civil penalty of \$1,000 for each day of non-compliance, with an order to remedy the nuisance. With the vision of Mayor Coleman, the hard work of the department, and the cooperation of other city departments and the City Attorney, the city now has the ability to better address the difficult problem of commercial vacant and abandoned properties.

Additionally, the department partnered with multiple agencies and City Council during the 2014 to enact several changes to the Columbus City Code. Changes were made to the graphics code to better regulate automatic changeable copy signs, to increase the penalty for non-compliance with property related codes, and to enhance the applicable standards for extended stay hotels.

Another accomplishment was the deployment of an automated queuing system for the customer service center. Now when a customer is called to a payment station, the number is called over the PA system and displayed on digital signage, which increases both the professionalism of our effort and the customer experience. Furthermore, we are able to use the data captured by the system to track our performance and customer wait times. This will help us continue to make improvements and deliver better customer service.

The road ahead for the Department of Building and Zoning Services is one of significant change and improvement. Beginning in 2015, the department will begin the work of implementing electronic plans review software and a document management system allowing for ongoing electronic document storage. This is the first step towards opening up all department services for online purchase. The department plans to work with the industry and internally to ensure that electronic plans review is successful at launch. This effort will likely be a disruptive change for both customers and staff. However, once implemented, Building and Zoning Services will be better positioned to offer outstanding service through expanded online capabilities.

The Department of Building Zoning Services is excited by the challenges that lie ahead. As 2015 begins, the department is eager to meet those challenges head on, and continue to deliver the highest quality service to Columbus residents.

Equal Business Opportunity 2014 Annual Report

EQUAL BUSINESS OPPORTUNITY COMMISSION OFFICE ANNUAL REPORT – 2014

The Mayors' Equal Business Opportunity Commission office (EBOCO) is responsible for ensuring compliance with Title 39, the City of Columbus' affirmative action program. When the program was created numerical goals for Minority and Female Owned Business Enterprises (M/FBEs) were established; however local and national legal challenges have resulted in the removal of the goals and EBOCO has since utilized race and gender neutral tools to encourage the utilization of M/FBEs. Those tools include an aggressive outreach program, technical assistance to bidders, bid specification review and participation on departmental evaluation teams and post award briefings.

Since 2000, despite the legal challenges, under the leadership of Mayor Michael Coleman the M/FBE program has evolved. In 2015 our professional service utilization of M/FBEs was over 25%. The city's overall utilization was just over 8% across all categories. Prior to the Coleman administration our city utilization rate barely reached 2%. While the city has had significant success in awarding contracts to M/FBE's we recognize the need to institutionalize our objectives and craft a program that is consistent with industry and legal trends in the Supplier Diversity arena.

After a review of national models we thought that a small business program might be helpful in accomplishing our ultimate goal of increasing the number of city vendors/contractors without the legal limitations of a race and gender based program. Based on our initial findings, Mayor Coleman directed EBOCO to lead an effort with assistance from other city leadership to investigative the implementation of a small business program and its potential impact. That effort, the Small Business Initiative (SBI), was led by EBOCO Director Carter and Crabbe, Brown & James.

As a part of the Small Business Initiative (SBI), the SBI team engaged all stakeholders, MBEs, FBEs, small and large business owners as well as other city leadership, including the City Council and our major contracting departments, Department of Public Utilities, Department of Public Service, Recreations and Parks, Department of Technology and Finance and Management. The Stakeholders participated in facilitated focus group sessions. The information gathered from the stakeholders group was used to make final recommendations to Mayor Coleman.

Ultimately, our goal is to increase the number of city vendors/service providers thereby increasing the capacity and availability of our current targeted groups. The creation of the recommended small business program will also allow the city flexibility to use procurement tools such as goal setting and sheltered markets that are not currently an option. That means streamlining city bureaucracy, establishing specific small business goals, conducting aggressive outreach to potential bidders, and providing technical assistance to businesses owners who need it.

EBOCO also recommends the incorporation of other supportive services that encourage the sustainability and growth of small businesses. The proposed small business program will utilizes race and gender neutral procurement tools to expand the number of businesses that can successfully compete for city work and the capacity of our existing M/FBEs.

UTILIZATION SNAPSHOT REPORT Equal Business Opportunity Office Reporting Period January 1 - December 31, 2014						
	Total City Payments	\$473,958,140				
Prime Minority/Female Dollars		\$22,706,571				
Sub Minority/Female Dollars		\$15,286,510				
Total City Minority/Female Dollars		\$37,993,081				
Overall Utilization Percentage		8.02%				
<u>Industry</u>	2014 Total Payments	2014 Minority/F Dollars Paid	2014 Percentage			
Construction	\$276,498,041	\$12,619,203	4.56%			
Goods & Services	\$125,287,169	\$7,150,600	5.71%			
Professional Service	\$72,172,930	\$18,223,278				
Elected Officials	2014Total Payments	2014 Minority/F Dollars Paid	2014 Percentage			
City Attorney	\$855,288	\$25,648	3.00%			
City Auditor	\$2,660,599	\$295,794	11.12%			
City Council	\$196,604	\$21,340	10.85%			
City Treasurer	\$15,539	\$0	0.00%			
Dept. of Mun. Court-Clerk	\$940,241	\$60,386	6.42%			
Dept of Mun. Court-Judges	\$996,138	\$31,877	3.20%			

City Report Highlights:

- * Total Payments increased by \$35 million dollars in 2014 over 2013
- * Minority and Female owned businesses received \$37.9 million dollars in 2014 compared to \$35.6 million dollars in 2013.

- * Professional Services utilization rate was 25.2% in 2014 compared to 22.96% in 2013
- * Goods and Services utilization was 5.71% compared to 5.96% in 2013.
- * Construction utilization was 4.57% in 2014 compared to 5.24% in 2013.

SPECIAL PROJECTS

SMALL BUSINESS INITIATIVE

- SBE Mission: The proposed Small Business Enterprise (SBE) program will increase the viability
 of the Columbus economy by supporting the growth and development of SBE's. The program
 advances inclusion and diversity and that is representative of the City through sustainable and
 inclusive procurement.
- SBI Team continued to work on best practices and implementation plans around the SBI initiative. Legislation has been prepared to implement the proposed changes to the program. The EBO Offices continues to provide updates and data on how the proposed program will reach its targeted goals.

