

# City of Columbus



## 2020 ANNUAL REPORT

Andrea Blevins, City Clerk  
Columbus, Ohio

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**2020 ANNUAL REPORT**

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# **City Attorney 2020 Annual Report**

In 2020, Columbus City Attorney Zach Klein completed his third full year in office after previously serving on Columbus City Council since 2011. The actions and decisions undertaken throughout the course of the year were guided by City Attorney Klein's directive to work with city, county, and state agencies to address the impact of the COVID-19 pandemic to create the safest environment possible while continuing to provide services to the office's clients and the residents of Columbus. The office also worked closely with the Franklin County Municipal Court to help facilitate adjustments to the court's day-to-day operations to help mitigate the community spread of COVID-19.

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

- In June, City Attorney Klein was joined by Stephanie Hightower, Columbus Urban League President and CEO; Elder Larry Price, Columbus Chapter of the NAACP Chairman of the Criminal Justice Committee; and Pastor Frederick LaMarr, Baptist Pastor's Conference of Columbus President in outlining eight action steps to start assessing and improving police-community relations in the city. A detailed list of the action steps can be found [here](#).
- Implementing a permanent policy aimed at decreasing the number of individuals arrested for non-violent offenses. Under the policy, most defendants with non-violent misdemeanor warrants were no longer arrested but instead issued a second summons to appear in court. The initiative was first implemented in response to concerns about jail capacity due to the pandemic, and the City Attorney, Clerk of Courts, Municipal Court and Columbus police agreed to make the policy permanent.
- Announcing an independent, outside, after-action research review of the city's response to the summer 2020 protests. City Attorney Klein and other leaders named former U.S. Attorney Carter M. Stewart as special investigative researcher. They also announced that Ohio State's John Glenn College of Public Affairs will oversee the research project. The sponsored research is intended to provide an operational analysis of the city's response to the protests from late-May to mid-July with the goal of delivering recommendations for enhancing the work of the Division of Police.
- Expanding efforts to identify the root causes of crimes and prioritize defendants' basic needs over jail time. When assessing non-violent offenses, city prosecutors now review with defendants their areas of need, including employment, substance abuse treatment, health insurance, mental health services and transportation. Prosecutors, defendants and their attorneys then work to create individualized plans to help defendants attain services. City prosecutors will consider these plans when resolving cases.

The City Attorney's office also continued its focus on combatting domestic violence and stalking throughout the year. During the shelter-in-place orders in the spring, the Domestic Violence & Stalking Unit established a text messaging system that victims could use to request help and resources from the City Attorney's office.

City Attorney Klein created a new initiative that increased the number of prosecutions for illegal dumping 350 percent compared to 2019 after assigning an assistant city prosecutor to work directly with investigators from the city's division of refuse collection and other partner agencies.

The City of Columbus and the City of Cincinnati jointly filed a lawsuit against FirstEnergy to strike down House Bill 6 as unconstitutional and to protect Ohioans from nearly a billion dollars in new fees that the maligned legislation mandated to be added to utility bills over the next six years.

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 2020 was 134 while the number of part-time employees was 16. Of the full-time employees, 64 were attorneys. Most employees' salaries were covered by the city's general fund, while others were paid through either internal service funds, fees, or grants secured by the office. The total budget from all budgeted funds was \$14,784,823 (\$13,644,348 from the General Fund and \$1,140,475 from the Land Acquisition Fund).

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

The General Counsel Section is responsible for reviewing approximately 1500-2000 contracts for city departments on an annual basis. In 2020, the General Counsel section was responsible for reviewing well over 2,000 ordinances

on for consideration by City Council as well as providing legal assistance on dozens of noteworthy community projects. Finally, for the second year in a row, attorneys from the General Counsel section have volunteered their time as adjunct professors at the Capital Law School, teaching a class in local government that seeks to bring the real world of public legal service into the classroom.

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

The section was assigned to handle 103 new cases that were brought against the city. Over the course of the year, 72 cases were resolved. Forty-six of those were successfully resolved in the city's favor, including:

- Two cases affirmed on appeal by the 6<sup>th</sup> Circuit Court of Appeals;
- Six arbitrations;
- 12 cases before the Ohio Civil Rights Commission and the Equal Employment Opportunity Commission; and
- 26 court and administrative cases (Franklin County Court of Appeals, Franklin County Court of Common Pleas, State Employment Relations Board, Industrial Commission).

Of the remaining 26 cases:

- 23 were settled (including five arbitrations, one case in the United States District Court, 17 filings in the Franklin County Court of Common Pleas – all settlements of BWC appeals);
- Two arbitrations resulted in a split decision;
- One case was decided in the union's favor in the 10<sup>th</sup> District Court of Appeals for the State of Ohio.

Additionally, Labor and Employment attorneys fielded numerous calls and requests for legal advice and assistance unrelated to pending cases and participated in training and update sessions for the city on various issues.

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

In 2020, the Litigation Section was assigned to handle 66 new cases that were brought against the city, seeking a total of approximately \$70 million in damages.

A total of 51 cases were closed this year, which resulted in the city paying \$1,148,958 out of a total prayer of over \$4.5 million in damages being sought. A total of 89 cases are still active.

Additionally, the Litigation Section continued working with city departments and their employees through training, advice and counsel to improve city practices and policies so that future lawsuits may be successfully defended, if not prevented.

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

The Claims Division administers the collections agency contracts for the city attorney's office, and other city departments may utilize their services as well. In 2019, the collections contracts were put out to bid through the RFP process. Three new collections agencies were awarded contracts in 2020, while one existing collections contract was renewed. Two other existing collections contracts were not renewed. Additionally, all collections efforts were temporarily suspended due to the COVID-19 pandemic. In August 2020, assignment of delinquent income tax cases to collections agencies and collections activity resumed.

The combination of both in-house and outside collection agency delinquent tax collections brings in substantial funds to the city each year. As of December 31, 2020, a total of \$2,821,250 was recovered through these collection efforts for delinquent tax collections. The Claims Division filed 752 new tax cases and collected \$1,072,513 in delinquent city income taxes in-house.

The Claims Division also collected \$47,967 on behalf of non-tax clients through both court actions and direct debtor contact. Those clients include the Departments of Public Utilities, Fleet Management, Public Service, Licensing, and Recreation and Parks. A total of 50 cases were filed to collect non-tax debt. In 2020, outside collections agencies collected a total of \$100,324 on non-tax accounts referred to them on behalf of city departments.

There were 85 new tort claims against the city over the \$2,500 threshold received through December 30, 2020. Thirty of these tort claims were settled, and 46 were denied. Some of these claims were filed in 2019, with their investigations continuing into 2020. In total, \$107,021 was paid on behalf of the city departments to settle property damage or personal injury claims filed against them through December 31, 2020, which represents a 24% increase over 2019.

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

**Training:** (120 hours in 2020) The demands made of the legal advisor section by police for legal training has continued to increase over the past several years, but due to Covid-19, 2020 was an unusual year. The advisors continued, despite Covid-19, to provide in-person legal training at the Columbus Police Academy by training two police recruit classes in 2020. This training was challenging due to social distancing and other Covid-19 related concerns, but we were able to provide the needed training. This training involved many of hours of preparation and presentation. Recruit legal training is unique in that recruits from several other Central Ohio police departments also attend the Columbus Division of Police Training Academy, which not only brings entrepreneurial training monies into the city, but also leads to unity in training for officers from multiple jurisdictions with which Columbus officers have contact. The legal advisors also provided bureau-specific training wherein they went to individual police sections and conducted training on their specific issues. In-Service police training for current officers was suspended for 2020, but will likely resume in 2021.

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

**Legal Updates and Division Wide-Emails:** The police legal advisors distribute legal updates to all Division of Police Officers for up-to-date legal information generally on a monthly basis. They also have sent out several Division-wide, or Bureau-wide emails this year related to various ongoing crises.

**Meetings:** This is hard to quantify because the Police Legal Advisors are regularly asked to attend meetings where legal issues might arise, but they easily attended over 100 meetings. Given the challenges of this past year, many of those were either via Zoom or other similar platforms.

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

**Review of Division Directives/SOPS:** Division policies are regularly reviewed for legality and to assure that the Division of Police can maintain its accreditation status. This, too, is difficult to quantify, but the advisors spent at least 100 hours reviewing/rewriting such policies

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

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

Consisting of 17 courtroom prosecutors, six domestic violence prosecutors, two arraignment team prosecutors, an environmental prosecutor, an administrative assistant, and 24 legal support staff, the unit prosecuted over 50,000 misdemeanor cases initiated in the Franklin County Municipal Court in 2020.

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 2020, 53 requests for public records were responded

to in a timely fashion. The division also generated \$27,775.00 in revenue by providing legal services to area municipalities.

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

- Intake Section – Offering citizens the opportunity to have allegations of misdemeanor criminal violations reviewed by a prosecutor, the Intake Section processed 1,006 citizen complaints. Of these complaints, 184 received prosecutor approval for the filing of criminal charges.
- PRU Mediation Program – *Shanese Logan, 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 only 9 mediation hearings in 2020 because of the pandemic and had to temporarily suspend the program from March-December.

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

- Domestic Violence Advocacy A courtroom advocate manager, administrative services manager, and 16 full-time victim advocates, including one Spanish speaking advocate and a Nepali speaking advocate, attempt to make contact with every victim before each court date and escort them to court hearings in every courtroom. All advocates are trauma informed and culturally competent. They provide advocacy, safety planning, referral information, and assistance with obtaining protection orders. The Unit employs six support staff.
- Stalking Advocacy A cyber crime investigator and a grant-funded stalking advocate work with victims experiencing repeated unwanted, distressing contact. The stalking staff assists victims with safety planning and protection orders, escorts them to court dates, and works closely with law enforcement as they build cases. The team meets weekly to review cases for possible felony enhancement.
- Specialized Prosecutors The unit includes six specialized domestic violence prosecutors who prosecute all of the office's DV related cases. They are specially trained to handle the most-involved, high risk cases (most often involving repeat offenders, weapons used or brandished, severe injuries and children, elderly or pregnant victims). They are trauma informed, culturally competent and understand the ripple effect of domestic violence.
- Other Resources The unit houses a Franklin County Children Services worker; and a branch of the Capital University Law School's Family Advocacy Clinic to help with protection orders, and a Franklin County Children's Services worker.

According to data compiled internally, in 2020 the Domestic Violence & Stalking Unit resolved 4,133 cases and served 4,377 victims. Of those cases, 465 were menacing by stalking cases with 465 victims. From the Unit, 160 cases were indicted for felony prosecution and 19 of those were indicted for felony menacing by stalking. One case was dismissed for federal prosecution. 149 cases involved firearms, and 484 cases involved strangulation. 57.2% of cases handled by the Unit resulted in guilty plea or verdict, and only 10.6% were dismissed for missing witness or evidence.

The Appellate Unit consists of a director, an assistant city prosecutor, a paralegal and a staff of 6 legal interns. In 2020, the Appellate Unit completed 8 briefs—all filed in the 10th District Court of Appeals, 3 memoranda in response to jurisdiction filed in the Supreme Court of Ohio, and 5 oral arguments in the 10<sup>th</sup> District Court of Appeals. There were 11 decisions issued from the 10<sup>th</sup> District Court of Appeals in 2020, and the unit was successful in 100% of its cases. The unit also was responsible for the filing of 203 objections to applications for record sealing, as well as responding to 1041 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 and allows for case resolution at the arraignment stage. Of the 318 participants in 2020, 294 (92.5%) successfully completed the requirements of the program allowing for case resolution at the arraignment stage.

The Real Estate Division is responsible for the acquisition of all real property interests needed by city departments, the provision of legal assistance with regard to all real estate matters, including the sale and leasing of property,

utility easements, right-of-way dedications, and matters related to real estate property taxes. The Real Estate Division also provides legal and negotiating advice for a number of major transactions, including the sale of City owned property in connection to Phase 1 of the Scioto Peninsula Redevelopment Project; the acquisitions of 41 acres of future parkland on Waggoner Road; 6.5 acres on Parsons Avenue for a future regional detention basin; and the purchases of two former Elementary Schools properties (Stockbridge and Douglas) for future Recreation and Park parkland and services.

In 2020, the Real Estate Division provided legal advice, instrument preparation, ordinances, resolutions, negotiating services, and processing of instruments involving projects resulting in more than 156 permanent land acquisitions, all of which will contribute to development in the City. Major public improvement projects requiring right of way acquisition include the Intermodal Sanitary Subtrunk Extension- Rickenbacker; Central College Subtrunk Sewer; Dyer-Lazar HSTS Elimination; Hudson Sidewalks; Short Street Extension; Celebrate 1 Deshler and Kossuth; Operation Sidewalks-Sycamore; McKinley and Souder Intersection; and Livingston Phase B.

The Real Estate Division also handled deed and instrument preparation and other assistance related to the city's Land Bank, involving more than 43 instruments. The Real Estate Division also prepared and assisted in processing 21 mortgages and releases in connection to the Septic Tank Elimination Project.

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

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

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

#### Meetings attended

- Approximately 200 in-person and virtual community meetings
- Approximately 100 in-person and virtual police meetings
- Approximately 50 in-person and virtual Code Enforcement meetings

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

- Twenty-nine cases filed for houses with violent crime and/or drug activity
- Nine cases filed for bars and markets with violent crime, drug sales and illegal alcohol sales

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

- 538 code enforcement nuisance abatement cases filed

#### Liquor Permit Violations

- Objected to 16 liquor permits in December 2020

#### Hotel/Motel Permit Objections

- Objected to six hotel/motel permits in December 2020



**MEGAN N. KILGORE**

City Auditor

**DARLENE WILDES, CPA**

Deputy City Auditor

THE CITY OF  
**COLUMBUS**

OFFICE OF MEGAN N. KILGORE,  
CITY AUDITOR

# City Auditor 2020 Annual Report



**MEGAN N. KILGORE**

City Auditor

**DARLENE WILDES, CPA**

Deputy City Auditor

THE CITY OF  
**COLUMBUS**

OFFICE OF MEGAN N. KILGORE,  
CITY AUDITOR

March 31, 2021

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

Dear President Hardin:

Submitted herewith is the annual report of the Department of City Auditor, City of Columbus, Ohio, in accordance with Section 231 of the Columbus City Charter for calendar year 2020.

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

An independent audit is conducted of the City and its chief accounting officer. This audit for the year ended December 31, 2020 has been completed, and the annual financial report containing the independent auditor's report is posted to the City Auditor's Office website.

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

Very truly yours,



Megan N. Kilgore  
City Auditor



City of Columbus, Ohio  
Department of City Auditor  
Division 22-01 City Auditor  
Year ending December 31, 2020

**Total Expenditures**

2020

Personal services	\$3,843,022
Materials and supplies	27,453
Services	902,522
Other disbursements	1,000
Capital outlay	4,773,997
<b>Total Expenditures 22-01</b>	<b>\$9,547,994</b>

**Hotel-Motel Tax Collections**

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

<u>Year</u>	(in thousands)
2020	\$10,109
2019	\$23,743
2018	\$22,788
2017	\$22,354
2016	\$21,332
2015	\$20,497
2014	\$18,507
2013	\$17,511
2012	\$16,455
2011	\$15,027



<u>Miscellaneous Data</u>					
	2020	2019	2018	2017	2016
Invoices Paid	120,370	132,915	134,473	139,482	129,123
Receipts Posted	10,411	13,705	12,601	12,806	10,349
Disbursing Warrants Written	59,383	69,043	71,131	73,499	71,582
Funds and subfunds accounted for:					
General Funds	8	8	8	8	8
Special Revenue Funds	57	57	54	56	55
Agency Funds	29	30	29	27	27
Debt Service Funds	24	24	25	26	25
Internal Service Funds	15	15	15	15	13
Capital Projects Funds	89	86	78	80	78
Enterprise Funds	52	52	41	43	43
Total	274	272	250	255	249



# **Income Tax 2020 Annual Report**



## CITY OF COLUMBUS OHIO

### INCOME TAX DIVISION

City of Columbus, Ohio  
Department of City Auditor  
Division 22-02 Income Tax  
December 31, 2020

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

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

The following is a report of Columbus income tax collections for 2020:

	(in thousands)
Gross collections in 2020 via Income Tax Division	\$ 951,907
Transfers to other cities	(400)
Collections in transit 12/31/2019	14,681
Collections in transit 12/31/2020	(14,400)
Refunds paid in 2020	<u>(18,995)</u>
Income tax revenues (Budgetary Basis)	<u>\$ 932,793</u>

The funds collected from the tax are allocated for municipal purposes as set forth in Chapter 362.013 of Columbus City Codes.

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

Withholding accounts contributed to	<b>84.1%</b> of the total tax revenue for Columbus in 2020.
Business accounts contributed to	<b>11.4%</b> of the total tax revenue for Columbus in 2020.
Individual accounts contributed to	<b>4.5%</b> of the total tax revenue for Columbus in 2020.

By contract, this Division administered the collection of the municipal income tax for the following municipalities in 2020: Northern Pickaway County Joint Economic Development District (JEDD), the Prairie Township JEDD, the Madison Township JEDD, and Grandview Yard. For the administrative service of collecting the income taxes for these entities, the Columbus General Fund received collection fees based on a formula incorporating the gross income tax collections for each of these political subdivisions of the State of Ohio. Fees collected during 2020 for administering the income tax collections of the administered political subdivisions of the State of Ohio amounted to \$12,695. This is to be compared to \$16,690 in fees collected in 2019. The Northern Pickaway County JEDD, the Prairie Township JEDD, the Madison Township JEDD, and the Grandview Yard have separate formulae for calculating the cost of administering their respective tax.

The total expenditure to operate the Income Tax Division during 2020 was \$8,233,436. This includes salaries, fringes, income tax forms, new equipment, data processing charges and miscellaneous supplies including postage. This represents administrative service for income

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Columbus, OH 43215  
[www.columbus.gov/IncomeTaxDivision](http://www.columbus.gov/IncomeTaxDivision)

P: 614-645-7370

F: 614-645-7193

tax collection for Columbus as well as three JEDD entities. The authorized strength of the Income Tax Division in 2020 was 84 full-time and 1 part-time employees.

City Income Tax receipts processed in 2020 through the Delinquent Section amounted to \$7,516,130. 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 2020, the Income Tax Division referred 827 cases to the City Attorney's office for filing civil suits on delinquent assessments totaling \$2,746,669.

On December 31, 2020 the Division had 1,567,924 accounts on its tax files. This total is comprised of 1,432,471 "Direct" and 135,453 "Withholding" accounts.

	<u>ACTIVE</u>	<u>INACTIVE</u>		
CORPORATE	17,170	76,235		
FIDUCIARY	171	2,544		
INDIVIDUAL	46,328	1,213,675		
PARTNERSHIP	-0-	4,824		(required to file as entities)
ENTITY/PRTSHIP	9,975	31,146		
COURTESY	-0-	30,403		
TOTAL – DIRECT	73,644	1,358,827	TOTAL	1,432,471
- WITHHOLDING	26,038	109,415	TOTAL	135,453
GRAND TOTAL	99,682	1,468,242	TOTAL	1,567,924

The total number of accounts on the tax database increased by 56,424 in 2020.

**Franklin County Municipal Court  
Judges  
2020 Annual Report**



## **THE FRANKLIN COUNTY MUNICIPAL COURT** **2020 ANNUAL REPORT**

The Franklin County Municipal Court traces its origin to the creation of the Columbus Municipal Court in 1916. Now, the geographic jurisdiction of the Court is all of Franklin County and those portions of the City of Columbus that extend beyond the boundaries of Franklin County. The Court has 14 judges in the General Division and one judge in the Environmental Division. Judges serve six-year terms, unless appointed or elected to fill a vacancy. Annually, they elect one of their peers to serve as the Administrative and Presiding Judge.

The judges who served the Franklin County Municipal Court during the year 2019 were Judge Mark A. Hummer, Administrative and Presiding Judge, and Judges James Green, H. William Pollitt, Jr., Ted Barrows, Paul M. Herbert, Amy Salerno, Andrea C. Peeples, David B. Tyack, James P. O'Grady, Cindi Morehart, Cynthia L. Ebner, Eileen Paley, Jodi Thomas, Jarrod Skinner and Environmental Court Judge Stephanie Mingo.

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

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

Each week a different judge is assigned to the Duty Session to handle a variety of responsibilities, such as applications from law enforcement officers for search warrants, probable cause hearings, and civil wedding ceremonies.

### **ASSIGNMENT OFFICE**

The Assignment Office is responsible for the assignment of cases to the judiciary, by random assignment or single assignment. The Rules of Superintendence for Municipal Courts, promulgated by the Supreme Court of Ohio, requires 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 Rule 1). The Court also employs a single assignment system (Local Rule 8). This means that when a person is charged with a criminal or traffic offense and already has a pending criminal or traffic case, or the person is on probation to this Court, the new case(s) will be assigned to the judge who is presiding over a current pending assigned case(s) or who presided over any previous case(s) with current active probation.