EARLY MORNING SOFTWARE (EMS) – PRISM COMPLIANCE MANAGEMENT SYSTEM

• EBO coordinated efforts with DOT and EMS to complete this project. Although we encountered several challenges the Implementation team (EBO, DOT, and EMS) was able to successfully resolve them. EBOCO is excited about the new web based program and will allow more accurate reporting and easy accessibility for all city departments.

RESPONSIBLE CONTRACTING - CONSTRUCTION PREQUALIFICATION, FINANCE AND MANAGEMENT

- Effective January 01, 2015 (per Section 329.21(g)); only licensed construction trade subcontractors prequalified responsible or prequalified provisionally responsible by bid due date may subcontract or perform on city construction service work.
 - o EBO ensured that all M/FBEs were aware of the requirement and met the necessary requirements for prequalification
 - EBO reached over 100 small businesses through planned events and by partnering with groups such as The Elford Construction small business series, COMBA, The Women's Small Business Accelerator and the Asian American Commerce Group Economic Summit, Dehan Enterprises, and many one-on-one meetings with small business owners.

DEPARTMENT OF PUBLIC SERVICE - SIDEWALK MAINTENANCE PROGRAM

- The department of Public Service sent out hundreds of Notices of Violation to home owners due to investigation of complaints submitted through the City's 311 system identifying sidewalks and/or driveway approaches within the public right-of-way, abutting the property, having one or more defects that require repair or replacement in accordance with City Code section 905.11. These home owners are required to comply within 30 days of the notice or appropriate action will be taken.
 - EBO reached out to M/FBEs to regarding contracting opportunities with the Department of Public Service via their Sidewalk Maintenance Program. EBO informed our M/FBEs about the programs objective for sidewalk and driveway restoration contracting opportunities and also provided the exclusive list of official leads of home owners in violation. M/FBE's were successful in obtaining contract opportunities with homeowners.

POINDEXTER PLACE ELDERLY HOUSING CONSTRUCTION PROJECT

 Smoot/SIMCO, construction manager for the Poindexter Place Elderly Housing project in Columbus, Ohio, sought Section 3 eligible businesses to bid on this construction project. The Equal Business Office is partnered with Smoot/SIMCO -Building Poindexter Place – and assisted with outreach awareness by creating a solicitation and informing our EBO Database regarding Subcontracting Opportunities on this project and provided information regarding Section 3 compliance.

MONITORING AND REPORTING

ODOT – OHIO DEPARTMENT OF TRANSPORTATION

- EBO is the Local Project Administrator for the City of Columbus Department of Transportation funded projects. Our office t monitors and reports ODOT compliance regulations for state funded projects; EBO reports findings to ODOT DBE Coordinator Jason Smith
- 2014 Major State Funded Projects:
 - ODOT DBE Project (Igel), Alum Creek Phase II Project is in closeout phase, no major issues. 8% participation goal. The project has already met its goal.
 - ODOT DBE Project (Gudenkauf), Traffic Signal Installation System Phase B Project is on target, no major issues to date. 8% participation goal.
 - ODOT Project (The Shelly Company), Goodale/Olentangy Trail DBE goal is 9% total Project amount is \$4,908,253.---No current issues
 - ODOT Project (Complete General Construction Company) Pedestrian Safety Improvements Hague/Valley View Road. The DBE goal is 7% with a total project amount of \$917,783.35 project is in closeout phase, participation TBD.
 - o **ODOT Project (Shelly and Sands), Resurfacing Urban Paving Hamilton Road** The DBE goal is 8%; the total project is \$2,428,890.91. No current issues participation TBD.
 - ODOT Project (Messer Construction), Scioto Greenways The DBE Goal is 8%, the total project amount is \$8.8 million. Project is just beginning.
 - ODOT conducted 4 quarterly reviews with EBO discussing ODOT compliance regulations and any project there were no majors concerns for any of the current projects.
 - ODOT has implemented Share Point, a new tracking system that EBO will utilize Share Point for reporting purposes.

JOINT PUBLIC/PRIVATE PARTNERSHIPS

- EBO promotes inclusion on major projects within the Private Sector by reviewing bid packages; developing outreach initiatives; and reporting project inclusion efforts.
- 2014 Public/Private Sector Projects:
 - The Columbus Commons Project (\$38,074,250) expected project Utilization goal is 29%. It is currently at 23%. Key minorities businesses on the project included McDaniel's Construction, Miles McClellan and Cannell Graphics.
 - The Columbus Metropolitan Library Project (\$100,000,000) is in the midst of an aspirational building plan to rebuild or renovate nine branches in five years. Turner Construction is the Construction Project manager and Pizzuti Development if the owners' representative. The EBO Office is assisting CML with outreach to the minority and female business community. The plan has been approved by the board with the first outreach event was accomplished November 5th 2014
 - O Poindexter Place Elderly Housing Construction Project Smoot/SIMCO, construction manager is seeking Section 3 eligible businesses to bid on this construction project. The

- Equal Business Office continues helping with outreach and sent and E-blast to the EBO Database regarding Subcontracting Opportunities on this project.
- Scioto Dam (Messer Construction) EBO identified opportunities for inclusion on the project and has reported the information submitted by Messer.

PRE- CONSTRUCTION MEETINGS

- EBO Specialist attends pre-construction meetings, a team-building process that provides an opportunity to continue learn project expectations; understand project commitments; establish overall project scheduling; defining roles/responsibilities including levels of authority; establish a line of communication; and facilitate problem solving between the City staff and the Prime contractor's team prior to the start construction projects. EBO's role is to inform contractors of City of Columbus compliance regulations and enforce EEO Guidelines.
 - o EBO specialist attended over 100 Preconstruction meetings in 2014

EVALUATION TEAM MEETINGS

- EBO Specialist serves on Evaluation Team committees in most city departments. The evaluation team is responsible for conducting a comprehensive review of bid submittals that scores proposals submitted by firms competing for city projects. EBO's participates in efforts to ensure fairness, equity and inclusion in the city's procurement process while helping city departments facilitate more equitable awarding of city contracts to minority and women owned business enterprises when appropriate.
 - o EBO specialist were invited to participate in over 25 Evaluation team meetings in 2014

SUPPLIER DIVERSITY PROGRAMS AND EBO SERVICES

CONTRACT COMPLIANCE REGISTRATION

The Office of Contract Compliance (OCC) is responsible for ensuring that all city contractors have a valid Contract Compliance number. To receive this free two-year certification, a company must complete an application verifying that the company is an Equal Opportunity Employer. The application can be found at the Vendor Services link on the City of Columbus website

- OCC processed a total of 2907 Compliance Registrants -
- In 2014, EBO completed: 1167 New Compliance applications and Recertified 1740 Compliance Registrants

MINORITY AND FEMALE OWNED BUSINESS ENTERPRISE CERTIFICATION

- EBO offers a free gender and race based certification. Certifying Minority and Female owned Business Enterprises that are ready, willing, and able to perform on city contracts.
- As of Dec 14, 2014, EBO has a certified database of 430 Total Certified Minority and Female Business Enterprises Located Inside and Outside of the Metropolitan Service Area (MSA Franklin, Delaware, Fairfield, Fayette, Licking, Madison, Pickaway, and Union County)

Certification Comparison					
Type	FY 2013	FY 2014			
MBE	183	185			
FBE	112	116			
ABE	26	27			
HBE	9	11			
Totals	330	339			

DIRECTOR TO BUSINESS FORUM

• Series designed to give M/FBEs an opportunity to share their perspective on industry trends and offer advice on how the city should respond. This roundtable structure allows EBOCO to identify the

supplier's needs and consider them when developing future programs/services. The forum allow is a venue to gain pertinent information, best practices, and other tools to help businesses understand the City's purchasing process and facilitate equitable awarding of city contracts

THE OUARTERLY M/FBE ENGAEMENT BREAKFAST MEETING

• The purpose of this meeting is to keep M/FBE stakeholders informed with EBO changes and up-to-date on city topics that potentially impact their business. Director Carter seeks to engage in dialogue regarding M/FBEs ability or inability to secure opportunities and provide an opportunity to discuss experiences/issues working with the city of Columbus. An underlying principle of this process is to positively impact the success of minority and small firms in our community; that can only be accomplished with MBE stake holder engagement and influence.

THE CITY OF COLUMBUS FREDERICK J. YATES JR. MEMORIAL SCHOLARSHIP

- This award, funded in part by proceeds from the Mayor's Small Business Conference, was created to honor the legacy of Frederick J. Yates, Jr., a long-time minority business advocate, entrepreneur, and former Director of the EBO Office. The awardee will receive full tuition to the Tuck Executive Education minority business program, "Building a High-Performing Minority Business", May 18-23, 2014 at Dartmouth College in Hanover, New Hampshire.
 - The City of Columbus was happy to present the 2nd annual Frederick J. Yates, Jr.
 Memorial Scholarship Minority Business Award to Elizabeth Blount of Uniglobe Travel Designers

WE MEAN BUSINESS CONFERENCE, MINORITY BUSINESS WEEK 2014

• We are very pleased that the City of Columbus "We Mean Business Conference" was an overwhelming success. Over 400 attendees were able to take advantage of valuable information shared by the speakers, panelists and exhibitors. All attendees have the opportunity to network with the BE Small Business Entrepreneur Conference attendees from across the country at "Mayor Coleman's Welcome to Columbus Reception".

THE "MINORITY BUSINESS ENTERPRISE OF THE YEAR" AWARD

- The City of Columbus, Equal Business Opportunity Office recognizes outstanding achievement by minority entrepreneurs in building and sustaining businesses in the city. In recognizing outstanding business achievement, the Minority Business Enterprise of the Year Award communicates the impact of minority businesses on the city's economy and it shows the City's supports for the next generation of minority entrepreneurs. "Minority Business Enterprise of the Year" Award will be presented annually to the eligible Minority or Female Business Enterprise that excels in their trade.
 - **Dr. Patricia Hicks of Outcomes Management Group Ltd was awarded** the distinct recognition as the 2014, City of Columbus "Minority Business Enterprise of the Year".

CONTRACTOR ASSISTANCE AND COMPLAINTS

- EBO offers Prompt Payment/Contract Dispute Resolution developed to provide arbitration support for selected contracts or projects for certain disputes between or among contractors, vendors and the city. EBO also assist with payment procedures and develop in order to enhance a firm's ability to have the necessary liquidity to maintain operations.
- EBO Specialists are available to bid counseling help certified businesses understand bidding requirements and provide training in responding correctly to bids and proposals.

OUTREACH

EVENTS/ACTIVITIES

EBO provides aggressive outreach efforts, hosting and attending a variety of outreach activities and events to solicit and encourage M/V/FBEs to bid on city contracts. Specific "Outreach" efforts are developed and coordinated by the EBO Office, in conjunction with the appropriate city departments and community partners. Active and sustained encouragement of M/V/FBEs to apply for certification and compliance registration.

SOCIAL NETWORKING

Social networking sites are rated a top news source alongside of newspapers, radio, and print publications online communities promote increased interaction with minority and female businesses providing valuable access to support and materials and disseminate useful information rapidly.

- Facebook facebook.com/ebocolumbus
- YouTube youtube.com/ebocolumbus
- Twitter twitter.com/ebocolumbus

Income Tax 2014 Annual Report

2014 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 2014:

(in thousands)
\$790,751
(579)
7,534
(5,387)
(20,787)
\$771,532

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	82.2% of the total tax revenue for Columbus in 2014.
Business accounts contributed to	12.3% of the total tax revenue for Columbus in 2014.
Individual accounts contributed to	5.5% of the total tax revenue for Columbus in 2014.