Assignment is responsible for the preparation of case management reports for the judiciary, such as the civil motion's list, individual daily court and board-sheets, case and hearing statistics, and the monthly statistical reports that are submitted to the Ohio Supreme Court. The General Divisions clearance rate was up 7% from 2019 to 2020 to 107%, with the five-year average increasing 1% to 101%. The Environmental Division saw a decrease from 2019 to a rate of 96% in 2020, but a five-year average increase to 101%. The Environmental Division – Civil saw its Clearance rate increase to 101%, with a 1% increase in the five-year average over the previous five-year average.

### **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 260 employees, some of its specific functions include personnel management, budgeting and fiscal management, purchasing, liaison with other courts and agencies, public information, appointment of counsel, court services, court security, interpreter services, vehicle immobilization, and volunteer services. The Court Administrator is the chief non-judicial officer.

The Court's General Fund Operating budget for 2020 was \$24,855,365 with an additional \$1,631,903 Secure Facilities Fund budget and \$614,999 Computer Fund budget.

### **COURT REPORTERS**

Court Reporters make a verbatim record of court proceedings, prepare a transcript from the record of court proceedings upon request, and maintain records of exhibits introduced at court proceedings. The Court has an obligation to provide a transcript of all proceedings upon request of a party, and there must be a court record of all pleas and waivers. In 2020 the Department was

staffed with 1 chief court reporter, 8 full-time court reporters, and 4 part-time court reporters and they provided 134 transcript and/or DVD requests.

### **COURT SECURITY**

Court Security was established to maintain a safe environment in the courthouse for elected officials, Court employees, and all others having business in the courthouse. The staff consists of a security director, security supervisor, administrative assistant, control room operator, and 23 security officers on the first shift, plus a control room operator on each of the second and third shifts. In addition, the Court contracts with a private security company that provides evening, weekend, and holiday coverage. During 2020 approximately **492,727** visitors to the Court were screened at the Court's entry points by security officers. These officers responded to **262** building incidents. Columbus Police Liaisons made **319** arrests in the building.

### **COURT SERVICES**

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

### **ENVIRONMENTAL DIVISION**

The Environmental Division is commonly referred to as "The Environmental Court." Environmental Judge Stephanie Mingo has continued to successfully integrate a series of unique sentencing strategies to combat vacant and abandoned properties, along with chronically offending landlords in Franklin County. The impact of the COVID-19 Pandemic on the Environmental Division was unprecedented. Included within the Court's unique jurisdiction is the enforcement of Public Health codes and regulations. This required the Court to adjudicate several cases involving the implementation of protocols designed to prevent and slow the spread of the COVID-19 virus in various commercial establishments. The Environmental Division operates two courtrooms simultaneously with Magistrate Ben Hoelzel conducting civil case conferences and Judge Stephanie Mingo presiding over civil and criminal hearings.

Under the jurisdiction of the Environmental Division, nuisance abatement cases filed within the County come before the Environmental Judge. These cases can involve derelict hotels, businesses violating health department orders, liquor establishments in violation of the law, drug houses, and other residential and commercial properties conducting illegal and nuisance activities. Nuisance activities can range from illegal drug sales, underage alcohol sales, operating contrary to health department orders, prostitution, and general violence. This Division also hears cases involving environmental crimes, violations, and similar matters filed within the County. Some examples of these cases include animal abuse and neglect, dog fighting, vicious animals, wildlife violations, poaching, littering, dumping, overweight trucks, hazardous waste transportation, unlicensed tire transportation, air pollution, water pollution, hoarding, health, zoning, code enforcement, and park district violations. In 2020, **2,429** new criminal cases and **646** new civil cases were filed within the Environmental Division.

As the only Court in the County handling code enforcement cases, the Environmental Division utilizes unique techniques to ensure our communities and neighborhoods are restored from the negative and often hazardous impact of nuisance properties. Property owners are ordered to bring their properties into compliance under the supervision of the Court's Chief Environmental Specialist and the Field Services staff of the Environmental Division. Penalties range from daily fines, jail time, and community service hours to be completed within the Court's Community Cleanup Crew program. Property owners are supervised by Environmental Division staff and are assigned reasonable compliance plans and timelines until compliance is achieved.

In 2020, the Division along with the Court's Probation Department provided supervision to all non-code enforcement related cases that resulted in a probation sentencing. A dedicated probation officer is assigned to supervise these cases with the Chief Environmental Specialist and the Division's Field Services staff providing field investigations and inspections for those cases. The Chief Environmental Specialist in conjunction with the field service staff member routinely conducts investigations and inspections to ensure compliance with the law, the conditions of probation, and other terms of sentencing.

The Environmental Division has continued its education and outreach programs throughout Franklin County, despite the COVID-19 Pandemic. Judge Mingo and the Environmental Division communicated remotely with many neighborhood groups and associations, area commissions, block watches, and community leaders in an effort to stay connected during the pandemic. The Environmental Division also maintains its website – [www.EnvironmentalCourt.us](http://www.EnvironmentalCourt.us) – to provide helpful information to the public and to serve as a resource for area agencies.

In the face of the COVID-19 Pandemic, the Environmental Division has taken steps to adjust protocols and Court procedures to keep citizens as safe as possible when attending Court. This has been balanced with adjustments in scheduling to continue to accommodate an increasing caseload that is expected in the wake of the pandemic. As we head into 2021, the economic impact of the pandemic in our most vulnerable neighborhoods is likely to lead to an increase in housing and building code complaints. In addition, the alarming spike in violence in our community, especially instances concentrated in certain localities, has already led to a dramatic increase in nuisance abatement cases involving illicit drugs and violence.

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

In June 2015, the Environmental Division introduced the Community Clean-up Crew – a community service initiative that serves as a sentencing alternative that not only holds individuals accountable for their actions but provides them an opportunity to make our communities a better place to work and live. The community service participants clean-up along our roadways and alleys, at hoarder locations, and work side by side with neighborhood volunteers at community gardens. By assisting in these types of community clean-ups those ordered to this program contribute something that is meaningful, beneficial, and constructive – and they will have paid their debt to society by using their own time and talent.

During 2020 the Community Clean-Up Crew focused on the removal of trash and debris in school zones and participated in implementing the Safe Routes to School Program. In 2020, the Community Clean-up Crew supervised 70 individuals who provided a combined 300 hours of work in the communities of Franklin County. The Community Clean-up Crew covered 15.9 linear miles, and picked up 535 pounds of trash.

### **JURY COMMISSIONER'S OFFICE**

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

Jury service is a two (2) week commitment. Jurors are paid \$15.00 a day for their attendance and they receive a parking voucher. The Jury Commission began using new software that allows the Court to text and email jurors. Due to COVID-19 on March 16, 2020 the Jury Commission started an on-call jury service to alert jurors that they report for service only if they received a message instructing them to report. Until March 16, 2020 jurors reported each day. The number of jurors summoned from 1/1/2020 until 3/16/2020 was 1,020 and the jurors that reported for service was 307. From 3/16/2020 through 12/18/2020 the number of jurors summoned was 3,992 and the jurors that reported for service was 466. During coronavirus there were ten (10) jury trials and they went from voir dire all the way to a verdict.

### **LANGUAGE SERVICES**

During 2020, the Court employed two full-time Spanish language interpreters and one full-time Somali, MayMay, and Swahili language interpreter and contracted for one part-time Spanish and one part-time Somali language interpreters. Together they completed an estimated 4,571 requests for service (4,051 in Spanish and 520 in Somali, MayMay, and Swahili). The Court has multiple contracts with outside vendors to provide foreign language and ASL interpreters. There were 1,604 requests for interpreters in 41 other languages, 1,423 requests were filled by onsite interpreters and there were 181 requests in languages of lesser diffusion like Q'iche, Ixil, Mam, Mixteco, Zapoteca, Krio, Luganda, Soninke, Yoruba, Punjabi, and Hakha Chin that were covered through remote interpretation. The foreign languages for which interpreters were most requested were Spanish, Somali, Nepali, Arabic, French, Tigrinya, Mandarin, Portuguese, Vietnamese and Amharic. Additionally, the Court filled 136 requests for American Sign Language and Certified Deaf interpretation and Captionist. The Interpreter Services Program continues to offer a mentoring program and training opportunities for judiciary interpreters to better serve the Court and all parties.

### **MAGISTRATES**

The Court employs five full-time General Division magistrates, and one part-time magistrate who preside over traffic arraignments, landlord-tenant actions, wage garnishments, small claims cases, and other civil matters. The Court also employs one Environmental Division magistrate who presides over criminal and traffic arraignments and hearings, all civil pre-trials and status conferences, other civil hearings, and manages the civil docket of the Environmental Division. Judges may also refer specific cases to magistrates to take testimony, make legal rulings, and render decisions that are subject to final approval by the referring judge. Magistrates have the authority to accept guilty and no contest pleas and to impose penalties in misdemeanor cases. Magistrates may hear minor misdemeanor criminal cases or civil cases tried without a jury as well as contested criminal cases and civil jury trials with consent of the parties.

### **DEPARTMENT OF PRETRIAL AND PROBATION SERVICES**

The Department of Pretrial and Probation Services (DOPPS) serves the Municipal Court Judges under the immediate direction of the Court Administrator. At approximately, one hundred staff, the DOPPS is the largest division of the Court. The vision of the DOPPS is *excellence in rehabilitation through evidence based practices* and the mission is to *promote community safety by*

*reducing recidivism, changing offender behavior, and fostering accountability through effective use of evidence based practices.* The DOPPS follows an evidence-based paradigm that utilizes validated risk assessment tools and a differentiated, risk-based supervision construct. The DOPPS works with those under its supervision to achieve agreed upon goals aimed at reducing risk and gaining compliance with court-ordered conditions. The assessment-driven, supervision goals and requirements can include any of the following: residential programming, cognitive-behavioral based interventions, and behavioral health assessments, educational programs, counseling for mental health and/or substance abuse needs, and random urinalysis.

The year 2020 proved to challenge many of our efforts due to the impact of COVID-19 and the need to swiftly adjust practices. Despite the challenges, the Department continued to provide support to the Judges and those under our supervision. We learned that many of the adjustments that were made to help ensure the safety and health of our employees and Department users, proved beneficial and removed barriers that can impact success. We look forward to continuing to evaluate these modified approaches and retain practices and process that move us closer to our goals.

The FCMC DOPPS works hard to leverage its resources, and acquire grant funding to support its many programs and initiatives whenever possible. In 2020, the DOPPS maintained, and in some areas expanded, the external funding streams that support its Pretrial, Victim Assistant, Intake Assessment, Electronic Monitoring, Work Release, and other community programming partnerships that benefit our clientele. In all, the DOPPS managed \$1,969,391 in grant expenditures in 2020, meeting - or in most cases exceeding- the goals that were outlined in the proposals. The DOPPS was fortunate to receive funding specific to assessment and supervision practices during COVID-19, from the CARES Act and OCJS. The majority of these grants require an annual application that requires the review and expansion of project goals and objectives to reflect the ongoing evolution of the Department. The DOPPS enjoys a well-established rapport with criminal justice partners across the Franklin County executive landscape which augments these applications and highly collaborative projects.

The Department continues its partnership with Job and Family Services (JFS) for onsite Benefits Specialist assistance, however, during the COVID-19 pandemic, JFS had to remove its two onsite Specialists and instead created a direct, remote referral process. This customized process assists officers in referring individuals for assistance related to Medicaid, food insecurities, housing needs and child care benefits.

The DOPPS remains committed to: transparency, data collection, analysis and sharing; and strives to ensure that the tools and resources we utilize are appropriate and valid for use with the population of Franklin County. To further this goal, the Department has contracted with a national researcher to locally validate the ODARA and DVRNA assessment tools and with the American Pretrial, Probation and Parole Association, to locally validate the Impaired Driving Assessment Tool (IDA). This project will continue into 2021. For more comprehensive review of the 2020 Pretrial and Probation Department's Annual Report, please see the Court's Webpage at <http://www.fcmcclerk.com/reports/annual-reports>.

### **SELF HELP RESOURCE CENTER**

The Franklin County Municipal Court Self Help Resource Center assists *pro se* litigants in navigating the Court. Established in 2016, the Center's main objectives are to improve the quality of filings by *pro se* litigants, increase access to the justice system for individuals who cannot afford attorneys, and provide a positive point of contact between the Court and the community. It can assist Visitors with civil issues in Municipal Court but does not give legal advice. The most common issues addressed at the Center are the sealing and expungement of criminal records and landlord/tenant disputes. The Center has continued to grow since moving to the sixth floor of the Municipal Court in early 2018. Despite only offering online services from March until June, Center Staff served over 8,641 Visitors in 2020, an increase from the 8,384 Visitors served in 2019. Currently, the Center is addressing the unique needs of the COVID-19 pandemic by providing services via webchat on its website and providing in-person services at both the Greater Columbus Convention Center and Municipal Court home office. The Center also hired an additional staff attorney and launched a Social Work Navigator Pilot Project to help individuals facing eviction. To fund this pilot project, the Center received grant funding from the State Justice Institute and the Columbus Bar Foundation. Center Staff aim to serve over 11,000 Visitors in 2021 and look forward to continuing the growth of this valuable Court service.

### **SERVICE BAILIFFS**

Service Bailiffs assist litigants, attorneys, and the Court by delivering court documents to parties and enforcing both pre 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. Writs of execution through levy and sale of personal property for the purpose of satisfying judgments. These writs are enforced and supervised by the service bailiffs. Additionally, service bailiffs supervise the set-out of tenant's property during the eviction process. During 2020 the Department processed or served in excess of 30,000 legal documents. There were 1,429 set-outs scheduled and of those 819 set-outs were completed and 3,876 set-outs were cancelled at the plaintiff's request. The Department currently employs 1 chief, 1 deputy chief, 10 service bailiffs and a deputy bailiff/administrative assistant.

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

The **Small Claims Division** processes Small Claims cases for the Municipal Court and assists individuals and businesses with

court forms. Small Claims are claims for money damages up to \$6,000. The Small Claims Court and its processes are governed by Ohio Revised Code Chapter 1925. The Division provides information, forms, instructions, and videos for small claims cases and collections. The Division maintains a user-friendly website that contains all of the information required to initiate and complete a small claims case ([smallclaims.fcmclerk.com](http://smallclaims.fcmclerk.com)).

The Division has six full-time employees who support the Court and its magistrates. Division staff initiate new cases, assign magistrates, process notices and summonses, and answer questions about Small Claims Court and other court services. **Division staff managed 2,651 small claims cases in 2020.**

The **Dispute Resolution Department (Department)** coordinates and facilitates mediations for the General and Small Claims Divisions. The Division also maintains an online negotiation and mediation platform to facilitate early case resolution. Parties may participate in mediation either in-person, by telephone, or online. **The Department managed a total of 2,508 mediations in 2020, and increase of 2% from 2019. These cases were made up of 1,367 General Division/Small Claims Cases, 173 Rent Escrow Cases, 137 Pre-Lawsuit Self Referrals, and 831 Pre-Filing/Online/Check and Account Resolution Self-Referrals.**

The Small Claims Division and Dispute Resolution Department was featured in the National Center for State Court's *2020 Trends* publication for its online dispute resolution program and positive impact on case dispositions and court user perceptions of fairness and justice.

### **SPECIALIZED DOCKET DIVISION**

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

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

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

Specialized Dockets provide intensive programs, up to two years in duration, to high risk, high need defendants. Admission to a specialized docket requires a referral by a defense attorney, prosecutor, or judge. The defendant must be assessed for eligibility, volunteer, and plead guilty to an active charge to enter the program. Some cases are eligible for sealing and expungement upon successful completion of the program.

The 2020 Specialized Dockets were under the direction of Judge Ted Barrows, MAVS; Judge David Tyack, Recovery Court and DEP; Judge Cindi Morehart, LINC; Judge Paul Herbert, CATCH and Human Trafficking Educational Program; and Judge Jodi Thomas, h.ra.r.t. The Judges preside over weekly Status Review Hearings which provide participant check-ins. Due consideration is given to a participants capacity, barriers, and life events as they progress through the phases of the program at a self-determined pace that may last up to two years. The emphasis is placed on engagement, open discussion, increasing recovery competency, compliance, building trust, and self-efficacy. The Judge and the treatment team ensure that the participant is supported through their recovery process and that expectations are appropriate to the participants' stage of change.

In 2020, the Specialized Docket Department served a total of 665 people. The Specialized Dockets and educational programs served 192 participants. There were 247 forensic psychological referrals in 2020. Of the participants who were discharged between January 1, 2020, and December 31, 2020, the recidivism rate for those in the Specialized Dockets was 29%, which is well below the national average for high risk/high need defendants.

**For more detail and data concerning the 2020 Franklin County Municipal Court's Operations, Programs, and Reporting refer to <http://www.fcmclerk.com/reports/annual-reports#annual-reports>.**

**Franklin County Municipal Court  
Clerk  
2020 Annual Report**

FRANKLIN COUNTY MUNICIPAL COURT  
COLUMBUS, OHIO  
ONE HUNDRED [and] FIFTH  
ANNUAL REPORT  
2020

Letter from Clerk Lori M. Tyack

Welcome to the 2020 Annual Report of the Franklin County Municipal Court Clerk's Office. The Clerk's Office collaborates daily with agencies of the criminal justice system and the community, to ensure access to justice and promote public trust and confidence. In 2020, the Clerk's Office focused on initiatives aligned with its Mission and Vision Statements, and added a new Value Statement: Commitment to the Core Values of Respect, Integrity, Justice, and Compassion for all we serve.

New case filings for 2020 totaled 103,415 compared to 173,574 filed in 2019 for a decrease of 40.4%. Costs, fines, and fees collected equaled \$29.9M in 2020 compared to \$41.2M in 2019 for a decrease of 27.4%. The total amount referred to collections in 2020 was \$5,435,404.75M, for an increase of 11% over 2019. Overall collection of court-ordered fines and costs through the efforts of four collection agencies increased by 7% for a total of \$1,370,074M. The collection of court-ordered bond forfeiture judgments decreased by 30% from \$253,470 to \$177,548 respectively.

The year 2020 proved to be very challenging. In January, the Clerk's Office with support from the Court, adopted a new process for displaying eviction history on its website. Based on a recommendation by the Columbus Women's Commission, the Clerk's Office decided to limit online case history on all evictions to three (3) years, to improve the ability of those who need to acquire affordable housing. Paper files are available in the Clerk's Office dating back to 1992.

Due to the closures related to COVID-19, most if not all of the Community service programs the Clerk's Office normally participates in were cancelled or held virtually. Instead, the focus of the Office became adapting to the "New Normal" for operations during the pandemic.

Internal discussions regarding operational changes began in mid-March 2020, due to the closure of the Municipal Court. Administrative Order 05-2020 was issued by the Court outlining new safety and face covering requirements. In addition, enforcement dates for payment of court-ordered fines, fees, costs, and requirements such as community service and/or driving intervention program deadlines were extended by six (6) months. Traffic cases were pushed out eight (8) weeks and Criminal Arraignments were limited to three (3) days per week. The Clerk's Office was directed by Administrative Order to issue recognizance bonds for new traffic charges, non-violent misdemeanors, and warrants for failure to appear.

In late May, the Court secured additional space at the Columbus Convention Center with plans to partially re-open June 1<sup>st</sup>. The new location limited to traffic and eviction hearings, provided the opportunity for safe distancing for staff and for hundreds of people who attend these hearings daily. The number of cases scheduled per day were limited to One Hundred (100) Traffic and One Hundred (100) Eviction cases to ensure proper distancing, requiring tens of thousands of court cases to be rescheduled. In response to the backlog of cases pending, the City Prosecutor's Office dismissed Eight Thousand Seven Hundred Ninety (8,790) cases. The Clerk's Office staff sent out notice letters to those whose hearings were cancelled or rescheduled at the Columbus Convention Center, updating more than Twenty-Seven Thousand (27,000) cases within a two-month-period.

The Court's partial re-opening on June 1<sup>st</sup>, at both the Columbus Convention Center and the Municipal Court Building, required the Clerk's Office to make adjustments in processes, procedures, and staffing levels. Additional technology services, support and equipment were necessary for more than Four Hundred Fifty (450) users in the Court and Clerk's Office. Adjustments necessary for daily operations also included expanding network access, transporting hundreds of files to/from the Columbus Convention Center, and transitioning Criminal and Civil Division Deputy Clerks to the new location to support the Court's hearings. Cases were updated on-site, customer and payment services were provided through "live agent" Kiosks.

The Clerk's Office collaborated with the Court, BIS, the Franklin County Data Center, and the Franklin County Sheriff's Office to implement video arraignment from the Municipal Court Building to the Franklin County Jail, thereby reducing the number of defendants who needed to appear in-person to a handful.