By contract, this Division administered the collection of the municipal income tax for the following municipalities in 2014: 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 2014 for administering the income tax collections of the administered political subdivisions of the State of Ohio amounted to \$423,866.16. This is to be compared to \$507,258.69 in fees collected in 2013. 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 2014 was \$9,204,536.60. 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 2014 was 82 full-time and 1 part-time employees.

City Income Tax receipts processed in 2014 through the Delinquent Section amounted to \$7,047,543.52. 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 2014, the Income Tax Division referred 4,148 cases to the City Attorney's office for filing civil suits on delinquent assessments totaling \$10,263,846.00.

On December 31, 2014 the Division had 1,250,407 accounts on its tax files. This total is comprised of 1,135,061 "Direct" and 115,346 "Withholding" accounts.

	ACTIVE	INACTIVE		
CORPORATE	16,276	65,630		
FIDUCIARY	261	2,221		
INDIVIDUAL	71,099	921,177		
PARTNERSHIP	0	4,826	Required to file as entities.	
ENTITY/PRTSHIP	8,694	22,363		
COURTESY	-0-	22,514		
TOTAL – DIRECT	96,330	1,038,731	TOTAL	1,135,061
- WITHHOLDING	23,368	91,978	TOTAL	115,346
GRAND TOTAL	119,698	1,130,709	TOTAL	1,250,407

The total number of accounts on the tax database increased by 98,265 in 2014.

Submitted by: Melinda J Frank Income Tax Division Administrator

MJF/MDJ

Human Resources 2014 Annual Report

Human Resources Department 2014 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 2014, 42 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 Program (DFWP). The Labor Relations Section conducts grievance and disciplinary hearings for all AFSCME Local 1632, CWA Local 4502, FOP/OLC bargaining unit members (representing non-uniformed employees), and Management Compensation Plan employees within the City. Sixty-six (66) grievances were advanced to Step 2 of the grievance procedure by the unions. There were one hundred fifty-four (154) disciplinary cases answered or settled and twenty-eight (28) fitness for duty hearings conducted.

Negotiations were concluded with AFSCME Local 1632 and AFSCME Local 2191 for contract periods beginning April 1, 2014, and with the Fraternal Order of Police, Capital City Lodge No. 9, for a contract period beginning December 9, 2014. Negotiations continue with the International Association of Fire Fighters, Local 67. 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 2,200 tests were conducted in the above-mentioned categories in 2014. 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 share a personal and professional commitment to protecting the safety and health of our employees, our customers, and our visitors.

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 2014, 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.

The Citywide Occupational Safety and Health Program (COSHP) strive to provide the City's workforce with information and advice concerning workplace hazards and employee health and safety concerns. Our services can be as formal as a full written report or as informal as a telephone conversation. 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.

The City's safety professionals have participated in the Capital Area Safety Council to qualify for a BWC premium rebate. Cash rebates for the years of participation totaled \$4,355.818.31.

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. Overall, in 2014 the Clinic performed a total of 9289 individual services and 1761 face to face patient encounters. The OSHC provides 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. Large undertakings in 2014 were the provision of 627 vaccinations which included multiple police and firefighter new recruit classes, and 889 respirator clearances. The OSHC continued its focus on educational sessions with multiple presentations from the Clinic staff on bloodborne pathogens, skin cancer and infectious disease topics including influenza, Ebola, MRSA and tuberculosis. New activities for the OSHC in 2014 included the provision of MMR vaccine clinics for Columbus Police and Fire personnel in response to the measles and mumps outbreaks, the development of SCUBA clearance for the Columbus Police Dive Team, and provision of medical coverage at Police Academy training events. New activities for the Mount Carmel Exercise Physiologists in 2014 included working along with the Columbus Police Academy training staff to develop and implement a recruit training video covering three major fitness topics: dynamic warm-ups, core strengthening and recovery foam roller massage. Along with the video, they also developed electronic handouts for potential recruit officers encompassing a wide variety of fitness topics. In 2014, the physiologist added onsite fitness testing at the Police Academy and continued with their extended hours of service from 4AM to 9PM for Police fitness testing. The Mount Carmel exercise physiologist and physical therapists continued to provide teaching time to the Columbus Fire Core Strengthening Injury Prevention Program, including all 2014 Fire Academy training classes. As demonstrated by the above activities, 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.

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 23% reduction in lost days from 2013. 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 \$991,130.34 in 2014. 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 2014. 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 \$64,242,459.00 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 2014, the BWC authorized an additional year of the program called, "A Billion Back," and a rebate of \$8,464,666.46 was received by the City of Columbus. The purpose of the rebate is to improve work place safety, fund firefighter's safety training, to expand the safety council program and to incorporate health and wellness initiatives.

The Employee Benefits section conducted the "Request for Proposal" process for the medical and prescription drug lines of health insurance benefits. As a result of the review of the bidders' proposals, incumbent vendor United HealthCare was selected for the medical benefit administration and Catamaran was selected for the prescription drug benefit administration. The one year contract begins February 1, 2015 with the option to renew two additional years with City Council approval.

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 of the initiatives in 2014 included: implementation of the enhancement of the Preventative Benefits

and continued education and compliance with the mandated employee and dependent coverage offering.

The Healthy Columbus program continues to provide employee with opportunities to improve their health through physical activity, tobacco cessation, healthy eating and disease management programs and continues to see engagement increase annually. In 2014, 3,700 (unduplicated) employees participated in at least one element of the program. An employee fitness center opened in April and has since been utilized over 6,500 times by approximately 550 employees. In addition, 25 group fitness classes are offered weekly, the City saw a 48% increase in the number of employees who participated as part of the Healthy Columbus teams for the Capital Half City Marathon events, Bike Columbus, the Heart Walk, or Making Strides Against Breast Cancer. Partnerships with CoGo Bike Share, the Department of Recreation and Parks continued and a free bike fleet was available to employees. A new tobacco cession program was offered in 2014 – to date, the program has boasted a 59% quit rate (20% above the industry average) and has saved the City over \$40,000. Healthy Columbus offered 9 healthy cooking classes to employees.