Reusable masks were issued to all staff, cleaning and sanitizing supplies were provided to keep work stations clean, and barriers were installed at work stations and in courtrooms to ensure a safe distance between Clerk Staff and the public. A rotating work schedule was established in every division to enable social distancing and protect the operational needs of the Office. Zoom, Microsoft Team, and phone conferences were held when possible in lieu of in-person meetings. Some staff were provided laptops with VPN access to allow work from home.

Document filing process changes were implemented for Criminal and Civil cases by expanding the types of documents accepted through our e-Filing portal and adding a Drop Box on the first floor. The Clerk's Office continued to accept filings through regular U.S. Mail and faxing. New document scanning measures have been added to daily processes providing online access of filed documents to the Court.

The Clerk's Office applied for and received a total of One Hundred Ninety Thousand Eight Hundred Fifty-one and 66/100 Dollars (\$190,851.66) of CARES ACT and Grant funds. These Funds were applied to support the following projects: Imaging Software Upgrade, Five (5) Live Agent Kiosks, Remote Online Notary Project (Supreme Court of Ohio Pilot), and Electronic-Filing Portal for Law Enforcement.

The annual audit was again performed by Plante & Moran, PLLC. Auditors inspected a sampling of accounting/financial transactions, file integrity, checks and balances of duties performed, and personnel records including time sheets.

This year has been both difficult and challenging. I want to extend my most sincere gratitude to the Staff of the Clerk's Office for their commitment to the Clerk's Office and to public service.

#### Office of Information Services Division

The Office of Information Services provides services related to information technology to the Franklin County Municipal Court and Clerk's Office staff. This Division's responsibilities include maintaining a stable electronic work environment, collaborating with other staff to use information technology to better serve the Franklin County Municipal Court, identifying emerging technologies for the Court's investment in technology, and providing training to staff on the proper use of software programs and equipment. Accomplishments for OIS in 2020 are as follows:

- Setup and support of remote arraignment and eviction court at the Columbus Convention Center.
- Setup for five (5) Kiosks at the Columbus Convention Center.
- Expanded VPN services to include work-from-home opportunities for Court and Clerk employees.
- Began major database and database applications upgrade project - to be completed in 2021.
- Expanded e-Filing services including Criminal and Traffic cases.
- Web Chat Pilot Project.
- Next Gen Firewall deployment with advanced URL filtering.
- Desktop PC Upgrades for all Clerk's Office staff.

#### Audit/Internal Controls and Imaging Division

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

The main purpose of the Division is to help direct and protect resources of the Clerk's Office while improving internal processes and services provided to its customer base, the Court, law enforcement, all external partners, and the public. Accomplishments for Audit and Internal Controls for 2020 are as follows:

- Completed fifth (5<sup>th</sup>) year of full PCI compliancy (debit/credit card assurance of security). No security breaches in 2020.
- Directed multidivisional effort for successful completion of the 2019/2020 external audit. Tenth year for zero financial and case management infractions.
- Verified funds for the Ohio Pooled Collateral System in connection with depositing financial institution. Third year for this requirement.
- Audited, maintained, and submitted Supreme Court Report case types.
- Imaging
  - Added two (2) new Imaging Clerks
  - Created Controller position
  - 1.5 million items scanned, 58,000 total cases
  - Received new height adjustable tables and chairs

#### INTERNAL AUDITORS

- Civil-12,151 cases audited
- Criminal/Traffic- 2,639 cases audited
- Monthly reporting of stats and concerns sent to division management

#### FINANCIAL MANAGEMENT

- Balanced four (4) depositing accounts monthly, as mandated by the ORC
- Verified all funds and media types deposited with financial institution and CMS (CourtView)

#### PROJECT MANAGEMENT

- e-Filing
- Criminal/Traffic began accepting subsequent filings
- Internal Auditor approved registration request for new filers
- Expungement Filings and payments accepted



## SUPREME COURT ONLINE NOTARY PROJECT

- Signix chosen as vendor, staff selected and equipment needs addressed, online training provided

### Civil Division

The Civil Division is responsible for accepting, filing, issuing service, docketing, processing, and maintaining records for Civil cases. Civil cases include contract disputes, personal injury, property damage, evictions, small claims, certificates of judgment, cognovits, declaratory judgments, and housing/safety code issues. The Civil Division also processes applications for driving privileges. Accomplishments for the Civil Division in 2020 are as follows:

- Continued the e-filing pilot for the filing of new small claims, contract, liability, environmental complaints, and subsequent filings by the City of Columbus, State of Ohio, and Franklin County.
- Proposed and implemented a new process to request to remove eviction records from public access and changed the Clerk's Office website search to reflect three (3) years of eviction records.
- Implemented courtroom location changes for eviction cases being held at the Columbus Convention Center due to the COVID-19 pandemic. Updated Clerk's Office summons and hearing notices to reflect new courtroom location.
- Added a drop box option in the Municipal Court building for Civil Division filings.
- Assisted in implementing the use of kiosks for payments of writs of restitution and set outs for eviction cases in the Columbus Convention Center.
- Worked collaboratively with the Court to draft a resource list related to the COVID-19 assistance to be sent out with all new eviction summons.
- Worked with the United States Postal Service and vendors related to printing of mailing bar codes to improve the scanning of our mail bar codes to better improve tracking of our certified mail pieces.
- Improved process for Affidavits of Indigency and a new standardized Affidavit of Indigency form.
- Followed Administrative Orders impacting the issuance of garnishments, evictions, processing of our droplist, issuing of Secretary of State Service, and the receiving of filings in person.

### Collection Division

The Collection Division oversees and coordinates the collection of debts owed to the Court, with the primary objective of seeking monies due to the City of Columbus taxpayers. The Collection Division operated in conjunction with four (4) outside agencies in 2020. 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 2020 are as follows:

- Collected \$1,370,074.39
- Bond forfeited by the Court for 2020 - \$46,327.00
- Managed billings and compliance for fourteen (14) active bond companies and over sixty-two (62) surety agents
- Generated past due notices in-house for payable tickets
- Total Bond Forfeiture Judgments paid - \$17,608.50

### Criminal/Traffic Division

The Criminal Traffic Division processes and maintains Criminal, Traffic, and Environmental cases. The Criminal/Traffic Division provides a multitude of services to the public, law enforcement, and the Court. This Division plays an integral role in the promotion of public safety by providing support 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 that have been ordered by the Court to be sealed. Other examples of service include administering oaths, accepting criminal and traffic charges, filing motions, filing search warrants, providing information about court cases, dispositions, future court dates, as well as assisting in the courtroom. Accomplishments for Criminal/Traffic in 2020 are as follows:

- The Expungement Department began accepting e-filed applications for sealing of record.
- The Division completed a pilot for a webchat service. The "go live" target is early 2021.
- Worked with the Court's Probation Department to accept e-filed competency reports.
- Complied with Administrative Orders extending fines and costs, court dates, and mailing of case information.
- Per Administrative Order, jail arraignments held in Courtroom 4D were heard Tuesdays, Thursdays, and Saturdays. All assigned prisoner cases were moved to Mondays, Wednesdays, and Fridays.
- Complied with Ohio House Bill 197 regarding Supreme Court of Ohio Tolling Order for tolled speedy trial rights.
- Safety upgrades installed in response to the COVID-19 pandemic, including a Plexiglas barrier for counter area.
- Partnered with the Court to develop a new "Summons In Lieu of Arrest" procedure for the Columbus Division of Police to request set aside of non-violent warrants and request new court date. Offered to all police agencies.

- Per the Court’s Order, discontinued the long standing same-day “add on” procedure for non-jail arraignments.
- Worked with County Prosecutor’s Office to develop a system for prosecutors to request files via email.
- Pulled unassigned cases for June 2020 for review/dismissal by City Prosecutor for Courtrooms 1A, 1B, and 4C.
- Court ordered the discontinuation of on-site fingerprinting and directed fingerprints be taken by arresting agency.
- Supervisors attended webinars included in the “Supervisor Series” presented by the Supreme Court of Ohio.
- Added Ohio Revised Code charges to CMS (CourtView) applicable during the pandemic.
- The Division pulled cases from the rioting and curfew violation for the City Attorney’s Office to review.
- Partnered with the Court to modify the application for sealing of record to include the applicant’s email address.
- Worked with the Public Defender’s Office to include language on the summons forms to allow defendants to reach them before their court date.
- Contacted police agencies in Franklin County to obtain new rosters and update CMS.
- The Division met with members of Columbus City Council regarding the creation of Opportunity Port.
- Updated the fingerprint order form issued to indicate when DNA was collected.
- Partnered with the Court to create a new “refer back” policy when a defendant is arrested that would eliminate the need for the defendant to be brought to Court.
- Worked with the City Prosecutor’s Office to identify the process of defining probable cause with Deputy Clerks.
- Collaborated with the Court and the Franklin County Sheriff’s Office to implement a video arraignment system in Courtroom 4D.
- Implemented changes to the online Courtroom 4D arraignment list at the request of justice partners.
- Accepted e-filings for Criminal, Traffic, and Environmental cases on a pilot basis. The pilot project was successful, and the Division made this feature available to attorneys practicing in the Court as well as the general public.

#### Courtroom Services Group

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

Each CSG member acts as a liaison between Court personnel and the Clerk’s Office. After court, CSG Deputy Clerks provide assistance to other divisions of the Clerks’ Office. In 2020, the Courtroom Service Group accomplished the following:

- Trained and placed three (3) new Courtroom Clerks.
- Welcomed new Judge D’Varga and her Bailiff to 13D.
- Trained two (2) Deputy Clerks on BCI reporting and correction of BCI rejects.
- Continued 20,851 cases; issued 14,347 notices; Dismissed 4583 cases when Columbus was shut down due to COVID-19.
- Created/implemented a shift of CSG Deputy Clerks for Traffic court proceedings at the Columbus Convention Center.
- Developed and launched a reduced staffing initiative to assist in reduced staff numbers during the Global Pandemic.
- Assisted attorneys with remote filing of motions via fax and e-Filing.
- Actively worked towards creating an internal complete e-Filing process.
- Collaborated in the development and launch of 4D Video Arraignments.
- Developed and implemented a process to image all filings.
- Clerk’s Office BMV Deputy Clerk coordinated with Ohio BMV to develop an efficient method for emailing and faxing BMV documents.
- Clerk’s Office BMV Deputy Clerk developed a more efficient process to communicate termination of Administrative License Suspensions with the Ohio BMV.
- Transmitted approx. 63,000 records to the Ohio BMV.
- Terminated approx. 62,000 cases.

#### Accounting/Finance Division

The Accounting Finance Division works within both the Civil and Criminal/Traffic Division. The Accounting Finance Division oversees the collection and accounting for all fines, court costs, fees, bail/bonds, garnishments, judgments, and restitution, which are issued by the court. The Division processes a monthly disbursement of all the collected funds to the appropriate State, City, County, and Township Agencies. Accounting Finance also has four internal payment plan programs that are in compliance with the Ohio Revised Code, and the Local Court Rules, and an online payment service that is offered through the Clerk of Courts. The programs are as follows:

- *Time Payment Program* for fines, costs, and restitution is authorized by the sentencing Judge, allows a defendant to make monthly payments, up to twelve months, or until balance is paid in full.  
**TOTAL NEW SIGN-UPS IN 2020: 678**  
**TOTAL CASES ON PROGRAM THAT WERE PAID IN FULL IN 2020: 624**
- *Rent Escrow Program* allows tenants that have a complaint regarding their residential housing conditions to deposit their rent payment into an escrow account until the matter has been resolved.  
**NEW CASES FILED IN 2020: 186**
- *Trusteeship Program* allows a debtor to deposit a portion of their personal earnings with the Clerk of Courts to avoid legal proceedings, by creditors. The funds received are disbursed to the creditors equally, until all debt is paid in full.  
**NEW CASES FILED IN 2020: 10**
- *Restitution Program.* The restitution payment that is ordered by the court is made to the Clerk of Courts, and is sent directly to a victim, or victims to compensate any damages the court has deemed appropriate in that case. The Clerk does not charge any fees for this service of the court.  
**PAYMENTS FORWARDED TO VICTIMS IN 2020: 1799**  
**TOTAL MONIES FORWARDED TO VICTIMS IN 2020: \$410,382.58**  
**CASES WITH RESTITUTION THAT WAS PAID IN FULL: 463**
- *Online Payment Service (EPAY).* This is an online payment convenience that is offered by the Clerk of Courts for payment of payable citations, and for any fines and court costs once a case is adjudicated.  
**AMOUNT COLLECTED THROUGH THE ONLINE PAYMENT SERVICE IN 2020: \$5,495,525.00**  
**TOTAL NUMBER OF CASES PAID THROUGH THE ONLINE PAYMENT SERVICE IN 2020: 26,575**

**Accomplishments for Accounting/Finance in 2020 are as follows:**

- Continued the e-Filing pilot for the filing of new small claims, contract, liability, environmental complaints, and subsequent filings by the City of Columbus, State of Ohio, and Franklin County.
- Assisted in implementing the use of kiosks for payments of writs of restitution and set outs for eviction cases in the Columbus Convention Center.
- Worked collaboratively with the Court to draft a resource list related to the COVID-19 assistance to be sent out with all new eviction summons.
- Worked with the Court during the COVID-19 pandemic on Administrative Orders relating to work within the Civil Division which were impacted by the Ohio shutdown and subsequent Ohio Supreme Court Orders. These Orders impacted the issuing of garnishments, evictions, processing of our droplist, issuing of Secretary of State Service, and the receipt of in-person filings.

**Traffic Violations Bureau**

The Traffic Violations Bureau manages all tickets and complaints issued by twenty-one (21) Municipal Law Enforcement agencies and eight (8) Townships within Franklin County that includes Columbus Division of Police, Ohio State Highway Patrol, Franklin County Sheriff, Ohio State University Police, and Port Columbus Police. Our Office has jurisdiction in 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. In 2020, the Traffic Violations Bureau accomplished the following:

- Continued effective communication with Police Agencies, Prosecutors, Common Pleas Court, Juvenile Court, Mayor's Court Clerks, and Franklin County Municipal Court Courtroom Deputy Clerks to ensure quality work.
- Participated in Supreme Court Training Classes to gain additional knowledge of professionalism and customer service to successfully attain our Mission Statement.
- Continued with the new hire training schedule for Deputy Clerks to ensure they have knowledge of their respective department and also other departments within the Office.
- Cross-trained staff to ensure all daily responsibilities were met.
- Held weekly staff meetings to open lines of communication regarding policy changes, questions, and/or concerns.
- Implemented imaging process for all court documents received to ensure easy access, including mail received with payments, Notices/Summons sent, Statement of Facts from Police Agencies, the Environmental Weight Record, and ITN cards.
- Managed risks of exposure to Covid-19 by reduced staffing to make sure all work tasks were completed in a timely fashion.
- Sent out notices for future court dates to reflect the change in scheduling due to the Covid-19 virus.
- Updated and scheduled Environmental and Traffic cases according to new procedures and court times.
- Made sure Personal Protective Equipment (PPE) was available to all staff to ensure a safe and clean environment.

# **City Treasurer 2020 Annual Report**

**ANNUAL REPORT  
DEPARTMENT OF CITY TREASURER  
FOR THE YEAR ENDING DECEMBER 31, 2020**

The authority and responsibilities of the City Treasurer are set forth in Sections 88 through 96 of the Charter of the City of Columbus. Section 88 specifically states that "the treasurer shall be the custodian of all money belonging to the city and, subject to the provision of any specific trust, of all money held in trust by it."

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

The average monthly balance of investments in 2020 was \$2,062,275,546 with cash-basis investment earnings of \$36,321,470.47 for a yield of 1.40 percent. The investment balance at year end was \$2,033,054,359.66 which includes investment activity on December 31, 2020 that was not captured in the accounting system until January 2, 2021. Schedules of all investment activity for the year, and the portfolio composition as of December 31, 2020 are presented later in this report.

Columbus City Treasurer's Office  
Balance Sheet as of 12/31/20

**ASSETS:**

Cash in Banks	\$	11,803,550.17
Cash-in-Payroll Account		114,760.17
Cash-on-Hand		67,271.38
Receivable Items		18,296.49
Due to Others		8,766,977.87
Returned Checks		48,208.89
Treasury Investments		2,033,054,359.66
Total Assets	\$	2,053,873,424.63

**LIABILITIES:**

Auditor's Warrants Payable	\$	68,816,958.23
Auditor's ACH & Wires Payable		2,889,411.54
Payroll Checks Issued		(99,927.57)
Advance Receipts		31,917,980.44
Total Liabilities		103,524,422.64
Interest Earned		916,867.07
City Fund Balance		1,949,432,134.57
Total Fund Balances		1,950,349,001.64
Total Liabilities and Fund Balance	\$	2,053,873,424.63

**Columbus City Treasurer Investment Earnings-Cash Basis 1987-2020**

Year	Earnings	Year	Earnings
1987	\$28,388,518.85	2005	\$18,399,091.67
1988	\$22,060,069.73	2006	\$40,592,503.35
1989	\$25,936,181.69	2007	\$54,766,454.31
1990	\$25,462,770.85	2008	\$52,196,589.58
1991	\$21,972,435.31	2009	\$18,000,322.49
1992	\$14,630,762.90	2010	\$10,794,788.99
1993	\$14,078,568.03	2011	\$9,003,587.24
1994	\$14,407,539.40	2012	\$6,686,401.60
1995	\$21,167,207.89	2013	\$5,833,439.72
1996	\$24,328,056.80	2014	\$8,484,921.04
1997	\$26,925,897.15	2015	\$10,949,577.63
1998	\$29,599,645.25	2016	\$13,542,174.00
1999	\$31,525,495.24	2017	\$13,921,405.33
2000	\$36,981,982.63	2018	\$23,849,971.44
2001	\$40,300,193.79	2019	\$41,853,190.69
2002	\$26,027,402.32	2020	\$36,321,470.47
2003	\$16,136,402.90		
2004	\$10,336,025.03		

CITY OF COLUMBUS  
 DECEMBER 31, 2020  
 INVESTMENTS BY TYPE

<b>Description</b>	<b>Amount</b>	<b>% Yield</b>	<b>% of Portfolio</b>
FFCB Coupon Notes	402,832,676.31	1.86	19.82
FFCB Coupon Notes - Callable	136,780,677.80	0.89	6.73
<b>Federal Farm Credit Bank</b>	<b>539,613,354.11</b>		<b>26.55</b>
FHLB Coupon Notes	209,172,241.90	1.03	10.27
FHLB Coupon Notes - Callable	2,399,667.73	2.50	0.12
<b>Federal Home Loan Bank</b>	<b>211,571,909.63</b>		<b>10.39</b>
FHLMC Coupon Notes	101,111,143.21	0.40	5.00
FHLMC Coupon Notes - Callable	124,887,862.97	1.23	6.12
<b>Federal Home Loan Mortgage Corp.</b>	<b>225,999,006.18</b>		<b>11.12</b>
FNMA Coupon Notes	39,410,445.21	0.80	1.94
FNMA Coupon Notes - Callable	107,045,633.40	0.41	5.27
<b>Federal National Mortgage Association</b>	<b>146,456,078.61</b>		<b>7.21</b>
FAMC Coupon Notes	-	-	-
FAMC Coupon Notes - Callable	20,010,471.23	0.82	0.98
<b>Federal Argricultural Mortgage Corp. Totals</b>	<b>20,010,471.23</b>		<b>0.98</b>
Commercial Paper	277,479,994.58	0.32	13.67
Treasury Note	298,286,913.58	1.36	14.65
Federal Gov't Obligations Fund	9,335,410.34	0.01	0.46
Star Ohio	164,689,412.43	0.12	8.09
Star Ohio - CARES Act	18,033,175.98	0.12	0.89
JP Morgan Chase Bank	88,040,565.20	0.03	4.33
Huntington Premier Money Market	1,011,900.79	0.01	0.05
Municipal Bond	32,526,167.00	0.25	1.60
<b>Total</b>	<b>\$ 2,033,054,359.66</b>		<b>100.00</b>



# **Mayor's Office 2020 Annual Report**

## Mayor's Office 2020 Annual Report

Mayor Andrew J. Ginther's strategic priorities in 2020 focused on his Equity Agenda, an agenda that calls out racism and discrimination where it exists and his plans to address it:

- Reducing infant mortality by making sure black babies reach their first birthday and beyond;
- Ensuring access to high-quality pre k, regardless of your zip code;
- Working to reduce evictions where we know black mothers are disproportionately impacted; and increasing the availability of affordable housing;
- Creating more opportunities for black owned and women owned businesses to have equal access to city contracts;
- Connecting residents to good paying careers in the trades; and
- Ensuring our residents feel safe wherever they go . . . including their interactions with police – because there is no greater inequity than the brutality that can happen at the hands of police officers.

## Fiscal Responsibility

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

Despite significant financial losses across all sectors because of COVID-19, the City of Columbus was able to compile a balanced \$964 million budget without depleting the Basic City Services Fund or the Budget Stabilization fund (also known as the Rainy Day Fund), and without contemplating a single layoff or furlough.

## 2020 Accomplishments

- January 3: Graduated 132nd Class of Columbus Police Cadets
- January 4: Held Mayor Ginther's Community Day Event
- January 14: Announced 2020 Columbus and Franklin County Addiction Plan
- January 14: Announced Envision Hilltop Plan
- January 16: Launched Edge Program (revamped Restoration Academy)
- January 29: Opened Habitat for Humanity Mid-Ohio Store
- January 30: Celebrated White Castle Headquarters Opening
- February 5: Launched free Linden Leap shuttle
- February 5: Announced eviction reforms
- February 7: Fire Graduation
- February 13: Held State of the City at West High School
- February 14: Held 8th Annual UNCF Mayor's Luncheon
- February 25: Held Women's Commission Town Hall
- February 28: Dedicated Big Lots Behavioral Health Pavilion at Nationwide Children's Hospital
- March 3: Announced Arnold Sports Festival Restrictions with Governor DeWine
- March 12: Announced Visio Zero Initiative
- March 18: Issued State of Emergency due to COVID-19
- March 23: Opened Fire Station 35
- March 31: Announced new shelter for homeless residents who have either tested positive for COVID-19 or have been determined by a medical professional to be showing symptoms of COVID-19
- April 8: Announced Mike Stevens as permanent Director of Development
- April 9: Held Neighborhood TeleTown Hall
- April 10: Began work on Sullivant Avenue Infrastructure Improvements
- April 13: Announced Alternative Care Center at Convention Center
- April 23: Held Virtual Interfaith Experience
- May 4: Issued Executive Order to allow Commissions, Boards and Panels to meet virtually
- May 6: Issued Executive Order to announce the establishment of a Business Advisory Council which will serve as an advocate for Minority and Women-Owned Businesses
- May 14: Held Virtual Interfaith Experience

- May 19: Announced successes In Paycheck Protection Program with Small Minority and Women-Owned Businesses
- May 27: Announced Interim Fire Chief Happ
- May 28: Announced the Columbus COVID-19 Small Business Response and Recovery Fund
- May 31: Implemented citywide curfew
- June 5: Provided an update on progress toward implementation of recommendations by the Community Safety Advisory Commission
- June 10: Began COVID testing initiative from Columbus Public Health
- June 11: Announced CARES Act dollars to fully fund the 44 Human Service Programs that were competitively selected in 2019 (\$2.2 million)
- June 11: Announced Executive Order to require all fatal use of force cases or cases of death in police custody in Columbus to the Ohio Attorney General’s Bureau of Criminal Investigation
- June 15: Held Virtual Pride Illumination
- June 16: Announced the Chief’s Advisory Panel
- June 16: Issued a directive prohibiting the use of tear gas as a crowd control measure and limiting pepper spray to situations involving only clear instances of violence.
- June 17: Announced participation in 8 Can’t Wait
- June 25: Held EDGE Graduation
- June 30: Announced the LinkUS Mobility Corridors Initiative
- June 30: Issued Executive Order pertaining to term expirations for Area Commissions
- July 1: Announced Civilian Review Board Working Group
- July 1: Hired BakerHostetler and Rick Wozniak to investigate police response to protests
- July 1: Removed Christopher Columbus Statue from City Hall
- July 2: Announced mask mandate
- July 7: Announced home repair assistance in Linden (\$500,000)
- July 7: CARES Act money to expand summer camps and programming options for Columbus youth (\$2 million)
- July 9: Announced CARES Act funding for nonprofit human services providers (\$15 million)
- July 20: Charter Amendment to codify a Civilian Police Review Board and an Inspector General
- July 20: Aggregation goes to November ballot
- July 21: Held Virtual Apprenticeship Fair
- July 22: Announced independent after-action review by OSU (\$250,000 from the police division’s drug seizure account)
- July 22: Announced CARES Act money for CCS Chromebooks (\$7 million)
- July 24: Linden Fresh Food Market Announcement (\$1.5 million)
- July 27: Announced hour restrictions at bars, restaurants and nightclubs
- July 27: Announced CARES Act Money for childcare providers (\$6.2 million)
- July 27: Announced CARES Act money for rental assistance (\$10 million)
- July 27: Announced CARES Act money for utility assistance (\$1 million)
- July 28: Announced Pandemic Payment Relief Program for electric bill payment assistance (\$300,000)
- July 28: Announced Smart Mobility Hubs, connected vehicle technology and re-launch of Linden LEAP for food delivery
- August 8: Participated in virtual African American Male Wellness Walk
- August 2020: Held 4 Virtual Town Halls
- August 11: Announced Maureen Stapleton as new director of CelebrateOne
- August 12: Announced micro-intervention teams, ShotSpotter expansion and VOICE program
- August 13: Launched 30x30 initiative to address systemic racism in the workplace
- August 26: Kicked off Community Choice Aggregation
- August 31: Announced temporary outdoor seating pilot program
- September 3: Announced win in eviction process
- September 9: Announced Financial Empowerment Roadmap
- September 10: Announced Health and Human Services grant for teen pregnancy prevention
- September 14: Broke ground on the Scioto Peninsula
- September 17: Announced Recovery and Resiliency Advisory Committee
- October 1: Announced CPD Dashboard
- October 2: Announced Election Official Leave
- October 5: Expanded ShotSpotter
- Held ODI Symposium
- Distributed hundreds of thousands of cloth masks
- Celebrated a sustainability milestone - surpassing 30,000 home energy audits in Columbus within two years.
- Opened Learning Extension Centers
- Selected by Bloomberg Philanthropies to participate in the What Works Cities City Budgeting for Equity and Recovery program
- Hired renowned criminologist David Kennedy to start with a 6-month analysis to generate a current snapshot of who is driving serious violence in Columbus

- November: Passed Issues 1 for energy consolidation
- November: Passed Issue 2 to establish a Civilian Police Review Board and Inspector General
- November: Proposed 2020 Capital Improvements Budget
- November: Proposed 2021 Operating Budget, without depleting the Basic City Services Fund or the Budget Stabilization fund and without contemplating a single layoff or furlough.
- Dedicated mural for the Deliver Black Dreams campaign
- November 23: Announced CARES money for utility bill assistance
- December 2: Held Women's Virtual Building & Construction Trades Event
- December 7: Held virtual groundbreaking for West Side Early Learning Center
- December 15: Held celebration for CelebrateOne
- December 16: Presented recommendations from Civilian Review Board Work Group

# **Columbus Public Health 2020 Annual Report**

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

## **COVID-19 RESPONSE**

In 2020, Columbus Public Health also was called upon to protect the health of our community in new and unprecedented ways during the COVID-19 pandemic. Columbus Public Health led our community efforts to prevent the spread of COVID-19 in our community and protect the health of our residents during this once-in-a-lifetime pandemic. This comprehensive pandemic response included COVID-19 testing, contact tracing, local public health orders, compliance and enforcement, and vaccination which began on December 26, 2020 in our community.

- **Case Investigation**
  - Conducted 61,001 COVID-19 case investigations to identify cases and conduct contact tracing to prevent the spread of COVID-19.
- **Contact Tracing**
  - Conducted 38,532 contact investigations for isolation and quarantine.
- **Testing**
  - Completed 21,084 COVID-19 tests with our adult hospital partners: OhioHealth, Ohio State Wexner Medical Center and Mount Carmel Health System.
- **Mask Enforcement**
  - 3,665 complaint investigations.
  - 133 warning letters.
  - 96% compliance rate.
- **Public Information Call Center**
  - 73,002 calls, chats and emails to provide information, education and appointments for testing and vaccines.
- **Outbreak Response**
  - 86 COVID-19 outbreaks.
- **Vaccines**
  - Provided 1,108 COVID-19 vaccines to those in tier 1A as outlined by the Ohio Department of Health.

## **PUBLIC HEALTH PROGRAMS AND SERVICES**

**Please Note: Because of COVID-19 restrictions and Columbus Public Health’s response, many public health programs were closed and/or offered limited services in 2020.**

### **Alcohol and Drug Services**

- Served 748 clients through outpatient and intensive outpatient group therapies.
- Engaged 1,080 individuals through 9 Walk In for Recovery and outreach events.
- Served 45 people through the Medication Assisted Treatment program with 28 patients prescribed Suboxone and 17 patients given Vivitrol injections.
- Served 4,149 clients through Safe Point which dispensed 1,189,301 needles and collected 892,849 needles.
- Collected 97 pounds of medication and 20 lbs. of sharps, needles and lancets at 1 drug take back event.
- Distributed 5,500 fentanyl test strips through Project LIFE at 10 partner locations to save people from accidental overdoses.
- Provided naloxone trainings, education and harm reduction strategies to over 5,000 residents and distributed 5,251 boxes of NARCAN nasal spray.
- Provided alcohol and drug prevention education to 4,393 residents at 40 community sites.
- Provided HIV/Hep C/STI education and harm reduction strategies to 645 residents.
- Developed and implemented cross-system collaboration with 5 non-profit agencies to increase linkage to addiction and recovery services for residents.

- Collaborated with the Department of Neighborhoods to assist with providing medication at homeless camps.
- Provided drug overdose prevention education at flu vaccine clinics.

### **CARE Coalition**

- Canvassed 905 homes to serve residents after a traumatic event in the neighborhood.
- Engaged 149 residents to provide information and services to help prevent and address trauma.
- Completed outreach to 174 next of kin to show care and share information on resources.
- Shared grief baskets with more than 30 families following their traumatic losses.

### **Center for Public Health Innovation**

- Provided guidance and recommendations on how to address racism as a public health crisis.
- Held a Health Equity Summit which provided training to 382 people on the history of racism in the United States, Targeted Universalism – a policy framework, equity in all policies, and racial equity tools.
- Ensured the cultural and linguistic competence of community outreach on the COVID-19 pandemic.
- Supported the American Heart Association’s work that led to the Default Healthy Beverages in Kid’s Meals ordinance.
- Provided 17,416 interpretation and translation services and ensured the cultural competency of 375 documents.
- Provided webinars on a variety of topics, including racism and health outcomes, the intersectionality of HIV and COVID-19, and health insurance for transgendered people, impacting 16,679 people.
- Provided technical assistance to local early childhood and education centers to increase healthier foods served, more physical activity opportunities, breast feeding support, and building resilience for children and their families.
- Supported the FarmSHARE Pilot - Farmers Supporting Health and Racial Equity – by purchasing more than \$12,000 worth of produce from local farmers that was distributed by 6 host organizations. More than 60% of participating farmers were Black, more than 80% of host organizations were Black-led, and more than 1,400 residents participated in the program with 84% Black, indigenous or people of color.
- Partnered with the Ohio Farmers Market Network and 7 farmers markets to distribute more than \$80,560 in WIC Farmers Market Nutrition Vouchers to 4,028 pregnant women, infants and children under five.

### **Community Engagement**

- Facilitated COVID-19 testing at 14 low income senior residential sites.
- Coordinated Faith Leaders virtual forum.
- Provided weekly COVID-19 communications to more than 800 faith leaders and organizations and more than 70 community leaders and agencies serving immigrant and minority communities.
- Responded to safety concerns and provided COVID-19 guidance to 36 faith organizations.
- Produced 4 Mini Med School events in partnership with OSU Wexner Medical Center.
- Coordinated 5 planning sessions for the African American Male Wellness Walk Initiative of 250+ community partners and members.
- Convened 23 agencies with city partners and community leaders serving immigrant communities in virtual meetings addressing COVID-19 concerns.
- Partnered with SBA, Hispanic Chamber of Commerce, and City Council to coordinate 3 COVID-19 outreach events to Latino-owned small businesses.
- Partnered with the OSU Wexner Medical Center and WIC to deliver COVID-19 information and other resource materials to 300 residents in 2 mobile parks.
- Coordinated 10 COVID-19 community presentations.

### **Dental**

- Screened 1,820 children for dental sealants.
- Provided dental sealants to 1,292 children.
- Provided 99 oral health education/sugar sweetened beverage presentations to encourage good oral and overall health.

### **Disease Prevention**

- Treated 117,091 acres for adult mosquitoes, conducted 2,820 inspections of larviciding sites, larvacided 4,954 catch basins, and treated 174 rain barrels to prevent mosquito-borne diseases.
- Completed 3,382 rat surveillance assessments and initiated 1,588 rat related complaint investigations.
- Issued more than 812 Retail Tobacco and Paraphernalia Sales Licenses, conducted 349 underage buy attempts, and completed 478 sign checks to ensure compliance with Tobacco 21.

### **Emergency Preparedness**

- Activated staff and operationalized Incident Command Structure for COVID-19 response efforts.

## **Epidemiology**

- Conducted analyses for comprehensive reports on reportable infectious diseases, related infant deaths, fetal and infant mortality, and mental health.
- Updated an interactive tool to display several years of Key Community Health Indicators related to the Community Health Assessment.
- Maintained or increased monitoring and reporting of trends, including COVID-19, influenza, hepatitis C, infant deaths (including sleep-related), preterm births, and overdoses and related factors (deaths, emergency medical services (EMS) runs and emergency department (ED) visits, opioid prescribing, distribution of naloxone and clean syringes).
- Published the comprehensive Overdose & Addiction dashboard with the Columbus & Franklin County Addiction Plan.

## **Food Protection**

- Conducted 9,235 inspections of 5,627 food facilities.
- Educated 356 participants in food safety.
- Conducted 204 school safety inspections.

## **Infectious Disease Investigation**

- Investigated 3,072 reports of non COVID 19 infectious diseases.

## **Laboratory**

- Performed 1,500 drug screens to support the Alcohol and Drug Counseling Program.
- Performed 11,600 tests for Urine GC/CT, 966 rectal GC/CT tests, and 4,511 Oral GC/CT tests.
- Screened 3,885 clients for Hepatitis C, 6,162 clients for HIV, and 9,152 clients for syphilis.
- Performed 58,000 in-house tests on site.

## **Maternal Child Health**

- Distributed 1,611 cribs for infants without a safe sleep surface to help reduce infant mortality.
- Trained 977 Safe Sleep Ambassadors through 47 trainings.
- Released the 2019 Fetal-Infant Mortality Report to the Community Action Team and other stakeholders.
- Continued to serve at-risk families with telehealth services during COVID-19.
- Completed 6,162 home-based or telehealth visits for pregnant and newly parenting families.
- Distributed 638 child safety seats to 515 eligible families through educational appointments.
- Inspected 58 child safety seats for proper installation.
- Provided 13 fitting stations.
- Provided 31 instances of technical assistance to fitting stations, local pediatrician offices and community partners focusing on child passenger safety.
- Reached over 33,000 families with education on proper car seat use through our partnerships with local pediatrician offices, incorporating the Child Passenger Safety Toolkit into well visits.
- Distributed 600 cabinet locks for home and medication safety to Nationwide Children's Hospital for direct distribution to parents and caregivers.
- Provided education for families on limiting lethal means to prevent youth suicide as well as a lock box to store potential lethal means to 860 families through our partnerships with Nationwide Children's Hospital and Syntero.
- Trained 63 people on CALM (Counseling on Access to Lethal Means) to better support families with a youth at risk for suicide.
- Organized virtual traffic safety public awareness around holidays and special events.
- Distributed and displayed traffic safety messages, including banners, yard signs and handouts, at COVID-19 community test sites.

## **National Accreditation**

- Received reaccreditation for another 5 years from the Public Health Accreditation Board.

## **Neighborhood Environmental Health**

- Initiated investigations of 100% of all cases of children with elevated blood lead levels by contacting the parents or guardians within state recommended guidelines.
- Worked with property owners, tenants and the City Attorney's office to ensure lead properties were secured to prevent lead poisoning, and followed up on lead enforcement cases.

## **Outbreak Response**

- Investigated and responded to 109 outbreaks, including the COVID-19 pandemic.
- Participated in the Coalition against Hepatitis for People of African Origin to promote prevention of hepatitis B among the African immigrant community.

## **Sexual Health Clinic**



- Served 2,563 patients.

### **Sexual Health Promotion**

- Purchased a mobile unit for HIV and STI screening, education and referrals in community settings.
- Helped prevent new HIV infections by completing a plan with community partners that addresses systemic racism, sexism and homophobia, as well as testing, linkage to HIV care, and retention in HIV care.
- Provided the multi-media *Know HIV No Fear* campaign to promote PrEP, testing and linkage to care for communities with a higher HIV prevalence, including gay and bisexual men and transgender/gender non-conforming individuals.
- Added Heart of Ohio, the first federally qualified health center, to join the program for HIV care.
- Added short-term rental assistance, utilities and mortgage support to 2 additional housing provider for persons living with HIV.

### **Strategic Nursing Team**

- Provided 91 services for clients at the Week of Walk Ins, including blood pressure screening, wound care, glucose readings and hepatitis A vaccinations.

### **TB**

- Provided evidence-based blood testing for TB to 401 high-risk students from 39 countries in Columbus City, Worthington and Dublin schools.
- Provided 1,585 in-person directly observed therapy (DOT) visits and 11,185 eDOT video submissions.
- Provided medical care and case management for 113 TB disease patients, including 51 newly confirmed cases.

### **Vaccine Preventable Disease**

- Administered 10,456 vaccines to 5,193 clients.
- Successfully case-managed all 101 newly reported cases of perinatal hepatitis B infection in pregnant women to ensure zero transmission of hepatitis B virus to their newborn child.

### **Vital Statistics**

- Issued 43,080 certified birth certificates.
- Issued 58,457 certified death certificates.
- Approved 11,432 burial permits.
- Registered 20,769 new births.
- Registered 15,026 deaths.

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

- Completed 8,336 visits and provided 485 LARCS (long-acting reversible contraception) with 97% provided same-day and 46% for a resident of a CelebrateOne neighborhood.
- Implemented HIV PrEP and telehealth using OTTO Health.
- Enrolled 170 residents with 77 healthy full-term babies born through Baby & Me Tobacco Free.
- Administered Get Real sexual health curriculum in Starling, Hilltonia, and Sherwood middle schools as part of the CelebrateOne Teen Reproductive Health Education Committee.

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

- Served an active client caseload of 27,095, the largest caseload in Ohio.
- Made 6,397 contacts with breastfeeding mothers, 4,152 contacts with pregnant mothers, and taught breastfeeding classes to 128 women.
- Distributed 4,028 vouchers worth \$20 each to WIC participants at 20 local farmers markets for purchase of fresh fruits and vegetables with \$58,640 redeemed for produce.
- Served 2,192 participants through drive-thru clinics to continue to serve clients during COVID-19 closures.
- Conducted 45 virtual or drive-thru outreach events.

# **Department of Public Safety 2020 Annual Report**

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

Under the leadership of Mayor Andrew J. Ginther and Safety Director Ned Pettus Jr., PhD, the Department of Public Safety improved safety services in a year unlike any other, given the COVID-19 pandemic and historic civil unrest during which communities across the country demanded greater accountability, representation, and police-community relations.

## SAFETY DIRECTOR’S OFFICE

### Of Significant Interest-

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

### Specifically:

- Implementation of Community Safety Advisory Commission and Matrix Consulting Recommendations
- Diversity Hiring Initiatives
- Violence-Reduction Partnership with National Network for Safe Communities
- Expansion and Extension of ShotSpotter gunshot detection program
- Oversight/Coordination of Investigations of CPD Protest Response
- Selection of a new Fire Chief
- Adapting and Maintaining Essential Public Safety functions during COVID-19

### Implementing Community Safety Advisory Commission and Matrix Consulting recommendations

The Division of Police implemented dozens of reforms recommended by the Community Safety Advisory Commission and the independent Matrix Report. Those recommendations address recruitment, training, diversity and inclusion, community engagement and independent investigations. Of the 80 Safety Advisory Commission recommendations, 75% are either completed, in progress or approved pending funding or changes in the union contract. That’s true of nearly 85% of the 139 Matrix recommendations. The Division created the online Police Community Safety Dashboard where the public can see in real-time each recommendation and its status.

### Diversity Hiring

2020 was a year of significant progress in efforts to diversify both police and fire divisions. Innovative, focused and robust recruiting efforts resulted in record levels of diversity among applicants. Our successes prompted Dayton city leaders to reach out for insights on how they might replicate our efforts and results.

- CPD July Recruit Class: 39% diversity, CPD December Recruit Class: 47% diversity
- CPD applicant pool from Summer 2020 recruiting period: 49% diversity
- CFD August Graduating Class: 47% diversity, most diverse in decades
- CFD December Recruit Class: 40% diversity

Cadet Program established in 2019 by the Divisions of Police and Fire is already producing strong results. The paid internship program introduces under-represented communities to, and trains them for, careers in public safety.