Biometric health screenings were expanded from 9 events to in 2013 to 28 in 2014, and participation increased from approximately 800 people in 2013 to over 1,700. The increased screenings resulted in increased incidences of high blood pressure, body mass index and diabetes risk, and increased referral for employees to manage their condition under the care of a primary care physician. The free flu shot program for employees and family members was also continued; 3,150 employees and dependents were vaccinated.

The Healthy Columbus program was a recipient of several awards in 2014. These awards include: Columbus Business First "Healthiest Employers of Central Ohio – Large Business"; Ohio Department of Health "Healthy Ohio Business Council Award" recognition, and the American Heart Association Fit Friendly Company Gold Award.

Equal Employment Opportunity

In 2014, 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 Health, Public Utilities, Service and Human Resources staff to review a number of employee EEO concerns. The EEO Office timely prepared and filed the requisite EEOP with the U.S. Department of Justice and continued to work 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; which highlighted education with presentations from Columbus City Schools and Columbus Charter schools. Marian Wright Edelman founder and president of the Children's Defense Fund, Washington, D.C., was the keynote speaker. In planning for the 2015 Celebration, the EEO Office was able to obtain the commitment of Professor Sharon L Davies, Executive Director, Kirwan Institute for the Study of Race and Ethnicity, The Ohio State University, to be the featured 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 2014, CTD offered over 453 classes in 199 different topic areas providing relevant training and development

opportunities to 5,797 participants. CTD instructors trained 579 participants in Microsoft Office topics, 363 new hires in orientation, 230 participants in diversity and inclusion courses, 243 employees in American Heart Association CPR/AED Adult/Child/Infant certification and 199 employees in AHA First Aid Certification. The CPR/AED and First Aid courses alone saved the City over \$58,834 in instructional fees.

CTD received a generous grant of \$115,000 from City Council to continue the Small Business Training Program in 2014. As of December 2014, the total cost of training provided to small businesses was \$15,002. CTD trained 103 small business employees representing 65 different companies.

Citywide Training conducted bi-monthly meetings with the Training Advisory Council consisting of HR designees from City departments; conducted an annual training needs assessment and a survey to Frontline Supervision graduates. These outreach efforts afforded CTD to open the lines of communication with City department, design and deliver customized training programs and build solid working relationships and credibility.

CTD partnered with the Ohio Chamber of Commerce to offer CLE and HRCI accredited webinars. A total of 70 training participants took advantage of 20 live webinars offered in 2014. Citywide Training maintained partnerships with Franklin University, Columbus Area Labor Management Committee, Increase CDC and Apprisen 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, Self-Protection and introduced a four-hour Defensive Driving course.

CTD continued its partnerships in 2014 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 2014, City of Columbus employees donated \$155,700 to the Combined Charities Campaign and 377,874 meals to Operation Feed.

During the 2014 Employee Recognition Program 1,106 employees were recognized for longevity and an additional 619 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 performance management programs.

In 2014, the Compensation Management program area entered into contract with a performance management software company in order to replace the current performance evaluation database. Initially, the software will affect most Management Compensation Plan and Health Administration Compensation Plan employees. The new program will later be recommended for other employee groups to promote efficiency, effectiveness, and consistency in performance management citywide.

Compensation also contributed greatly to several contract negotiations in 2014 by providing extensive research, analysis, and guidance. Comprehensive salary surveys were developed and administered for a determination of fair market pay.

Columbus Human Resources Information System (CHRIS) Office

The CHRIS Office was heavily engaged with the Department of Technology Project Manager in the selection process for proposing the ECM vendor as well as the Managed Services and Hosting vendor for the Lawson Human Resources Suite to the CHRIS project sponsors. On August 4, 2014, The City began a fifteen month CHRIS reimplementation project, in conjunction with the Managed Services and Hosting vendor Xerox. The approach selected by the City for the Lawson Human Resources implementation allows for all functional modules of the Lawson Human Resources Suite to Go-Live simultaneously with an ECM system in place. This project involves the build, test, and live use of the Lawson HR Suite to handle all current functions and possibly many new ones. The first 90 days were spent conducting a review and analysis of the system design, set-up, customizations and security structure to identify opportunities for more effective and efficient use of the Lawson tools and technical resources. The official kick-off occurred and the initial project timeline, charter development, implementation and training plans were completed. CHRIS security redesign based on Xerox best practices began, as well as training for the project team on the latest version of the Lawson Human Resources Suite. The selection process for the ECM product concluded with the City entering into contract with Ascend Software.

In addition, the CHRIS Office completed the interview and selection process for the remaining budgeted vacancy in the CHRIS Office; the new CHRIS resource began employment with the City on December 1, 2014. 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.

Education 2014 Annual Report

Mission Statement

The mission of the Columbus Department of Education is to enable all Columbus children to succeed in Columbus' vibrant and growing economy and to develop into a highly-skilled, creative, entrepreneurial workforce that will propel economic growth in the 21st Century. The Department will leverage the resourcefulness of the entire community to meet those goals. The Department of Education is committed to a new community compact for educational excellence:

- Every Columbus child is kindergarten ready
- Every school has outstanding teachers and school leadership empowered to make school-based decisions
- Every child's classroom will have the capacity to support state-of-the-art teaching tools and materials
- Every child will attend a high performing school
- Every student will be given pathways to college and career
- Our community will embrace the well-being of all our children

Recognizing that Columbus will never reach its full potential until the K-12 education available to all our children matches our world class higher education system, Mayor Michael B. Coleman and City Council President Andrew J. Ginther created the Columbus Education Commission (CEC) to advise them on the challenges to educational excellence in Columbus and suggest strategies for overcoming these challenges. The CEC was charged with examining the challenges and opportunities facing all students living within the Columbus City Schools boundaries, from preschool to career and make specific recommendations to the Mayor and City Council President. The work resulted in 55 recommendations grouped into six priority categories listed above. To ensure the work of the CEC would continue, Mayor Coleman announced in his 2014 State of the City address the creation of the Department of Education. Rhonda Johnson was named founding director, and the Department was established in June of 2014.

2015 Planned Activities

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

1. Neighborhoods

The totality of the CEC report and work of the Department will ensure that all students are future ready with resources aligned to serve high-needs neighborhoods. Early Start Columbus, a mayoral high quality prekindergarten initiative that increases access to prekindergarten will continue with a specific focus on high-needs neighborhoods and working families. This was determined by taking inventory of early learning providers by neighborhood, evaluating census data, and mapping areas of the city where children score below average on the kindergarten readiness assessment (KRA) to help determine areas of highest need.

After the inaugural year, the Department sought feedback from providers, and changes were made to acknowledge their recommendations for the 2015-2016 grant process. To better serve providers seeking grants, the Department administers an online application in line with similar federal and state programs to meet peak performance. The Department will continue to work with stakeholders to determine the most efficient and effective delivery system so that every four-year old in the City of Columbus has access to a high-quality prekindergarten education.

The City of Columbus Department of Education has partnered with third-party, nonprofit organizations to conduct math and reading assessments to preschoolers living in Columbus, including Early Start Columbus students. The assessment will provide longitudinal data and track students from preschool to third grade. The City is contracting with Community Research Partners to evaluate the efficacy of the program, and the collected data will provide guidance for future funding. Additional support may be asked of the community once the data is gathered to show the impact of a high quality preschool experience.

In 2015, the After School Grant Program will be transferred to the Department from the Department of Recreation and Parks. The Department will administer the program to provide safe afterschool environments for Columbus kids to continue their education after the school day ends.

2. Safety

Early educational interventions are one of the most cost effective models for ensuring student success and safety so that Columbus remains a great place to live, work and raise a family. Interventions later in life—while still beneficial and important--come at a higher cost to the public but more importantly represent a potential loss of human capital.

According to the report, at-risk children and those from low-income backgrounds without access to quality early learning are more likely to be involved in violent crime, arrested, or incarcerated down the road. Investing in high-quality early education, so that all children—regardless of their backgrounds—have the chance to start kindergarten ready to learn and succeed. As they make their way through middle school and enter their teenage years, helping students stay on track to high school graduation becomes critical. With that in mind, specific requirements of Early Start Columbus identify and provide support to students with assessments and health screenings.

3. Education

Driving education policy in a large complex public school district with a seven-member elected school board requires relentless focus on student achievement. Feedback during the CEC from parents, educators, business and civic leaders demanded a "stacked hands" approach so that every child is future ready.

With that in mind, the Department will continue to support the recommendation from the Columbus Education Commission to develop a public private partnership to "lead the drive for educational excellence within Columbus, leveraging all available public and private support and participation." The Department will continue to work with community partners on the strategy to create a successful PPP.

The responsibilities of the PPP, as outlined in the CEC's report to the community, are to:

- Ensure the implementation of the Columbus Education Commission Report
- Replicate high performing district schools
- Provide parents and families with clear information about educational options
- Encourage leadership in education

The Department has worked with the school district to remove the policy governance model, replacing it with a regularly evaluated governance model. Lastly, the Department will also work to establish the Early Childhood Council to work specifically on early childhood education policy.

4. Economic Development

The Department will continue to look to find ways to strengthen career pathways for all children within Columbus City Schools. As stated in the CEC report to the Mayor, providing experiential educational opportunities outside of the classroom help to encourage future job attainment. Providing the region with a workforce that is future ready is critical to the work of the department. The Department will also work to increase the opportunities for students to receive education and work opportunities at successful career centers and in school buildings.

Fast Path, a short-term job training program for high growth fields, will be continued to be administer by Columbus State Community College.

2014 Accomplishments

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

1. Neighborhoods

A child's ZIP code should never determine their destiny; but today, the neighborhood they grows up in impacts their odds of graduating high school, their health outcomes, and their lifetime economic opportunities.

Acutely aware of this, the early education community came together to advise the Department in the development of Early Start Columbus, a mayoral prekindergarten initiative. This involved taking inventory of early learning providers by neighborhood, evaluating census data, and mapping areas of the city where children score below average on the kindergarten readiness assessment (KRA-L) to help determine areas of highest need. A functioning database on availability and capacity of resources by community (childcare, prekindergarten, etc.) was developed.

This information allowed leaders to understand how each child care service meets the needs of each neighborhood. With this data, the Department of Education worked with the City of Columbus Planning Division to create logistical maps that help visualize the needs assessment data. Through this map and input from the early education community and Columbus City Council, leaders had a better understanding of where the isolated or hard-to- reach families are located and began to strategically fund high-needs areas.

Using the data and community outreach, the City created a Request for Proposal (RFP) as a bidding solicitation to announce that funding is available for Early Start Columbus. Once applications were received, each request was reviewed by holistic criteria that not only examined the provider capacity, but also the health of the organizations and their ability to prepare children for kindergarten. Once the providers were selected through the City's bidding process, they partnered with Columbus City Schools to expand co-location models in unused existing rooms in elementary buildings. The committee sought a shared-use agreement with the district to allow providers access to classrooms without charge. They also worked with the Ohio Department of Jobs and Family Services and Columbus City Inspectors to expedite licensing process.

In July of 2014, the City of Columbus partnered with the State of Ohio to expand Early Start Columbus. Through this parternship, funding was made available for quality prekindergarten

providers to serve 150 additional low income four-year olds. This increased the number of high-quality, full day early education opportunities created by Early Start Columbus to approximately 500 children. The State of Ohio's prekindergarten expansions included almost \$2.2 million for quality early childhood education for children within the Columbus City School district boundaries.

2. Safety

Early educational interventions are one of the most cost effective models for ensuring student success and safety so that Columbus remains a great place to live, work and raise a family. Interventions later in life—while still beneficial and important--come at a higher cost to the public but more importantly represent a potential loss of human capital.

According to the report, at-risk children and those from low-income backgrounds without access to quality early learning are more likely to be involved in violent crime, arrested, or incarcerated down the road. Investing in high-quality early education, so that all children—regardless of their backgrounds—have the chance to start kindergarten ready to learn and succeed. As they make their way through middle school and enter their teenage years, helping students stay on track to high school graduation becomes critical. With that in mind, specific requirements of Early Start Columbus identify and provide support to students with assessments and health screenings.