- o CFD’s second class of Cadets has 88% diversity, with two cadets in the December 2020 Recruit Class, one Cadet in Class 111, and two graduated with Class 110
- o 30 Cadets total have applied to be Columbus Firefighters. 20 are currently banded, and 11 have been processed and are awaiting Oral Board interviews
- o CPD’s second Cadet Class has 71% diversity, with three Cadets in the 134th Recruit Class

- Tracy Smith became the first female in the history of the Division of Fire to be promoted to Assistant Fire Chief
- Jennifer Knight was promoted to Police Deputy Chief, and Elrico Alli was promoted to Commander and is currently the highest-ranking African American within the Division of Police

### National Network for Safe Communities Partnership

In October, the City partnered with the National Network for Safe Communities (“NNSC”) and Criminologist David M. Kennedy at the John Jay College of Criminal Justice. NNSC supports the implementation of strategic interventions to reduce violence and improve public safety, minimize arrest and incarceration, and strengthen relationships between police and communities. NNSC conducts a six-month analysis to generate a current snapshot of who is driving serious violence in Columbus. This data will then be utilized to assist in violence prevention as part of Columbus’ Comprehensive Neighborhood Safety Strategy. NNSC’s Gun Violence Intervention (“GVI”) concentrates on the groups at highest risk for violent victimization and offending, with the intention to keep individuals in those groups alive, safe, and out of prison. GVI implementation requires a Problem Analysis- an assessment of facts on the ground (who and what are driving serious violence) to design an

operation that addresses the problem. While law enforcement has access to a wealth of information on current and historic crimes, NNSC believes the information is often captured in a way that is more useful for prosecution than for violence prevention. Kennedy is among the nation's most respected consultants in the field of modern policing and has been since the mid-1990s, when he was the chief architect of Boston's "Operation Ceasefire" on which GVI is modeled.

#### Expansion and Extension of ShotSpotter

Public Safety expanded the use of ShotSpotter gunshot detection technology as a tool in the fight against gun violence, expanding the three current locations (Linden, Southside and Hilltop) by 1 square mile each and the installation of a fourth location on the east side. The ShotSpotter expansion area was selected on the basis of violent crime data analytics in an area comprised solely of "Qualified Opportunity Zones," "High Poverty Census Tracts," and federally designated as a "Choice Neighborhood." This was based on dramatic results from the pilot program. From February 2019 to January 31, 2020:

- 101 guns have been recovered
- 3,384 casings have been recovered
- 99 arrests
- 3,665 ShotSpotter alerts
- 532 related calls for service
- 821 related reports

#### Coordination/Oversight of Investigations into CPD Protest Response

Mayor Ginther established an email account for citizens to report allegations of police misconduct at protests in Columbus, which started at the end of May 2020, and continued throughout the summer. The Department of Public Safety created a Use of Force Review Committee for intake purposes: to read emails and supporting documents/videos and acknowledge receipt of the emails, review and determine if allegations should be referred for administrative investigation or criminal investigation follow-up. DPS worked with the City Attorney's Office in evaluation of potential criminal misconduct, which were forwarded to a new temporary assigned Deputy Director of Public Safety (a retired FBI agent) for investigation. In addition, the allegations of misconduct that were of administrative nature were forwarded to the law firm of BakerHostetler for investigation. These reviews were responsive to the public's demand for independent investigation and accountability, and led to identification of gaps in the division that were addressed through changes in policy/practice.

#### New Fire Chief

Jeffrey Happ, a 27-year veteran of the Columbus Division of Fire, was named Fire Chief after serving as Interim Chief since late May. Happ was selected after a nationwide search resulting in 19 applicants, narrowed to a pool of 5 for interviews. Mayor Ginther praised Happ's experience and ability to forge relationships to bring about change. Director Pettus said Happ is distinguished by his embrace of change and collaborative leadership style. Happ committed to working to create a more diverse, inclusive Division of Fire.

#### Fire Station 35

The City added its first new fire station in over a decade, opening Fire Station 35 in March. This is the city's first fire station to be designed with special decontamination spaces with the intent of keeping firefighters' living areas free of harmful contaminants. The design carefully considered how firefighters move through the building to reduce exposure to cancer-causing contamination brought to light by recent studies. The \$11.5 million, 26,750 square foot facility serves the city's far-east side.

#### Nuisance Abatement

The Department, working along with the Office of the City Attorney, increased joint enforcement initiatives for this last year in the area of nuisances. There were nuisance abatement cases brought against twenty-nine (29) houses, eight (8) markets, four (4) hotels, and one (1) bar due to drug sales and violent criminal activity. The City objected to sixteen (16) liquor permits in 2020, and out of the six (6) liquor permits objected to in 2019, five (5) were resolved with agreed nuisance findings and one (1) objection was upheld.

#### Pandemic Response

Police and Fire implemented Emergency Management and Incident Command Systems to ensure their vital 24/7 services to the public throughout the COVID-19 pandemic. For first responders without the luxury of working from home or social distancing, maintaining the safety of personnel and the public required significant changes including but not limited to decontamination, quarantining of personnel, revisions of policies regarding non-violent crime, developing special staffing contingencies, and working with our community partners including hospitals and the courts.

## BRICK AND MORTAR

#### Fire and Police Facilities

- Completed Far North (Sancus Road) Police Neighborhood Community Center (Substation)
- Completed Fire Station 35 (on Far East side Waggoner Road)
- Continued construction of Fire Station 16
- Completed electrical renovations at the Police horse barn

- Began the HVAC renovations on the Central Safety Building
- Began design of the Police and Fire Wellness Center
- Began design of the Joint Safety Administrative Facility
- Completed the elevator modernization project at Police facility on Morse Road
- Began design of the apparatus bay extension at Fire Station 23

#### DIVISION OF POLICE

- Class of 46 recruits started in July
- Class of 45 recruits started in December
- Received 111 unmarked vehicles
- Received 92 marked vehicles
- Received 1 wrecker
- Received 11 unmarked trucks and vans

#### DIVISION OF FIRE

- Class of 35 recruits started in June
- Class of 35 recruits started in December
- Received 10 medics
- Received 1 platform ladder
- Received 1 engine
- Received 1 boat
- Received 26 unmarked vehicles
- Received 3 marked vehicles
- Received 2 generators

#### DIVISION OF SUPPORT SERVICES

##### Communications Section highlights for 2020:

- Approximately 12,000,000 radio calls made with no system busies
- Total calls answered by Police and Fire for year 2020- 1,747,527
- Processed 1,295,216 calls for service through Computer Aided Dispatch (CAD)
- 911 Calls processed by the Viper 911 System- 902,892
- Administration calls processed by the Viper 911 System- 1,502,423
- Text sessions and messages processed by the Viper 911 System- 1,676 sessions resulting in 15,552 messages
- Purchased 35 Viper E911 Remote Laptops. Equipment would allow relocation of personnel in the 911 Center due to COVID-19
- Deployed First Multi-Zone Fire Station Alerting system at Fire Station 16
- Directly supplied technical support during COVID-19 to our PSAP partners and CPD alternate PSAP center at Arlingate
- Directly supplied technical support to the CAD Group during the CAD 9.4 implementation and deployment
- Deployed Fire Alerting System at New Fire Station 35
- Directly supplied support to Department of Technology regarding issues on the telephone systems in Public Safety

##### License Section highlights for 2020:

During 2020, the expiration date on all licenses was extended after March, 19, 2020, due to COVID with the exception of the following:

- Vehicle for Hire- all VFH vehicles were required to get inspected both by Licensing and the meters verified by Weights and Measures, resulting in the renewal of their licenses. VFH driver licenses were extended.
  - Mobile Food Vending- All mobile food vending units were required to get inspected by both Columbus Division of Fire and the Licensing Section, but their licenses were extended.
  - Hotel/Motel-All locations required to have a Hotel/Motel license were required to renew their license in 2020.
- In addition, any new requests for licenses were processed so new business endeavors could move forward.

- 
- Handled 282 Alarm Appeals
  - Issued 0 Arcade licenses
  - Issued 805 "Bug your Bike" packets
  - Issued 3 permits for Carnivals, Circuses, or Shows

- Issued 309 Charitable Solicitation licenses
- Issued 0 Close Out Sale/Extension permits
- Issued 0 Clean Zone permits
- Issued 14 Commercial Sales/Tri-Annual/Promoter licenses
- Issued 1 Community Market permit
- Issued 18 Community Noise permits
- Issued 0 Dangerous Ordinance Permits
- Issued 150 Hotel/Motel licenses
- Issued 0 Itinerant Vendor permits
- Issued 1 Massage Establishment permits
- Issued 1 Masseur/Masseuse licenses
- Issued 36 Public Right of Way permits
- Issued 121 Mobile Food vending licenses
- Issued 35 Parade permits
- Issued 14 Professional Fund Raiser permits
- Issued 0 Roadway permits
- Issued 0 Scrap Metal Facilities
- Issued 100 Short Term Rental licenses
- Issued 184 Vehicle for Hire driver's licenses
- Issued 293 Vehicle for Hire Owner licenses
- Issued 25 Vehicle Transfer licenses

Radio Section Accomplishments for 2020:

- Facilitated the standup of voice communications in 2 new fire stations
- Moved EOC communications to alternate location
- o Provided more physically secure location for personnel during civil unrest
- Stood up alternate dispatch center at Arlingate
- o Alternate dispatch center allowed for dispatchers to work from two locations ensuring social distancing during COVID operations
- Assisted Columbus Fire and Bomb Squad in identification of suspicious device on incident scene
- Assisted Counter Terrorism Unit in verifying lack of radio frequency jamming in a particular area
- Facilitated set up and programming of radios with encryption so field forces could communicate securely during civil unrest

Weights and Measures Highlights for 2020:

Weights and Measures Section Inspectors Completed

- 16,459 device inspections
- 0 package inspections
- 0 Lots inspected
- 0 packages represented in the 0 lots
- 0 lots rejected resulting in 0 packages ordered off sale
- 71 price verification inspections with 2,925 prices verified
- Resolved 60 consumer complaints

Fiscal Section highlights for 2020:

- Processed 391 indigent burial payments
- Received \$2.35 mil in revenue for the Division

# **Department of Technology 2020 Annual Report**

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

## MISSION STATEMENT

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

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

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

2020 started much like any year but quickly evolved. In early February, countries throughout the world began issuing stay at home orders for their residents in response to spread of the COVID-19 virus. In anticipation of what may happen if the pandemic began to spread in the United States, DoT began exploring how remote working options could be allocated to City of Columbus staff. In March 2020, Mayor Ginther issued stay at home orders for all City of Columbus staff in a move to help slow the spread of COVID-19 throughout the region. Aided by years of technology breakthroughs and innovation, DoT was able to begin providing needed support and remote working options for City departments and agencies.

Presented here are some of the 2020 accomplishments of DoT. A balance of improving existing services and offering, implementing and developing new technologies that help the City of Columbus meet the needs of residents while safeguarding and maximizing the tax dollars we are allotted and adhering to the core department pillars.

## COVID-19 PANDEMIC AND SOCIAL UNREST RESPONSE

- **Remote telework response:** In March of 2020 and along with the entire world, the City of Columbus was confronted with the global COVID-19 pandemic, putting unprecedented demands on our Department of Technology. In seven weeks--in what would normally take at least six months--DoT established a work from home environment for nearly 2,000 City of Columbus staff; 90% of those within the first 14 days. At the same time, DoT greatly expanded the City's ability to host online meetings. Since March, City staff have hosted over 36,000 online meetings, including meetings of Columbus City Council and important briefings on COVID-19.
- **Health IVR Call Center:** Against the backdrop of the pandemic, the Department of Technology partnered with Columbus Public Health to establish the COVID-19 call center. In 30 days, phase 1 of the project went from design to operational, allowing over 50 agents to take calls and questions from residents concerned about COVID-19. By the end of 2020, the work of DoT enabled the call center to expand service capacity by adding 200 contact tracing and investigative agents.
- **Community Broadband Access:** As the pandemic unfolded and the digital divide became clearer, the City made a major investment in broadband with CARES ACT dollars to purchase 20,000 laptops for students in the Columbus City Schools district. The city also made investment of \$1.5 million dollars for hotspots and devices for members of the community with the Educational Service Center of Central Ohio and MORPC. The city and DoT the City teamed up with numerous local partners in what became the Digital Equity Coalition to develop short and long term strategies for broadband adoption. With the mayors support this work included an investment with the Columbus Partnership for two broadband pilot projects that will go live in two neighborhoods during the second quarter of 2021.
- **Health & Public Safety Dashboards:** During periods of heightened public health and safety concerns, access to timely and accurate information is critical. To help, DoT created a COVID-19 Resources Dashboard including a list and a map of Testing Sites, a report for the most up-to-date confirmed and suspected cases of COVID-19, and other related resources allowing organizers to see the daily local impact of the virus.

For public safety, DoT also created a dashboard to track the progress of recommendation of the Columbus Safety Commission. Both dashboards allowed leaders to more quickly and easily analyze facts and figures related to both subject matters, and be able make thoughtful decisions and relay accurate information to the public.

- **Implementation of new 311 platform:** The City of Columbus implemented its first 311 system in 2006, handling well over 4 million resident requests and interactions since that time. New innovations and improvements in customer relationship management software presented an opportunity to replace the aging system. In partnership with the Department of Neighborhoods, DoT helped lead the search and selection for the new enterprise system. Implementation began in November of 2020, with the system estimated to go live in August of 2021.



- **COVID-19-19 Grants and Applications web map development:** Two internal web mapping applications were created to assist the Department of Development manage the COVID-19 Small Business Response and Recovery Fund. One application displays Low to Moderate Income census tracts on a map and was used during the eligibility screening process for the City and Franklin County grant programs. A second web mapping application was created to display the location of businesses that applied for grants and those that were awarded grants. The value of funds awarded to each business are aggregated to the census tract geographies and displayed to the end-user. The use of these mapping applications streamlined the grant review process and ensured that the distribution of funds was prioritized to areas with most need.
- **Public Safety Video Review:** DoT collaborated with the Public Safety Director's office to implement internal and external video review Web pages to assist in ongoing investigations into the summer protests and the City's police response. The initial launch was October, 2020

## COLLABORATION AND PARTNERSHIPS

Dedicating resources, time and effort to join with other departments in building effective solutions which empower the business of our City. Collaboration and Partnership forms the third pillar of customer satisfaction for DoT. In 2020, DoT partnered with City offices and departments on key public policy priorities:

- **911 Center CAD Application Upgrade and Infrastructure Modernization:** In 2020, DoT provided project management of the 911 CAD system upgrade and worked with the Department of Public Safety Division of Support Services to modernize the CAD systems and network infrastructure. This important upgrade will provide greater system stability and enhanced functionality for 911 call taking and dispatching. This will better enable the city to provide these critical law and emergency services to the public.
- **Payroll and Dayforce Support:** DoT provided support to the Auditor's Office in the payroll transition from the thirty-plus year old Libra system to the new Dayforce Payroll and Personnel system. Areas of coordination and support were provided in data mapping, network power installations to City time clocks, Cherwell Dayforce portal to submit service request tickets, data integrations between the Dayforce application and the Talend data management system, and upgrade to the City kiosks. This new system allows the City's various Human Resource offices to consolidate processes and share day-to-day functions. A self-service function is provided to all employees to check leave balances, to submit time-off requests, update personal data, banking, benefits and tax information online from any computer or smartphone. System went live on October 10, 2020.
- **DAX365 Implementation and Support:** In 2020, DoT provided critical infrastructure, desktop and promotional support to the City Auditor's Office implementation of DAX365, the City's main accounting system. This system provides creation, tracking and approval of all procurements processed by the City. The DoT managed Cherwell system (the City's technology ticketing system) is utilized by the City Auditor's DAX Support team to manage and process all requests for support.
- **Department and Personnel Relocation Support:** DoT provided technical and on-site support to multiple departments in response to the pandemic. DoT set up four new call center expansions in support of social distancing efforts as well as ensuring the timely relocation of three departments. DoT supported hundreds of individual office moves for essential employees who were required to continue working on-site. This work resulted in safer work environments for essential employees who needed to continue working at city facilities.
- **Data Integration Support for DPU Enhanced Metering Project:** The Department of Public Utilities (DPU) is working to replace the City's inventory of water and power meters with new "smart meters" that are able to send meter readings to the City over a wireless network. The Data Analytics team of DoT is developing four integrations between the new cloud hosted application and the City's existing utility billing system (CUBS). The integrations developed by the DMP team will allow DPU to bill water and power customers based on the new smart meter reading information that is stored in the new cloud hosted application.
- **Developed a Map Gallery for 2020 Census' Complete Count:** An ArcGIS Online [Map Gallery](#) was created as a resource for members of the 2020 Census' Complete Count Committee. The Gallery contains demographic data layers and mapping applications used to predict the percentage of households who would respond to the census survey and help focus outreach to areas and communities less likely to fill out their census forms. A complete census count is vital to the community since population count is a key component of federal grant programs and accurate demographic data helps the City direct resources to the correct areas.
- **Columbus Community Index application:** The Columbus Community Index is the Department of Development's first attempt at using demographic and economic data to create a normalized, quantitative index at the Columbus Community level. A GIS tool was created to overlay various GIS layers related to population, socioeconomics, vulnerability, and market factors inputs. Index scores are calculated for each input layer, and an overall Columbus Community Index score is then calculated for each community. The customizable tool can be adjusted and re-run as the input GIS layers or weighting factors are updated, and the results are visualized in an ArcGIS Online web map application.

## CONTINUAL IMPROVEMENT

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

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

- **City of Columbus Website (columbus.gov):** In 2020, Columbus.gov had over 3.2 million visitors, averaging over 8,800 daily, with approximately 57% of these visitors accessing the site from a mobile devices. Today there are over 4,465 external web sites linking to

Columbus.gov for news and information, helping the site rank in the top 1 percent globally and nationally in usage. The DoT Emerging Applications team and the Mayor's Office Communications team continue to work with City departments to improve functionality and content on Columbus.gov. Columbus.gov has served 137,460 page views pertaining to COVID-19 from March 13th through December 31st 2020. Due to the pandemic, many editors of Columbus.gov were at home and unable to perform their editing duties. Department of Technology staff stepped up to complete these edits on their behalf. Many of these edits were COVID-19 related and timely requiring quick turnaround and after hours support.

- **Columbus Government Television CTV**

CTV continued successful customer service by providing 30+ hours of original programming each month, including all City Council meetings, Council in 90, and enhanced COVID-19 coverage of press releases, media events, and community health outreach and education. Throughout 2020, CTV was essential to the development and process of streaming online meetings and hearings. This effort allowed the City to continue functioning by allowing public viewing and comment on everything from zonings requests to development proposals. All program schedules are posted on the City's web site and many events were webcast live and made available on-demand to the community. CTV also manages the City's Educational Channel and the Community Bulletin Board, and maintains and programs the City's YouTube Channel.

- **Data Center Modernization:** In spite of the pandemic and a drastically changed workplace, work continued on transforming the City of Columbus technology data center into one of the region's finest and most robust; from Tier 1 to Tier 3. In general terms this investment allows our Department of Technology to perform repairs and maintenance with little to no downtime, expanded backup and protection of data, and rollover power. This improvement saves the City considerable dollars and lost productivity.
- **Expanded Citywide Computer Deployment:** In 2020, DoT led the purchase of all technology software and hardware purchased with federal CARES ACT dollars. This included the purchase and implementation of additional remote connectivity software and deployment of mobile computing devices over and above the normal annual computer replacement effort.

**Data Management Platform – Sustainment:** The Data and Analytics Services (DAS) team of DoT successfully implemented two core Data Management Platform technologies in spring of 2020 (Talend and Cloudera). The DAS team will work to streamline the process of maintaining, upgrading, and patching the core DMP technologies to ensure that any data integration jobs developed by the DMP team provide data to customers reliably and consistently as more and more jobs are deployed to production in 2021.

- **GovDelivery Communication** (Columbus.gov/mycbus): DoT, on behalf of the Mayor's Office, continues to lead the effort to manage and procure the GovDelivery non-emergency communication tool for use throughout the City enterprise. In 2020, a total of 875 bulletins were distributed/delivered. Current Topics/Categories total 191, up from 146 in 2019. There are 174,535 subscribers, up from 149,966 in 2019. The most popular Topic among Subscribers is from the Recreation and Parks News & Updates Topic with 10,850 subscriptions.
- **Continued Expansion of the Fiber Network:** DoT planned and executed a large-scale fiber expansion project. The project, coordinated with Public Safety, delivered new fiber connections to sixteen new city facilities. These new connections enabled improved network connectivity which allowed new on-site training opportunities and improved computing and communications services. Today, the Columbus Fiber network consists of over 1,000 miles of cable throughout the city.
- **Lucity Platform Adoption:** DoT continued to onboard City departments to the Lucity work order and asset management system. In 2020, DoT added several divisions of the Department of Public Service (DPS) to the platform, including, the Refuse division for Refuse container management (536,685 containers); DPS for building maintenance, employee certificates and classes management; and Traffic Management for truck inspection management

# **Department of Development 2020 Annual Report**

## Cares Act

The Department of Development received \$56 million in Cares Act Funds and provided more than \$36 million to 145 nonprofit human service agencies who provide services that includes:

- Investing in economic security and resiliency programs and basic needs
- Workforce development, homelessness prevention, food stability, hygiene, financial capability, immigrant and refugee services, solutions to violence

The City provided \$8.3 million in CARES Act funded grants to more than 900 small businesses; 80% of which are minority or woman-owned businesses.

## Land Redevelopment

In 2019, The Land Redevelopment Division partnered with the Central Ohio Community Improvement Corporation to create Central Ohio's first community land trust. The Central Ohio Community Land Trust or COCLT had a successful 2020 by completing and selling its 29th house with 10 additional houses nearing completion and in contract. The COCLT is an effective tool to create homeownership opportunities in neighborhoods where families are finding a difficult time finding affordable houses to purchase.

- First houses completed in Near East, South Side, and Franklinton;
- The average household income of a trust homebuyer is \$50,000, with some families making under \$35,000;
- 75% of the trust homebuyers are black or Hispanic;
- Over 60% of the trust homebuyers are women

## Homeowner Occupancy Program

The Land Redevelopment Division unveiled the Homeowner Occupancy Program giving an advantage to buyers seeking to renovate a land bank home for their family.

## Neighborhood Initiative Program (NIP)

Since 2014, the Land Redevelopment Division has helped the county land bank to complete the largest demolition program in the history of Central Ohio. The land banks spent a total of \$17.5 million demolishing over 1,400 housing units.

## Code Enforcement

Quick response to COVID-19 crisis. In March 2020, the city abruptly shut down due to COVID-19 and Code Enforcement's job/office processes and procedures immediately changed. Specifically, management created the following teams:

**Emergency Inspection Team:** The majority of the Code Enforcement staff was mandated to stay at home; however, a handful of officers kept working. Those officers volunteered to inspect emergency complaints and formed the "Emergency Inspection Team" in March 2020. Although most complaints could be delayed until safety protocols were approved, emergencies complaints could not. The Emergency Inspection Team inspected all possible Life threatening emergencies. In fact, during this time six (6) separate incidents of lethal levels of carbon monoxide were discovered in residences.

**Court Inspection Team:** With court still in session, the Judge needed to know whether or not the violations had been complied for code cases. At this time, Code Officer's had not been given permission to return to work. Again, management quickly coordinated a team of volunteers to inspect these court cases. If these cases had not been inspected, the court would have continued them and progress would be delayed.

Awarded CARES ACT funding to implement computer workstations in 55 code officer's vehicles. The main components of these workstations are: (1) mounted DELL tablets that are removable; (2) mounted keyboard with mouse; (3) printer; and (4) modem. Prior to the workstations, code officers had to return to the office to complete their work. This led to many people in the office at any given time. Because of the high risk of contracting COVID-19, this work process was no longer safe. Now, code officers have the ability to work from their vehicles with, arguably better, equipment than what they had before.

Code Enforcement Implemented stringent safety protocols requiring all field staff to be Personal Protective Equipment (PPE) and Respiratory certified.

## Housing Division

The Housing Division continued to create housing opportunities in our neighborhoods as well as keeping residents safe.

The Homeowner Services team was able to continue providing the following support to our residents:

- Emergency Repair – 378 homes served
- Lead Safe Columbus – 12 homes completed
- Critical Home Repair – 24 homes completed
- Roof Replacement – 25 homes completed
- Home Modification – 4 homes completed

- 130 new or rehabilitated rental units
  - 190 units of housing approved for tax abatement
- 9 new homes sold to homebuyers

#### Economic Development

The Economic Development Division continued its job creation efforts in the City of Columbus during the pandemic, with success.

#### 2020 Business Expansion:

- Business Expansion Projects: 20
- Estimated Capital Investment: \$269,826,148
- Net New Jobs Commitment: 688
- Net New Jobs Payroll: \$59,224,726
- Retained Jobs Commitment: 694
- Retained Jobs Payroll: \$50,101,679

#### Small Business CARES Act Grants and Loans

- City provided \$8.3 million in CARES Act funded grants to 819 small businesses
- 80% of which are minority or woman owned businesses

#### 3P Program

Development's P3 (Public Private Partnership) Program saw 11 completed projects in 2020 which represents \$311 million in new capital investments in Columbus

#### Planning Division

Planning staff transitioned to host virtual commission hearings and processed over 1,800 cases in 2020, which represents millions in investment in Columbus central city and historic neighborhoods.

Neighborhood capital improvements (UIRF) completed in 2020 include: Pedestrian oriented street lighting along Cleveland Avenue in North Linden, three street lighting projects in the North East and North Central areas, park improvements at Audubon Park, and new sidewalks on Barnett Road.

Two new area commissions "early adopted" Columbus Citywide Planning Policies.

# **Department of Public Service 2020 Annual Report**

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

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

The Office of Support Services managed the department's 2020 annual operating budget of more than \$138 million and capital budget of \$172 million for job-creating infrastructure projects. The office advertised 24 construction projects and 18 requests for proposals. It created 42 purchase orders for professional services and construction contracts.

The HR and Safety group pivoted from its typical workflow in 2020 to COVID-19 safety as the primary focus.

Safety team 2020 highlights:

- Experienced a 25% reduction in recordable incidents in 2020 compared to 2019
- Completed Hazard Mitigation Assessments for 12 Public Service locations to ensure appropriate COVID safety protocols, sanitization supplies and masks were available
- Performed 11 face covering exemptions to protect workers from injury/illness in specific job activities and work environments, including several levels of mask guidelines based on heat exposure
- Provided support for Traffic Maintenance to purchase hydraulic dropping trailers to promote safety and prevent injury from loading/unloading equipment
- Partnered with Building Maintenance to retrofit 3 administrative locations for COVID-19 workspace compliance
- Expanded the safety team by adding a Safety Technician
- Fully implemented iReport, a technology-based paperless Risk Management System that sends immediate notification of all incident reports, to improve communication, tracking, response and corrective action
- Completed a fourth year of no "stick" injuries for staff who clean up and dispose of needles found while working on city streets, alleys, and rights of way
- Installed new eyewash stations at all locations
- Assisted in the employee registration and consent of query for the Federal Clearinghouse for all Commercial Driver License drivers

Due to COVID safety concerns and a hiring freeze, most recruitment and outreach efforts were curtailed. Diversity and Inclusion efforts and more robust recruiting will resume when safe to do so. Only essential positions were hired/backfilled during the pandemic. The department made 134 hires, 29 of which were internal promotions.

The HR Officer was responsible for department COVID tracking, handling COVID leaves, guiding contact tracing, partnering with Building Maintenance for deep cleaning where needed and acting as a liaison with Citywide on a variety of COVID-related issues.

The HR/Payroll group was key in testing and implementing Dayforce, a new city employee time, attendance, and payroll system that went live in Q3 2020. Public Service was a department leader in the effort and actively partnered with the Auditor's Office to find solutions to unanticipated issues, such as duplicate ID badges. The HR/Payroll group coordinated training for all employees in their various access roles, including being the main designer of training for our CDL drivers, who interact with the system mostly or solely with the mobile app.

Even as the pandemic drastically curtailed in-person interactions in 2020, the Communications Office maintained hundreds of contacts with residents, community and neighborhoods groups, and the media in 2020.

To follow COVID-19 social distancing guidelines, the Communications Office facilitated the department's participation in dozens of virtual community and area commission meetings for information sharing on Public Service initiatives. The team responded to numerous inquiries from residents about department services and projects. And it worked with local media and used department social media channels to share timely news such as operational changes due to COVID-19.

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

The Division of Design and Construction is a trusted and respected regional leader delivering high quality workmanship. It is charged with planning and bringing to life infrastructure and roadway improvements that protect the safety of pedestrians and motorists, improve quality of life, and support the city's economic vitality.

2020 Construction project highlights:

- \$17.1 million in street resurfacing, including \$1.24 million in US-23 Urban Resurfacing
- \$12.5 million Grandview Yard-Third Avenue Railroad Bridge Project completed
- Final phases of North High Street streetscape improvements from W. Starr Avenue to E. 9<sup>th</sup> Avenue completed; arch lighting completed
- \$12 million Polaris Parkway widening project from I-71 to Old Worthington Road completed
- \$1 million Medina Avenue project from Hudson Street to Briarwood Avenue completed, connecting to the new Linden Community Center
- \$16.9 million S. Hamilton Road project from Groves Road to Helsel Park, lane additions with intersection improvements, shared-use path and sidewalks; project began and will continue through summer 2022
- \$18.5 million N. Hamilton Road project, from south of Morse Road to north of Preserve Blvd., adding a through lane, intersection improvements, and shared-use path and sidewalks; project began and will continue through summer 2023

- \$8+ million Miscellaneous Economic Development – Confluence Village Public Infrastructure project began and will be completed by the new soccer stadium opening in summer 2021

The division resurfaced 93 lane miles on 124 streets, constructed 2 miles of sidewalk and installed 793 ADA compliant curb ramps in the city’s 2020 resurfacing program.

2020 Design project highlights:

- Hudson Street – Arterial street reconstruction from I-71 to Cleveland Avenue, to include sidewalk on the north side and a shared-use path on the south side
- 161 Project Phase 1 – Maple Canyon Avenue and Parkville Street/Spring Run Drive will be improved and mini-roundabouts installed; pedestrian and bike facilities, new traffic signals, pavement widening and resurfacing, raised medians on the side streets
- Sullivant Avenue – Install curb extensions to shorten pedestrian crossings, and add LED lighting, new traffic signals and corridor art installations with decorative lighting under the I-70 overpass
- Short to Sycamore connector – Reconstruct Short Street to Sycamore Street from the Liberty Street intersection, to include curb, sidewalk and shared-use path
- Kingsford Road – Install sidewalks along the west side of Kingsford Road from Briggs Road to Eakin Road and along the north side of Briggs to Kingsford, including curb ramps and drive approaches

### **Division of Infrastructure Management**

The Division of Infrastructure Management plans for and maintains the city's public right-of-way infrastructure. These functions include planning for capital improvements and managing bridge and pavement programs, right-of-way permits, and GIS/applications. It also provides vital services such as snow and ice control, pothole repair, street sweeping, and roadside mowing.

In 2020, the division’s right-of-way investigators investigated approximately 6,500 service requests, performed approximately 3,500 right-of-way inspections and completed approximately 250 guardrail/fence work orders.

The Right-of-Way Section managed approximately 100 active Sidewalk Dining Leases and 8 shared mobility device vendors with up to 5,000 units in the city. It managed over 1,200 311 service requests and inspected 309 railroad and privately-owned bridges in the right of way.

For the Sullivant Avenue arterial project between Hague Avenue and I-70, crews replaced one-half mile of defective sidewalk panels on the south side and completed surface treatment of 2 Sullivant alleys. The division also completed surface treatment on more than 9 miles in 61 city alleys and resolved 196 sidewalk/bikeway and 38 ADA curb ramp service requests.

2020 Street Maintenance by the numbers:

- Completed 104 general repair pavement projects totaling 66,000+ square feet
- Installed or repaired 3,400+ feet of sidewalk
- Serviced 503 graffiti locations
- Completed 2,800+ pothole service requests and sealed over 7,000 feet of roadway cracks
- Swept over 13,000 curb miles of roadway and collected 6,706 tons of right-of-way debris
- Serviced 31,826 lanes miles of roadway during 9 snow and ice control events in winter 2019-2020

### **Division of Traffic Management**

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

2020 highlights:

- Converted 4 one-way streets to two-way in Linden for the Slow Streets initiative
- Installed 6 micro sensors along the Morse Road corridor Connected Vehicle Environment for Smart Columbus
- Refreshed/improved over 205 miles of pavement markings throughout the city; completed 436 pavement marking work orders
- Inspected 61 traffic signals; removed 18 signals from “night flash” operation and installed new detection equipment for safer intersections
- Refurbished 21 signalized intersections, rebuilt 2 signalized intersections
- Fabricated 806 street name signs and 652 stop/yield signs, and installed 3,356 other signs
- Provided traffic control for Division of Sewers and Drains for flood response in spring 2020
- Assisted Columbus Public Health with wayfinding signs for COVID testing and test runs for vaccine pod deployment
- Assisted COTA with installation of the city’s first parklet, a new bus stop amenity for passengers
- Was awarded \$9.3 million in grant funding for pedestrian-focused projects
- Was awarded \$107,000 in grant funding for the retiming of the traffic signals along High Street
- Implemented new traffic signal timings for 5 signalized corridors
- Completed 27 traffic studies and conducted traffic counts at 133 locations
- Completed 990 fiber work orders and fiber network restructuring for 169 traffic signals



- Fielded 2,623 311 service requests, including 1,954 in traffic engineering
- The Traffic Management Center implemented 9232 traffic signal timing changes and brought 40 traffic signals online with Centrac

### **LinkUS Mobility Corridors Initiative**

In June 2020, the city and partners COTA and MORPC launched LinkUS, a comprehensive mobility corridors initiative for Central Ohio. LinkUS seeks to provide a complete mobility system along key regional corridors, including high capacity and advanced rapid transit, new transportation technology solutions, and bicycle and pedestrian improvements. The initiative combines mobility infrastructure improvements with coordinated land use and development policies in targeted growth corridors to increase equitable access to jobs and housing opportunities. Two major corridor studies were underway in 2020: the Northwest and East-West Corridors.

### **Speed Management Framework & Slow Streets Initiative**

In 2020, Columbus engaged MORPC through its Technical Assistance Program to develop a Speed Management Framework to identify areas in need of speed management and opportunities for interventions. This project will assist the city in designing and implementing safe, equitable traffic calming projects and other speed management measures. It is being coordinated with Columbus Slow Streets Initiative recommendations, to expand the city’s traffic calming toolkit. Streets is converting one-way residential streets with a history of speeding concerns to two-way “yield streets.” A pilot conversion was implemented in Linden in fall 2020, with planning underway for expanded implementation in Linden and the Hilltop.

### **Bikeways & Active Transportation Plan**

Public Service initiated a process in 2020 to develop a new bikeways and active transportation plan to identify priority needs and projects that will best serve the community and align with other transportation initiatives, including Vision Zero Columbus, trail planning by Columbus Recreation and Parks, and MORPC’s Central Ohio Active Transportation Plan. The project will identify trends and needs for system improvements, such as completing network gaps and improving safe access across roadway barriers and to key destinations, with an emphasis on equitable access for neighborhoods identified as Vision Zero Communities of Interest.

### **School Zoning Flashing Beacon Upgrades**

The division was awarded \$413,000 in OPWC funds in 2020 to upgrade and modernize the city’s outdated school zone flashing beacon system. Upgrades will be completed in 2021 that improve system performance and reliability to ensure safe, consistent operations and more efficient system maintenance.

### **Division of Refuse Collection**

The Division of Refuse Collection is committed to providing a clean and safe environment for all residents and visitors. It is a regional and national leader in promoting cleaner neighborhoods and using taxpayer dollars efficiently to better serve our community.

Refuse Collection provided weekly trash collection to an average of 347,250 households, in addition to biweekly recycling and yard waste collection and scheduled bulk pickup services. In 2020, the division collected:

- 339,139 tons of municipal solid waste
- 20,100 tons of bulk items and 6,540 tons of illegal dumping
- 32,727 tons of residential recyclable materials
- 22,853 tons of yard waste

Through the use of its routing optimization software (RouteSmart) and the in-cab interface (RouteWare), Refuse Collection has achieved more analysis on its day-to-day routing. The division is currently expanding RouteWare to 300-gallon and dumpster collection vehicles. It began a pilot program with Rubicon to utilize their on-demand routing application for work order driven-services in bulk collection and container management. Preparation time efficiencies were gained in both.

The division continued to lead Mayor Ginther’s Clean Neighborhoods initiative in 2020:

- The Container Management staff replaced 1,190 300-gallon containers collected in the alleys with 2,957 90-gallon containers collected from the curb.
- The total number of Solid Waste Investigators increased from 3 to 5.
- An additional 6 full-time positions were added to collect illegally dumped materials in the right-of-way.
- A comprehensive rewrite of Title 13 was completed, giving the division the ability to issue civil violations for non-compliance with written orders.
- The Solid Waste Investigation team issued 26 counts of civil violations for failure to comply with written orders to 13 property owners/managers, totaling \$24,000. Another 105 civil violation counts were filed on a problem apartment complex in cooperation with Code Enforcement and the City Attorney as part of an existing abatement totaling \$26,250.
- The division billed 53 property owners for failure to comply with written orders to remove unacceptable waste from the right of way, for a combined total of \$13,093.
- A total of 59 criminal counts for illegal dumping were filed through the Franklin County Municipal Court. The results were 36 convictions, 6 dismissals as part of larger plea deals, 6 bench warrants issued and 11 active cases as of Dec. 31, 2020.

- Solid Waste Investigators investigated 10,239 requests regarding possible refuse collection violations.
- Cameras were used at 59 known illegal dumping sites.
- A total of 6,540 tons of litter and illegal dumping were removed from alleys throughout Columbus, including 3,359 tires totaling 35 tons.

Keep Columbus Beautiful, affiliated with Keep America Beautiful, works with Columbus neighborhood and community groups, businesses and schools on litter cleanup, beautification projects, and recycling promotion. In 2020, 967 volunteers spent 1,449 hours collecting 34,635 pounds of debris and 46 volunteers completed 5 beautification projects.

### **Division of Parking Services**

The Division of Parking Services is committed to providing accessible, equitable, and predictable mobility and parking options for all residents and visitors. The division administers, enforces, operates, and manages public parking in the City of Columbus. It also sets parking policy. Parking Services began 2020 by implementing phase one of the Strategic Parking Plan. The division implemented the Downtown Strategic Parking Plan to simplify the parking meter sticker package and implement the ParkColumbus mobile payment app and demand-based pricing at approximately 3,500 meters. In March, COVID-19 quickly hit Columbus, significantly impacting parking for the rest of 2020. While revenue was dramatically decreased, staff stayed focused on implementing changes that encouraged contactless payment, reduced customer interactions and provided on-street opportunities to assist local businesses.

2020 highlights:

- Removed 552 parking meters in the Downtown district and replaced with mobile payment only
- Removed 290 meters in the Short North and replaced with 5 parking kiosks
- Transitioned several 3-hour meters to 30-minute meters in the Short North to aid in curbside pickup
- Implemented an Outdoor Seating Pilot Program for more socially distanced restaurant seating for patrons
- Implemented virtual hearings to contest parking tickets, automated hearings and adjudications and a new IVR phone system
- Implemented the ParkColumbus app at nearly 300 meters in the University District
- Worked with Smart Columbus to launch the Event Parking Management mobile application to provide on-street parking availability and off-street garage reservations
- Utilized Paul G. Allen Vulcan grant funds to purchase 4 electric vehicles for the parking enforcement staff
- Drafted and finalized the East Franklinton Special Parking Area and Parking Management Plan scheduled for implementation in May 2021
- Drafted the University District Parking Plan to refine permit parking boundaries and implement virtual permitting in 2021; completed focus groups and community survey
- Updated Valet Parking Rules and Regulations that permit valet operators and provide clear enforcement guidelines
- Completed a six-month curbFlow loading zone pilot and completed Request for Information process to gain more information about available loading zone management programs

2020 by the numbers:

- Maintained nearly 10,000 paid parking spaces, including 3,700+ parking meters, 8 parking kiosks and 74 mobile pay only zones
- Issued more than 20,500 parking permits
- Installed 37 residential ADA parking spaces
- Managed 119 loading and 28 valet zones

# **Department of Public Utilities 2020 Annual Report**

## **Director's Office**

Maintaining essential utilities and continuing required capital projects during the pandemic were focal points within the Department of Public Utilities (DPU) in 2020. Following a cost of service rate study and approvals from the Sewer and Water Advisory Board and Columbus City Council in 2019, a new rate structure went into effect in January 2020 reflecting a 3% increase for water, a 3% increase for sanitary and a 2% increase for stormwater, resulting in an average 2.95% increase to the average customer bill. The department continued outreach on the Low Income Discount Program, which provides a 20% discount to qualifying water and sewer ratepayers. Since its implementation in 2006 (the initial 15% discount was increased to 20% at the beginning of 2009) the program has remained popular, ending the year with 4,405 single family home participants and an additional 1,486 families in multi-unit housing, for a total of 5,891. Also, 3,561 senior households in the Columbus water service area received an additional discount on their water bill, having water service charges waived. 204 Columbus power customers who are seniors enjoyed a 10% consumption discount on their bills. Due to rising delinquencies related to higher unemployment caused by the COVID-19 pandemic, a program was created to help customers struggling to pay their bills using federal Coronavirus Relief and Economic Security (CARES) Act funding, in addition to offering payment plans and suspending shutoffs due to non-payment. Qualifying Columbus water/sewer and power customers could receive up to \$750 assistance toward a water/sewer bill, and up to \$500 toward a city power bill. 968 accounts were approved by the end of the year, and funding was identified to continue the program in 2021.