3. Education

The Department worked to address the new compact for educational excellence by ensuring the goals and strategies of the report are implemented. The Department, a cabinet level position, was established to increase the city's capacity to support educational excellence in the community. The Director sits as an ex-officio, non-voting representative to the Columbus Board of Education, serving as a liaison between the district and the city.

The Department worked to improve the performance of schools by helping to organize committee structure for the board that is organized around critical district needs and priorities including a human capital committee, neighborhood advisory committee, and a district performance assessment committee.

Educational outcomes play a significant role in assessing the well-being of our community, the Department also provides support to other initiatives as it pertains to health, planning, workforce and economic development and safety.

4. Economic Development

Columbus is one of the brightest economic spots in the Midwest with a region that boasts more than 50 college and university campuses and 145,000 students and an area that compromises nearly 18 percent of the state's total workforce. Columbus 2020, a regional growth strategy that leverages both public and private resources to drive economic development of the region analysis revealed during the CEC that a combination of an aging workforce population, brain drain and skills gap leaves Columbus with ground to gain to attract, retain and develop continued success. Our diverse economy means students need core skills to master and compete in a global economy.

To that end, the Department of Education worked to build educational pathways leading to particular professional fields with more effective and deeper partnerships with the private sector.

By 2023, every high school student should have the opportunity to graduate on time, earn a vocational certificate, earn 15 or more hours of college credit, or enroll in a 9-14 program where they can earn an associate's degree. By 2020, 59 percent of the jobs in Ohio will require a career certificate or college degree. This included programs like FastPath, a partnership with the business community and Columbus State Community College to provide short term job training for high-growth fields to fill the skills gap. In addition, access to high-quality prekindergarten is a means to drive economic development as it increases educational success throughout a student's career and beyond.

Environmental Stewardship 2014 Annual Report

2014 Accomplishments for the Mayor's Office of Environmental Stewardship

- 1. **Green Memo III-** Gathered baseline data and worked with the Green Team and community at large to create Green Memo III. This included hiring Kirwan (\$4K) and a design consultant (est. 20K) to assist with the planning process as well as working with OSU EEDS capstone class and summer interns on data collection.
- 2. **Regulatory Compliance and Training-** worked with Finance and Management to begin an environmental management system for all fleet facilities (petroleum storage, generators and maintenance garages) and facilities headquarters. Utilities accomplished ISO 14000 certification. We adopted a citywide environmental policy.
- 3. **Tree Preservation / Restoration -** Canopy assessment underway with Recreation & Parks and Plan It Geo.
- 4. **Recycling on High** ordered carts, locks and promotional materials; recruited 37 bars on High Street to participate. Organized event in March (coordinated with GreenSpot Light Award Party) and managed grant from Ohio EPA.
- 5. **Big Belly Solar** ordered 7 units, designed and coordinated ad panels and installation with Public Service Department.
- 6. **Earth Day** supported Green Columbus with Earth Day planning, hosted work sites and worked with Dispatch on special earth day section.
- 7. **Event Recycling** worked with CDDC/ Capitol South for event recycling system; ordered labels for community use, coordinated with KCB to give away and created green outdoor event guidebook. (managed grant from Ohio EPA).
- **8. Residential Recycling** communicated route changes, reminder system and apartment/condo addition, conducted participation surveys and communicated progress. As of November 2014, residents recycled 30,736 tons, saving 1.7million in landfill fees. Since inception (June 2012) recycled 72,608 tons, saving over \$4million in landfill fees. Approx 75% participation rate. Also, organized successful (over 700 cars) HHW/EW recycling event at Ohio History Center.
- 9. **Deconstruction** finished 15 homes, created nearly 600 ex-offender labor hours and salvaged 12,000 board feet of wood, 160 tons of foundation stone and items such as sinks, tubs and doors. Coordinated partners. Worked with ccad mind market to establish a brand for the initiative (Building Blocks).
- 10. **Green Fleet** dedicated the Morse Rd CNG station and began design on the west side CNG station. Pumped 194,000 gas gallon equivalents of CNG to date (as of Oct 15, 2014)
- 11. **GreenSpot** ordered **reusable bags began pilot** with North Market vendors and began researching options to reduce single use bags. Increased number of GreenSpots to 10,784 (added 4,050 this year). **Corporate Sustainability Initiative classes** (finish year 2 and begin year 3 11 companies participated). Developed small business outreach program webinars. Organize **GreenSpot Light Awards Ceremony** (winners: Indianola Children's Center, The Crest Gastropub, Abbott Nutrition) The Discovery District became first **GreenSpot Neighborhood**.
 - a. **GreenSpot Water Conservation Rebate Program** work to finalize water conservation rebate program for Columbus water customers.
 - b. **GreenSpot Backyard Conservation program** GreenSpot Rain Barrel Program (Franklin Soil and Water Conservation District) 759 rain barrels distributed. Worked on 2015 expanded program- composters, rain gardens and native plants.
 - c. **GreenSpot Kids-** 39 classes at 24 schools adopted the program.
 - d. **Pick Up Poop (PUP)-** worked with Utilities on PUP campaign.