The Department of Public Utilities has long been dedicated to providing safe drinking water, sewer services and reliable power while also being committed to strong environmental stewardship. In 2014 the department achieved initial certification, and later recertified to the International Organization of Standards (ISO) 14001: 2015 standard through an independent third party certification process, validating that commitment. In late 2020 the department moved to EMS Self-Declaration, which simply means that its EMS continues to be operated and maintained in accordance to the ISO 14001 standard. Senior management oversight and program audits conducted by qualified external and internal auditors ensure ongoing conformance to the standard.

The mission of the department's Emergency Preparedness Section is to update emergency plans, train personnel to safely respond during emergency incidents, and control access to critical infrastructure. Directly related to COVID-19, section staff helped develop a Water and Wastewater Plant Sequester Plan to maintain services throughout the pandemic; collected data to determine essential/non-essential employees and enhance work practices; and aided the Ohio Water/Wastewater Agency Response Network in distributing masks to water and wastewater employees across Ohio. Also, work concluded on a department-wide vulnerability assessment, including cybersecurity, identifying hazards most likely to affect infrastructure and possible points of failure, resulting in prioritizing numerous hazard mitigation projects. The section also updated 13 plans and facilitated After Action Review/Improvement plans following ten real-life events or planned drills, and continues a comprehensive update to the Franklinton Floodwall Emergency Action Plan and to obtain federal support for floodwall hazard mitigation projects.

GreenSpot was created in 2008 as a way for people to learn about living and working greener. Growth in 2020 saw membership rise to 21,880, including 20,440 household members, 1,294 business members, and 146 community groups. Additionally, three businesses graduated from the GreenSpot Sustainable Business Course. GreenSpotLight award winners were OhioHealth, E.P. Ferris, and MAD Scientist Associates. Indianola Informal K-8 was designated as the Columbus City Schools' first GreenSpot School. GreenSpot held several webinars and created numerous videos covering sustainability topics for children and adults. More than 1,700 households participated in the GreenSpot Backyard Conservation cost share program to receive either a rain barrel or native plants.

Customer service and communication remain high priorities: information is shared with customers regarding water quality and conservation, prevention of water pollution and other notifications required by the Ohio EPA through the department website, bill inserts and other publications, customer portal, events, media and an ever growing social media presence. In addition to the department's Facebook and Twitter pages, a dedicated Twitter feed updates city power customers on outages. More ratepayers joined the online Customer Portal (first established in 2017) this past year, raising the overall total to 120,774. The portal provides customers opportunities to receive a paperless bill, pay online, enroll in auto pay, and other features. Our Customer Service/bill payment and Permit Office at the Michael B. Coleman Government Center, 111 North Front Street, was closed much of the year due to the pandemic.

## **Division of Power**

The Division of Power (DOP) maintains a network of substations, transmission lines, distribution and street lighting circuits throughout Columbus. Approximately 16,000 business and residential accounts enjoy reliable city power, allowing the city to provide the necessary maintenance and energy to almost 57,000 streetlights in Columbus and ODOT's freeway lights on major highways within city limits. The division continued its commitment to Mayor Andrew J. Ginther's sustainability goals. For the year, over 32% of the division's energy came from renewable resources, including a 20% green component through power purchase contracts, and the Eco-Smart Choice opt-in program which offset 98 million kilowatt-hours of energy with zero-emission renewable energy credits. All city facilities served by the division continued to participate in Eco-Smart Choice at a 50% level, including the water and wastewater treatment plants.

Key accomplishments for the year included: continued customer growth, adding 1,200 new accounts; development of a vegetation management plan to better facilitate tree services; and working with the Ohio Department of Transportation (ODOT) to relocate a pair of high voltage transmission lines parallel to I-71 between downtown and the south side. The \$6 million state-funded project clears the way for the next phase of the Columbus Crossroads interchange improvements at I-70 and I-71; the new transmission structures are among the tallest in the DOP system and will allow for construction of ODOT's future flyover ramps.

Progress on the Smart Lighting project continued, with awarding of the control system contract to the team of Panic Lighting and Dimonoff, and the division developed an implementation plan with consultant HNTB. The pilot phase of the conversion to light-emitting diode (LED) will begin with 2,550 lights in the Linden area. City standards now require all new streetlights to be LED; also, as existing lights fail, they are replaced with LED. Approximately 2,800 streetlights are now LED; this project will eventually upgrade all existing lights to that standard.

To improve overall reliability, DOP updates one underground and one overhead circuit annually. In 2020, crews replaced an aging transformer at the Dublin Road Substation and began upgrades to a repair-prone overhead and underground circuit. Underground crews refurbished 28 streetlight circuits and completed three wire conversions.

Construction for the city's 5 megawatt hydroelectric plant in the O'Shaughnessy Dam was bid out and awarded to Gracon. Notice to proceed is anticipated in 2021, with substantial completion in 2023.

Division revenues – from the sale of electricity to residential, commercial and industrial customers and from the expressway lighting contract with the State of Ohio – totaled \$83,095,032 while expenditures totaled \$86,541,863. Revenues were impacted by pandemic-related shutdowns in the commercial sector and other factors.

### **Division of Sewerage and Drainage**

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

### **Blueprint Columbus**

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

Clintonville 1, the first of 21 Blueprint project areas, broke ground in 2017. Following construction of 423 rain gardens and a wetland feature in Whetstone Park, the second phase – lining home sewer laterals and implementing roof water redirection solutions – begin in 2019. By the end of 2020, 2,130 sewer laterals had been lined, and 1,270 homes had some or all downspouts redirected. All four pillars of Blueprint will be completed for the Clintonville 1 project area in 2021. Initial construction commenced in the North Linden 1 project area to first install over 200 green infrastructure features, then begin lateral lining and roof water redirection in 2022. Blueprint is also engaging residents in the green infrastructure design process in the upcoming Hilltop and Miller Kelton project areas.

In 2020 Blueprint Columbus installed 444 sump pumps in the Clintonville 1, North Linden 1, Hilltop 1, and Miller Kelton project areas. Since the 2017 start, Blueprint has installed a total of 1,090 sump pumps in qualifying residential homes. For more information, please call 614-645-1253 or visit [www.columbus.gov/Blueprint](http://www.columbus.gov/Blueprint).

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

- **West Franklinton Sanitary Sewer and Storm Sewer Improvements:** This project was recommended in the city's Integrated Plan as one of the "gray" infrastructure improvements for the West Franklinton Blueprint study area. An existing 10" diameter sanitary sewer was replaced with a new 15" line, and a new 42" storm sewer was installed at the Central Avenue underpass at I-70. This project relieves bottlenecks in both the sanitary and storm systems which caused backups, water in basements, and flooding of the freeway and railroad underpasses. Construction was substantially completed in December 2020.
- **Annual Sewer Lining:** This citywide program invests approximately \$5 million annually to rehabilitate small diameter sanitary sewers. Rather than excavating, these sewers are rehabilitated by inserting a resin-filled liner through manholes, then inflating and heat-curing the liner, resulting in a structurally sound "pipe within a pipe." Rehabilitation candidates are identified by routine closed circuit television inspection. This program is part of the division's ongoing efforts to maintain the integrity of the system (parts of which are up to 160 years old), and is in addition to wholesale lining being performed as part of Blueprint Columbus.
- **Woodward/Wildwood/Woodnell Storm Sewer Improvements:** Combination of a new sanitary sewer project with storm drainage improvements in the area of Woodward, Wildwood, and Woodnell avenues. The sanitary sewer replaces failing onsite septic systems in a previously unsewered area on Woodward Avenue, while the storm sewers improve drainage and reduce street, yard, and structural flooding. Major construction was completed in 2020.

- Hayden Run Aerial Sewer Improvements: This project replaced a deteriorated aerial/elevated length of sewer pipe, which spans a wooded ravine, with new 42-inch fiber reinforced pipe. The contractor had to navigate tight easements and difficult access to this off-road site. The project was completed in June 2020.

#### Wastewater Treatment Capital Improvements

- Chemically Enhanced Primary Treatment (CEPT): This project to treat additional wet weather flows increases the Southerly Wastewater Treatment Plant's (SWWTP) total wet weather treatment capacity to 440 million gallons per day (mgd). The project includes additional raw sewage pumping, screening, primary clarification, and disinfection. CEPT facilities were implemented in four construction contracts; Site Preparation was completed in 2017, the Clarification and Disinfection contracts were substantially completed in 2020, and the Primary Treatment contract is scheduled for substantial completion in 2021.
- Jackson Pike Wastewater Treatment Plant (JPWTP) Biosolids Land Application Improvements: This project will increase capacity to store biosolids and facilitate beneficial agricultural usage. Four existing storage tanks will be rehabilitated; pumping systems will be installed, connecting the tanks to a new loadout facility that will fill trucks so biosolids can be hauled to farm fields and land-applied as a fertilizer. The construction Notice to Proceed was issued in 2019 and construction continued in 2020.
- JPWWTP Cogeneration Facility: Equipment will be installed to provide beneficial reuse of digester biogas, which will produce about half the total electricity used at the plant and will provide large amounts of boiler heat for the treatment processes and buildings. Detailed Design was completed at the end of 2020, and the construction project will be bid in early 2021.
- JPWWTP Screening Improvements. This project will upgrade the facility's mechanical screen dewatering and disposal systems, increase reliability during wet weather events, and improve the existing screen building to ensure a safe working environment. Construction is scheduled for 2021-'22.
- Facilities and Equipment Upgrade, Whittier Street Storm Tanks: The storm tanks and gatehouse facility, located on the Whittier Peninsula near the Greenlawn Dam, were constructed in the 1930s and have not received significant upgrades since 1986. After installation of the OARS (Olentangy Scioto Interceptor Sewer/Augmentation and Relief Sewer) tunnel, the standby tanks are no longer needed – however, full rehabilitation of the gatehouse is needed to ensure continued operation of the sewer system. Construction is scheduled to begin in early 2021 and is expected to last two years.
- Real-Time Control Sewer Optimization: Sewer collection system visualization with flow meters integrated into SCADA (Supervisory Control and Data Acquisition) began in 2018; real-time control implementation continues into 2021. The project has created a working dashboard that displays live conditions upstream in the sewer system, building upon previous work to develop predictive tools that will help operators balance flows between the two plants. Additional predictive tools provide advance warning when there is likelihood the CEPT (see above) process will be needed; these tools are currently under evaluation by plant operators.
- Facilities Equipment Maintenance: This program consists of several department-wide maintenance contracts that utilize operating funds to maintain, test, repair and/or replace support facility components, ancillary equipment, infrastructure, and building components. Within DOSD, these contracts support almost 300 miscellaneous structures, including 128 buildings and 45 tunnels. These contracts are highly effective because funding for repairs is already established, resulting in timely response to emergencies.

The Project Dry Basement sewer backup prevention program concluded its 16th full year; strong storms in March and May resulted in a wave of new applications. For the year, 143 new backflow valves were installed; a total of 1,188 valves have been installed since the program's inception in 2004. This program, along with the division's preventative maintenance program, has demonstrated success in reducing occurrences of basement sewer backups.

Crews from the Sewer Maintenance Operations Center performed 908 repairs along the system's estimated 4,540 miles of sanitary, storm, and combined sewer lines. Flows treated at the two wastewater treatment plants resulted in a combined average of 190 MGD; precipitation for the year totaled 50".

The Sanitary Enterprise Fund collected \$298,893,860 in revenue and expended \$266,305,629. The Stormwater Enterprise Fund collected \$44,607,014 in revenue and expended \$38,401,925.

#### **Division of Water**

Division of Water staff ensure an ample supply of safe drinking water to what continues to be one of the fastest growing metropolitan areas in the United States. The well-being of our citizens and quality of life in our community depends upon the consistent quality and adequate supply of water for domestic, commercial and industrial use.

During 2020, 51.5 billion gallons of potable water, in accordance with all state and federal drinking water standards, was delivered to customers in the Columbus metropolitan area. With an estimated service area population of 1,252,394, the average per-capita consumption was 112 gallons per day. Total daily water pumpage averaged 140.7 million gallons.

#### Water Treatment Plants

- Dublin Road Water Plant: Construction continued on the Ultraviolet (UV) Disinfection Improvements project, including installation of major site utilities, constructing the UV building, and starting interior work on major process piping, electrical systems, and building mechanical systems. Installation and testing of the Standby Power Generators was completed, which will improve the city's ability to

provide water during extended power outages. Detailed design for the Clarifier Replacement project was completed, and a contract awarded for construction work.

- Hap Cremean Water Plant: Installation of all UV reactors was completed and new lime slaking equipment was installed, tested, and placed into operation. Construction continued on the Standby Power Generators, with all major equipment installed/ready for testing in early 2021, and on the Basin Concrete Rehabilitation project to address age and weather-related deterioration of treatment basins. Design was completed and construction started on the plant’s Sludge Line Replacement Project. Design continued on the Hypochlorite Conversion, Lime Dust Collection Improvements, and Basin Concrete Rehabilitation (Part 2) projects.
- Parsons Avenue Water Plant: Design was completed and construction started on the Well Pump Replacement and HVAC Improvements projects. Design continued on the Lime Slaker Replacement and Hypochlorite Conversion projects. Design started on the Control Room Renovation project, and work continued on the SCADA Upgrade project, which will improve the computer hardware and software used to monitor and control the treatment process.

Involving all three treatment facilities, work on Part 1 of the Residuals Management Plan Update project was completed, and work to develop a Turnkey Residuals Handling contract began. The division is also leading a project to update the department’s 910 Dublin Road Facility, where Phase 1 and Phase 2 construction work was completed for the Office Renovation project, and designs were completed/construction contracts awarded for the Security Enhancements and the Standby Power Improvements projects. Additionally, these milestones were reached at the division’s reservoirs and dams: Completed design of boat launch improvements at Griggs Reservoir and construction contract awarded; completed design for the O’Shaughnessy Dam Hydroelectric Facility improvements and received bids for construction; completed design for Part 1 of Hoover Dam Improvements and started construction to replace aging gates, valves, and other equipment; continued work on the Land Stewardship Update project; completed demolition of abandoned buildings at the Home Road property to prepare the site for a future water plant; and completed the Independent Consultant Review of O’Shaughnessy Dam as required by the Federal Energy Regulatory Commission.

The division invests in existing distribution infrastructure through its Replacement and Rehabilitation (R&R) Program, which annually prioritizes replacement of water mains that require repeated maintenance and improve flow to service areas. Major R&R improvement projects in 2020 included: South Broadleigh Area (approximately 17,000 linear feet of new 6”- 8” mains); East Gates Street Area (approx. 11,000 linear feet of new 6”- 8” mains); and Valleyview Drive Area (approx.. 11,000 linear feet of new 6”- 8” mains). Overall, investment legislated toward the R&R program totaled more than \$9 million. The division also invested approximately \$2 million in its annual program to maintain 25 water storage tanks within the distribution system, including painting the Westgate West and Summitview tanks. Additional investments included \$341,000 to improve water service to all buildings within the Rinehart Public Utilities Complex by adding a water master meter and backflow prevention. The Pitometer Water Waste Survey located 77 breaks in the distribution system while investigating 503 miles of pipeline. Repair of these breaks reduced underground leakage by an estimated 3.1 million gallons per day. Main Line Repair Crews repaired a total of 475 main line breaks along the 3,561 miles of pipe in the system.

Continued implementation of the Cross-Connection Control and Backflow Prevention programs have increased water use surveys on existing properties to assure proper protections are in place, with backflow prevention devices currently listed on 24,216 properties. Task-specific software has streamlined this program with the goal of protecting our water supply from backflow contamination. Backflow requirements for temporary water uses and water hydrant permit connections are reviewed periodically for proper system protection and best business practices. The Water Enterprise Fund collected \$214,786,552 in revenue and expended \$187,500,144.

Excellent customer service remained a top priority in 2020. Customer Service Representatives answered 260,543 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	279,746
Sewer	276,935
Stormwater	198,653
Power	15,900

Meter reading, inspections and repair also continued to provide excellent customer service by reading all water, power and sewer meters for billing; 51,696 service calls were completed, a figure impacted by the pandemic.

# **Civil Service Commission 2020 Annual Report**



## MISSION

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

## INTRODUCTION

The Civil Service Commission is the primary contact point for candidates seeking employment with the City of Columbus. The Commission acts as the gateway, assessing applicant qualifications for 90 percent of all City jobs. Through the online Employment Center and applicant testing, the Commission ensures the individuals who ultimately comprise the City's workforce of approximately 8,100 full-time employees, are of the highest caliber capable of providing exceptional service to the citizens of Columbus.

Together with its Civil Service Commissioners, the Civil Service Commission is responsible for upholding and administering all mandated provisions of the Columbus City Charter, including, but not limited to, the administration of the City's class plan, verifying personnel actions and certifying City payroll, and serving as a neutral hearing body for employee appeals regarding suspension or discharge actions by an appointing authority.

As required by the Ohio Revised Code, the Commission also provides class plan maintenance, personnel actions oversight, and appeal hearing services for all classified employees of the Columbus City Schools.

## CLASS PLAN MAINTENANCE

The Civil Service Commission is responsible for maintaining the City's class plan, which provides a structural framework for all personnel actions and provides the basis for an equitable compensation plan. Regular class plan reviews and revisions are necessary to ensure each class specification continues to meet the ever-changing needs of each department. For this reason, an important Commission objective is to review every classification at least once every five years. At the close of 2020, 100 percent of the City's class plan was up-to-date. As part of this objective, staff completed a total of 139 class reviews with recommendations approved by the Commission in 2020.

The 139 reviews resulted in:

- 4 actions to create new classification specifications
- 0 action to abolish classifications
- 51 actions to review without change
- 83 actions to revise and/or retitle
- 1 action to impose moratorium

Additionally, 85 positions were randomly reviewed to determine if their duties matched their current classification; of these, 84 positions (99%) 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 2020, Commission staff completed a total six position audits; three of those positions were identified as misclassified. Misclassifications are typically resolved through reassignment of duties to the position which are appropriate for the current class, or reallocation of the position to a different class for which the current duties best fit.

## APPLICANT AND EMPLOYEE SERVICES

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

To identify an initial pool of candidates for City employment, the Commission uses its online Employment Center database. The Center includes a wealth of information about jobs with the City, including: current vacancies, exam opportunities, job descriptions, qualification requirements, and salary information. Additionally, the Center houses an automated job interest database and the convenience of submitting applications online. This service can be utilized via the Commission's website from any computer with web access or at kiosks located at the Commission's downtown offices at 77 N. Front Street on floors one and three. A potential applicant can indicate interest in multiple jobs and will automatically receive an email notice to apply when the City is taking applications for a given job.

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

In 2020, the Applicant and Employee Services Unit:

- received 12,634 Job Interest Cards submitted electronically for all City jobs
- posted 416 noncompetitive/provisional/unclassified job vacancies
- received 19,546 online applications for noncompetitive/provisional/unclassified job postings

#### NON-UNIFORMED TESTING

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

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

In 2020, the Non-Uniformed Testing Unit:

- received 76 exam recruitment requests from departments (37 regular recruitments and 39 Rule VI)
- reviewed 535 exam applications
- tested 905 candidates (866 regular and 39 Rule VI)
- cancelled 13 recruitments (1706 approved candidates) due to the COVID-19 pandemic/Stay at Home Order
- received 17 Columbus City School requests for examinations
- tested and graded 186 Columbus City Schools candidates

The Commission is committed to having a current exam in place and ready to be administered for each of the 237 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 tests current, our goal for 2020 was to complete a full job analysis and to review, revise, and/or develop the exam for 41 non-uniformed competitive and qualifying noncompetitive classifications. These reviews and revisions included consideration of methods to reduce adverse impact on minority candidates. For the year, we were able to complete only 34 of the 41 projects scheduled for the City due to seven of the traffic series classifications being put on hold while the Department of Public Service considered internal reorganization options. However, as a result of the hold, one additional City review (for a total of 35) and one for Columbus City Schools were completed. In addition to the class exam reviews, all requested exam administrations were opened, administered, and an eligible list created within 59 days of the request from the department; one day less than our 60 day benchmark for such work.

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 of the total number of full-time classified City employees. The City began 2020 with no full-time provisional employees. However, due to the pandemic and our inability to test, several eligible lists expired during the year, creating a need for provisional appointments. As of 12/31/2020, there were nine active full-time provisionals (equating to one tenth of one percent of the measured employee pool), well below the two percent target maximum.

#### UNIFORMED TESTING

The Commission's Uniformed Testing Unit administers exams for nine job classes that make up the Public Safety services for the City of Columbus. The majority of the examinations are comprised of at least three components, including a paper test, an oral response, and a physical assessment or tactical exercise. The Uniformed Testing Unit works closely with the IAFF and the FOP to ensure fairness and consistency in the testing processes of promotional exams.

The following exams were developed, administered, and validated by Commission staff in 2020 with resulting eligible lists established in 2020: Entry-level Police Officer, Police Lieutenant, and Police Commander. Data associated with these three exams is included in the appendices of this report.