- 12. **Biking** launched Bug Your Bike program, continue coordination of CoGo and bike infrastructure. Mayor's Twilight Ride. Gained certification for 16 League of American Bicyclists Certified Instructors. Nearly 500 celebrated Bike to Work Day. Bike Safety (3 ft passing) ordinance passed. Supported the city's first open streets event.
- 13. Car2Go pilot ended successfully and permanent rules and regulations were established for their ongoing operations.
- 14. **Transit** participated on the Transit Columbus Good Ideas group.
- 15. **Reduce waste from city facilities** began implementing recommendations from waste audit at City Hall and 77 N Front St.
- 16. **Energy Efficiency and Renewables** Updated facilities in energy star portfolio manager, hired a city energy manager. Work with the Building Energy Efficiency Task Force to develop the Columbus Energy Challenge (to date: 61 buildings registered, over 13 million square feet), held first education forum on financing energy projects and worked with AEP Ohio and White House on utility data access (National Data Accelerator). Completed the ACEEE survey benchmarking cities energy efforts. Joined the EPA Green Power Partnership program, purchased 30% green power for AEP powered facilities and working on 20% for Columbus Powered facilities. Assisted with development of energy loan fund and PACE program with Columbus / Franklin County Finance Authority. Helped organize Central Ohio Energy Forum.
- 17. **Energy Community Aggregation** assisted with this effort, Energy Review Committee recommendations finalized.
- 18. **Climate** worked on preparedness outreach; worked with Public Health and OSU on climate education and survey of resident's perceptions of climate change. Completed the carbon footprint assessment for both city operations and citywide disclosed emissions in national databases. Mayor signed the updated US Conference of Mayor's Climate Protection Agreement.
- 19. **Get Green Marketing** spoke at local and national conferences / meetings (over 30) and sent green coordinators to represent the city. Began work on hosting green conferences to showcase Columbus. Published annual get green Columbus progress report for 2013. Regularly issued Facebook / Twitter posts and e-newsletters.
- 20. **KCB Litter** supported the Pick It Up campaign marketing- bill boards.
- 21. **Olentangy River Restoration** project was finalized and held press event. Established the recreational water trail with Utilities and Recreation & Parks. Mayor 614 Magazine interview.
- 22. Blue Print Columbus participated on advisory team
- 23. **Darby Accord** coordinated with Development and jurisdictions on Town Center.
- 24. **Community Garden program / Local Food** supported the Veggie SNAP program which helps make healthy local produce more affordable- doubling the value of food stamp dollars at six farmers markets towards produce.
- 25. **Green Team** recruit six new members and conduct orientation. Engage them in development of Green Memo III.
- 26. Green Columbus Fund- helped market the program the city funded 15 projects (\$1,085,174)
 - a. GREEN COLUMBUS BROWNFIELD GRANT: CASTO COMMUNITIES, THE JULIAN BUILDING (\$200,000)
 - b. GREEN COLUMBUS BROWNFIELD GRANT: CASTO COMMUNITIES, SCIOTO RIDGE (\$121,590)

- c. GREEN COLUMBUS BROWNFIELD GRANT: WOODS DEVELOPMENT GROUP (\$54,600)
- d. GREEN COLUMBUS BROWNFIELD GRANT: 1000 JOYCE AVENUE, LLC (\$157,500)
- e. GREEN COLUMBUS BROWNFIELD GRANT: MEADOWBROOK CHRISTIAN FELLOWSHIP (\$10,238)
- f. GREEN COLUMBUS BROWNFIELD GRANT: THREE-C BODY SHOP (\$1,100)
- g. GREEN COLUMBUS BROWNFIELD GRANT: COMMUNITY DEVELOPMENT FOR ALL PEOPLE (\$23,589)
- h. Green Columbus Brownfield Grant: Trolley Barn, 1610 E. Oak St. Cost: \$143,426.00
- i. GREEN COLUMBUS BROWNFIELD GRANT: MRE HOLDINGS Ltd. (\$47,048)
- j. GREEN COLUMBUS BROWNFIELD GRANT: U & I PROPERTIES (\$2,200)
- k. GREEN COLUMBUS BROWNFIELD GRANT: 1 GAY COMPANY LLC (\$71,693)
- 1. GREEN COLUMBUS LEED CERTIFICATION GRANT: TWO FIFTY HIGH LLC (\$50,700)
- m. GREEN COLUMBUS BROWNFIELD GRANT: \$135,990 to the Day Companies for the redevelopment of three commercial properties on North High Street, which includes the former Madison's Department Store. The company plans to redevelop the site with a mix of office, residential, retail, parking and hotel.
- n. GREEN COLUMBUS FUND BROWNFIELD GRANT: The Franklinton Development Corporation continues its redevelopment efforts at 421-435 W. State Street and will receive a grant of \$55,000 for Brownfield assessment and redevelopment.
- o. GREEN COLUMBUS FUND LEED CERTIFICATION GRANT: Columbus engineering firm Advanced Engineering Consultants, will enter into a LEED Certified green building agreement for \$10,500 to renovate its offices at 1405 Dublin Road.

Green Awards:

Prism Award for RecyColumbus e-newsletter; Fleet received #1 Best Fleet of 100 Best Fleets; Honorary Mention for USCM Climate Awards; Polar Bears International Founders Award; 77 N Front Street building received LEED-Gold designation, USEPA grant for Greening America's Capitals for designing green neighborhood- Milo Grogan. *Excellence for Innovation in Economic Development* and Planning for the East Franklinton Creative Community District Plan. • Ohio Chapter of the American Society of Landscape Architects: CoGo Bike Share received the Ohio Landscape Architecture Award • Mid-Ohio Regional Planning Commission: Green Leader Award presented to Mayor's Office, Environmental Steward, Erin Miller • Ohio Bicycle Federation: CoGo Bike Share received the Horace Huffman Award • Gizmodo: Columbus Commons named one of "The five coolest new parks and public spaces in the U.S." • Heavy Duty Trucking: City of Columbus, Division of Fleet Management named a "Top 50 Green Fleet" Otterbein University Young Alumni Award for Citizenship and Leadership presented to Mayor's Office, Environmental Steward, Erin Miller.

Green Related Press Releases/Event Headlines:

- Communitywide Five-Year Sustainability Plan Released for Final Comment and Review
- Columbus Energy Review Committee to Discuss Aggregation Options Friday
- Three Columbus Businesses to Benefit from Green Incentives
- Residents Join Mayor Coleman, Homeport, Councilmember Hardin to Celebrate Completion of First Phase of American Addition Infrastructure Improvements
- Mayor Proposes to Complete Camp Chase Rail Trail
- Columbus GreenSpot reaches 10,000 Member Milestone
- Mayor Coleman, Partners Celebrate Completion of Olentangy River Restoration
- Mayor Coleman, City Councilmember Mills, BOMA and Building Energy Efficiency Task Force Members, Kickoff the 'Columbus Energy Challenge'
- CoGo Bike Share seeks art submissions for specially designed bike
- Recycling Cart Delivery begins on Tuesday, February 18