The following listing includes those exams developed and partially administered in 2020 or early 2021, and will have eligible lists established in 2021: Fire Lieutenant, Fire Captain, Fire Battalion Chief, and Fire Deputy Chief. Final data for these exams will be included in the 2021 Annual Report.

Entry-Level Testing

The Entry-level Police Officer exam consists of four phases. In 2020, there were 1,521 individuals who applied to take the Police Officer exam. In all, 339 candidates were placed on the Police Officer eligible list. The Civil Service Commission also administered a Rule VI Firefighter Exam and Prequalifying Testing for Police Officer and Firefighter in 2020. The prequalifying testing allowed for candidates to take the written portions of the exam prior to the regular administration of these exams. The Rule VI testing allowed for candidates to be added to the eligible list in effect at the time of testing. For the Rule VI testing 37 candidates applied and 30 were added to the 2019 eligible list.

Promotional Testing

	Number of Exam Phases	Number of Applicants	Number of Candidates Tested	Number of Candidates Added to Eligible List
Police Lieutenant 4	56	42	30	
Police Commander	2	25	21	15

PAYROLL AND PERSONNEL ACTIONS

Another City Charter responsibility conferred upon the Commission is the monitoring and certification of the entire bi-weekly City payroll. This means that no City employee can be paid until the Commission certifies that the individual was hired and continues to be employed in accordance with the City Charter, Civil Service Commission Rules, and current collective bargaining agreements/pay ordinances. The monitoring process includes verifying personnel transactions such as appointments, changes in pay, leaves of absences, and political activity.

COLUMBUS CITY SCHOOLS

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

As of January 1, 2020 there were 125 classification specifications in the Columbus City Schools’ class plan. During the year, staff completed a total of 7 class reviews with recommendations approved by the Commission.

The 7 reviews resulted in:

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

These actions resulted in the district’s class plan totaling 126 classifications as of December 31, 2020.

In 2020, Columbus City Schools utilized the Commission’s downtown test center for 12 days of testing, and the Hearing Room for one day for a trial board hearing. Due to Covid-19 restrictions, one virtual trial board was held via WebEx.

CIVIL SERVICE COMMISSIONERS

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

Commissioner	Date Appointed	Term Expiration	Notes
Grady L Pettigrew	April 18, 2000	February 1, 2024	
Delena Edwards	January 31, 2014	September 19, 2020	
Larry Price	September 20, 2020	January 31, 2026	Replaced Delena Edwards
Stefanie Coe	February 23, 2016	October 19, 2020	Replacement in Jan 2021

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 2020, 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 2020, the Commission:

- held 10 regular meetings
- held 1 special meeting

- held 2 trial board disciplinary appeal hearings

The Commission’s 2020 docket included:

- 3 disciplinary appeals filed by employees/unions
- 2 non-disciplinary appeals filed by employees/unions
- 0 appeals withdrawn
- 3 disciplinary appeal rulings (1 dismissed)
- 2 non-disciplinary appeal rulings (all dismissed)
- 67 requests for background administrative reviews by applicants
- 66 background administrative review rulings

EXPENDITURES

Summary - Expenditures by Unit

	2019	2020		
Administration	\$2,330,634	\$2,434,435		
Classification & Testing-Sworn Employees		1,528,848		966,840
Classification & Testing-Civilian Employees		544,941		529,023
Total Expenditures		\$4,404,423		\$3,930,298

2020 ANNUAL REPORT STATEMENT REGARDING DIVERSITY

In 2020, Mayor Ginther established an Equity Agenda in order to identify key objectives he and the City organization are committed to obtaining under his leadership. Those objectives covered such things as reducing infant mortality in our Black communities, ensuring access to pre-kindergarten and affordable housing, and fostering a culture of inclusion to ensure our workforce and suppliers reflect the rich diversity of Columbus.

The Commission’s part in helping to advance the Equity Agenda centers around committing to fostering a culture of inclusion in order to ensure the City’s workforce reflects the rich diversity of Columbus. Our efforts toward this end have focused in 2020, primarily, on implementation of six (6) of the eighty (80) recommendations identified in the report published by the Columbus Community Safety Advisory Commission Report in 2020.

The six recommendations were:

- Recommendation 12: CSC to contract with an outside consulting group to conduct a Cultural Sensitivity Review of the Police Officer Test materials. This review has been completed and the CSC will begin implementing recommendations in 2021.
- Recommendation 13: CSC to contract with an outside consulting group to conduct an audit of the police officer selection process. CSC is facilitating the contacts and materials needed for the consultant to conduct the review. This audit should be completed and a final report published by 4th Quarter 2021.
- Recommendations 14 & 15: CSC to research and validate the means and methods to consider additional points added to test scores for cadets and for additional languages. Preliminary review completed. CSC plans to finalize process and implement in forthcoming Police Officer testing.
- Recommendation 16: CSC to partner with the Department of Human Resources to provide Cultural Competency Training for COPE evaluators. This effort was completed during the 3rd Quarter 2020.
- Recommendation 17: CSC to maintain trained Community Evaluators on COPE. Implemented expanded training objectives in 2020 and will continue to review and update as necessary for each year’s training.

In addition to work associated with the aforementioned recommendations, in 2020 Commission staff participated in a variety of diversity/inclusion-focused trainings, took part on several Citywide committees/groups addressing diversity/inclusion opportunities, adopted a plan to intensify the review of our 253 non-uniformed exams over the next three years focused on eliminating adverse impact where possible, and implemented a new test management software which will provide us with more robust data that can be used to support diversity efforts.

The Commission will always endeavor to ensure there is a fair, equitable, and accessible selection process for City jobs as demonstrated by our efforts above!

# **Department of Finance and Management 2020 Annual Report**

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

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

The 2020 highlights are as follows:

## **FINANCIAL MANAGEMENT GROUP**

### **Budget Management**

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

The 2020 budget was adopted by City Council on February 10, 2020 and was signed by the Mayor on February 12, 2020. A year-end report of 2019 financials was also issued in the first quarter of 2020, comparing overall 2019 revenues and expenditures to 2018 levels, as well as to the projections in the 2019 third quarter financial report. Ten-year pro forma operating statements for the general fund and for most major operating funds were updated, and work was completed on the city's general fund three-year financial plan (2020-2022). 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.

Due to the COVID-19 pandemic, and a revised revenue estimate from the City Auditor in June, this office wrote legislation to amend the adopted general fund budget, reducing it by \$41.5M. The city received approximately \$157M in CARES Act Fund relief from the federal government, and as such, assisted in the management, allocation, tracking, and reporting of these funds. In addition, this office completed various special projects in partnership with other city agencies, including, among others, the following: labor negotiations for all of the city's collective bargaining agreements—some of whom continue into 2021; served on various RFP committees; performed the activities needed to upgrade of the financial (ERP) system; produced and compiled forecasts for the 2020 County Tax Budget; and continued support of the Mayor's goals and initiatives. Of note, in August, the Government Finance Officers Association (GFOA) notified this section that the city was granted a Distinguished Budget Presentation Award for the fifth consecutive year.

The Mayor's 2021 Recommended Budget was presented to the public and City Council on November 12th in conformity with provisions in the City Charter. Building upon the redesign work of the past six years, the 2021 document included several enhancements to better communicate and engage stakeholders.

### **Debt Management**

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

The office coordinated the preparation of the 2020 Capital Improvements Budget and the 2020-2025 Capital Improvements Program. In November, the city issued a \$32.5 million Limited Tax note to fund a new City-owned parking garage related to the Scioto Peninsula Development.

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 affirmed in 2020.

### **Grants Management**

The Grants Management Office performs budget preparation and program monitoring for various federal grant programs such as the Community Development Block Grant (CDBG) Program, the Home Investment Partnerships (HOME) Fund, the Emergency Solutions Grant (ESG), the Housing Opportunities for Persons with AIDS (HOPWA) Grant, and three Neighborhood Stabilization Program grants (NSP 1, 2 & 3). In 2020, the grants management office also coordinated the funding of CDBG-CV (Covid), ESG-CV, and HOPWA-CV funds from the 2020 CARES Act. These funds were issued by the U.S. Department of Housing & Urban Development as Covid-19 economic relief funding.

### **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.

2020 highlights include:

- Approximately 40,000 catalog purchase orders were created; agencies successfully shopped the catalog over 150 times each business day.
- Purchasing collaborated extensively with the Auditor's Office on the implementation of Dynamics 365, including a new Vendor Services portal.
- The Purchasing Office partnered with the Office of Diversity and Inclusion, as well as the City Attorney, in recommending and drafting policies in response to the Disparity Report. These policies will be presented to City Council in 2021 for full implementation, leading to fuller diversity and inclusion throughout the City's procurement process.
- Purchasing led the procurement process in collaboration with the Office of Diversity and Inclusion to purchase a new diversity spend tracking software program. The program was to be implemented in 2021.
- Purchasing staff created approximately 1,300 non-catalog purchase orders and created approximately 3,000 bid documents that flowed through the Vendor Services portal.
- In the beginning days and weeks of the pandemic, the Purchasing Office led the effort to procure needed personal protective equipment and services, establishing multiple contracts for masks, hand sanitizer, sneeze guards, and deep cleaning.
- Purchasing led the procurement process, in collaboration with the Auditor's Office and City Treasurer, to establish a contract for a purchasing card program.
- Purchasing assisted the zoning section of Building and Zoning Department in its selection of a zoning consultant to evaluate the City's current zoning code and recommend improvements

## **Construction Prequalification**

The Office of Construction Prequalification pre-qualifies potential construction bidders and specific sub-contractors who receive or perform construction service work for the City of Columbus. The Office pre-qualifies licensed construction trade contractors seeking to perform any portion of work on city construction projects and to administer a prequalification process through the fair and equitable evaluation of business entities seeking to do construction business with the city. The Office of Construction Prequalification processed 208 applications, deeming 185 prequalified responsible, and 9 prequalified provisionally responsible in 2020.

## **ASSET MANAGEMENT GROUP**

### **Construction Management**

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

2020 highlights include:

- Completed design and initiated construction of the West Side Early Learning Center (Pre-K).
- Completed construction of Roberts Road Street Maintenance Outpost.
- Completed renovation of the Department of Neighborhoods Building.
- Completed construction on the Columbus Public Health HVAC Renovation.
- Completed construction of Fire Station 35.
- Completed construction of Police Substation 18.
- Assisted with the Community Aggregation initiative.
- Assisted with initiation of the City-wide Comprehensive Energy Management Plan.
- Completed design for the City Hall and Central Safety Building chiller replacement.
- Completed design of the Central Safety Building HVAC renovation project.
- Initiated renovation of the Fire Practical Skills Building.
- Completed renovation of the Fire Station #1 plumbing infrastructure.
- Completed design for the Impound Lot asphalt replacement.
- Completed installation of the 1111 E. Broad Street Elevator Upgrades.
- Completed installation of electric vehicle chargers at the Central Safety Building.
- Completed construction of the 1601 Arlingate Lane parking lot pavement restoration.
- Completed construction of Public Service Main Outpost Material Storage and Truck Wash Bay.

- Completed the 1393 E Broad Street Elevator Modernization.
- Completed construction of West Data Center electrical upgrades.
- Completed construction of West Side Health Center generator installation.
- Initiated construction for the 1120 Morse Rd elevator modernization.
- Initiated construction for the City Hall elevator modernization.
- Initiated construction of City Hall Fire Suppression System.
- Completed design for the Central Community House Renovation at 1150 E. Main Street.
- Initiated design for the Joint Safety Administrative Renovation.
- Initiated design for the Police and Fire Joint Wellness Center.

### **Real Estate Management Office**

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

The Real Estate Management Office (REMO) administers lease agreements, negotiates leases, acquires property for use in City operations, disposes of surplus property, and oversees utilization of building space. REMO is responsible for managing, safeguarding and maintaining centralized records of all city-owned property, leases, deeds and other instruments as evidence of title. In addition, REMO administers the payment of real estate taxes on non-exempt or partially exempt City-owned property, CAUV tax reduction filings, and assists the City Attorney's Office in filing requests for exemption of City-owned property from real estate taxes. In addition, REMO administers the City's risk programs evaluating risk exposure and acquiring cost-effective insurance coverage to protect city assets and minimize financial exposure from a casualty loss and manages the insurance coverage for aviation, property casualty and stored vehicles, boilers, and general and excess liability.

2020 highlights include:

- Negotiated a new five-year new lease on behalf of Recreation and Parks for the Gille Senior Recreation Center.
- Managed nineteen (19) expense and thirty-seven (36) income leases. Completed twenty (27) lease and license agreements, renewals, and modifications.
- Assisted the Department of Utilities with two energy projects - site selection for the solar photovoltaic (PV) power systems project and the agreements associated with the implementation of a distributed energy resources (DER) technology micro-grid project for a water booster station.
- Issued a Request for Proposals for the redevelopment of the City's former Pump Station (the "Pump House") located in the Arena District at the terminus of Nationwide Boulevard
  - Completed the annual review of City's current insurance program and coverages, broadened and adjusted coverages, and shopped premiums. Increased Total Insured Values (TIV) for general property by \$11,175,000 and the TIV of boilers by \$7,934,800. Implemented the binding of coverage for general property and utility casualty, stored vehicle, aviation, boiler, and general and excess liability insurance for the term August 1, 2020 through July 31, 2021.
  - Managed city-owned property inventory and leased property databases, completing approximately 620 additions and modifications to city inventory records.
  - Administered receipt and deposit of approximately \$1.845 million in income from the lease of City properties to third parties and prepared approximately \$1.463 million in rent payments for the lease of properties to meet city operational needs.
  - Updated 100 existing deed records in the City's Deeds Database and added 325 new deed records.
  - Maintained the GIS layer of city-owned properties used in operations that is used as a reference by multiple city departments, updating records for approximately fifty (50) locations.

### **Facilities Management**

The Facilities Management Division provides maintenance, custodial, and security services to over one hundred and four (104) city buildings. That covers over 3.1 million square feet of space, part of which includes a 10.4 acre downtown municipal campus. Facilities Management is also responsible for the upkeep of thirty-five (35) fire stations, the Division of Fire administrative complex and practical skills building, as well as the training academy. The division also provides services to twenty eight (28) police facilities including the Police Headquarters and the Police Training Academy. Other buildings and facilities include the Division of Refuse Collection, Columbus Public Health, 1393 East Broad Street, the I-71 complex, the Public Safety/Public Service Impound-Parking Violation complex, and the management and oversight for the 1111 East



Broad Street, The Jerry Hammond Complex, and the Municipal Court Building. With a few exceptions, the Facilities Management Division is responsible for: general/preventative maintenance, limited renovation to existing buildings, custodial services, landscaping (19 acres), and snow removal (25 acres). Additionally, the Security section patrols and monitors the downtown municipal campus and monitor systems and access to other municipal facilities across departments. The Security section also administrates access controls for the division and other departments.

2020 highlights include:

- Cubicle reconfigurations and adjustments made in City Hall, 77 North Front Street and 111 North Front Street in response to the Covid-19 pandemic response and safety guidelines.
- Procurement of \$130K of Pandemic response supplies and equipment.
- Additional secure storage created for Pandemic Supplies in 111 N. Front Street.
- Pandemic Awareness signage displayed throughout City buildings.
- Maintained a safe work environment for City employees and visitors for the entirety of the 2020 Pandemic.
- Upgraded the City Hall exterior lighting controls to allow for remote access control.
- Fitness center refresh including: new paint, workout mirrors, lockers and updated locker rooms.
- Fire Training Abatement of suite 145 and replacement of ceiling and lighting.
- Fire Station 7 shower renovations.
- Fire Training Abatement of suite 113 and replacement of ceiling and lighting.
- Police sub 13 new shower and carpet replacement.
- Central safety Security desk custom sneeze guard protective barrier.
- Central safety 3rd floor suite abatement and lighting replacement.
- Heliport Twin Water heater replacement.
- Resurfaced the roof drains at Fire station 31.
- Two high capacity hot water tanks for the Crime Lab and Police Sub 5.
- New water heater and fencing installed at Fire Station 5.
- Water treatment program at 77 N. Front St., Central Safety Building, and the Jerry Hammond Center.
- Fire Damper inspections/repairs at Fire Station 14 and Police Subs 11 & 12.
- Donated over 450k bottles of soap during the pandemic.
- Donated over 75k masks during the pandemic.
- Provided 24/7 security to City facilities throughout the pandemic.
- 375 S. High Street, Municipal Court
  - Plexiglass Pandemic barriers installed throughout the facility.
  - Pandemic Awareness signage displayed throughout the facility.
  - Fire Panel system updated
- 1111 East Broad Street, Jerry Hammond Building
  - Renovation of Suites for the expansion of Celebrate One.
  - Upgraded the audio visual monitor system for Citywide Training.
  - Performed, monitored and installed domestic water system remediation and ongoing cleanse.
  - Evaluated and prepared recommendation for update of the HVAC control system.
  - Repaired slate roof leak and made recommendations for continued maintenance.
  - Repaired sidewalk on Broad Street entrance.

## **Fleet Management**

The Fleet Management Division maintains most of the City's motorized equipment, assists in the acquisition and disposal of fleet assets, develops vehicle utilization and replacement policies, and operates the city's vehicle pool and shuttle bus services.

2020 highlights include:

- Obtained Automotive Service Excellence (ASE) Blue Seal for the 13th consecutive year.
- Continued implementation of the "Green Fleet Action Plan", which was updated in 2019 to include revised targets and environmental goals for the period 2019- 21.
- Held four vehicle/equipment on-line auctions.

Ensured the continued the timely maintenance, repair, and fueling for all City fleet vehicles during the Covid-19 pande

# **Department of Neighborhoods 2020 Annual Report**

## 2020 Department of Neighborhoods' Annual Report

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

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

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

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

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

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

The work of the Department of Neighborhoods in 2020 was fully aligned with Mayor Ginther's strategic priorities for Neighborhoods, Neighborhood Safety and Public Health, Diversity and Inclusion and Innovation. To help address community needs as a result of the COVID-19 pandemic, the Department identified new ways of working and provided additional resources to residents. We are pleased to present the following highlights of our work by strategic priority area.

### Neighborhoods

- **Area Commission Support:** The Neighborhood Services team ensured that Columbus' 21 Area Commissions continued to safely serve the community during the COVID-19 pandemic. Working with the City Attorney's Office, the Neighborhood Liaisons provided Commissions with guidance on how to operate under the temporary change to Ohio's open meetings law and conduct Commission elections. They supported Commission meetings using WebEx and Zoom and created a new location on [Columbus.gov/Neighborhoods](https://columbus.gov/Neighborhoods) for posting meeting notices and materials.

The annual Area Commission training series continued with 11 sessions. One was held in person prior to COVID-19 and ten were held using virtual platforms. Overall, the sessions engaged 429 participants. The Neighborhood Liaisons also supported the effective operation of the Commissions by working with 16 Commissions to adopt, wholly or in part, the best practice by-laws. These model by-laws support compliance with applicable laws, build skills, boost the level of dialogue in meetings and encourage succession planning.

In response to input received from Area Commission members, the Department worked to develop individual webpages for every Commission. The new pages will be located at [cbusareacommissions.org](https://cbusareacommissions.org) and will launch in early 2021. This new resource will provide a one stop source for meeting agendas, dates and locations as well as membership lists, committees, bylaws, events and more.

- **Community Planning:** Work progressed to implement both the Envision Hilltop and One Linden plans. In addition to aligned work being led by our partnering City Departments and non-profit organizations, the Department of Neighborhoods worked to improve health and education outcomes as well as provide safe and affordable housing through the following investments:
  - **Former Eagle Market Redevelopment:** Through a \$1.5 million investment, renovations will be completed on the former Eagle Market and a fresh food market operated by Community Development for All People and a second location of the Charitable Pharmacy will open in 2021.
  - **Exterior Home Rehabilitation Program:** Working with Healthy Homes Healthy Families, a program was launched to assist homeowners and residents with exterior rehabilitation projects. Funding was provided by the City and Nationwide Children's Hospital.
  - **One Linden Schools Initiative:** Investment continued in the program that directly engaged students, parents, guardians, and

educators at the Hamilton and Windsor STEM Academies. Efforts promoted psychological well-being and addressing behavioral mental health issues among youth, increasing parent/family and community involvement in the schools, strengthening the school climate and improving service coordination.

- **Neighborhood Pride:** The Neighborhood Pride program pivoted in 2020 to help make sure residents had personal protective equipment (PPE) and other necessary supplies during the pandemic. Eight PPE distributions were held. Four occurred in partnership with Columbus Recreation and Parks, GETCR8V, Make-A-Day Foundation, Columbus Urban League and My Brother's Keeper. In addition, four events focused on New American communities through partnerships with Ethiopian Tewahedo Social Services (ETSS), Bhutanese Community of Central Ohio (BCCO), Ohio Hispanic Coalition (OHC), and the Our Lady of Guadalupe Center. 160 New American families were served through these giveaways. Working with Roll Bicycle Company and Community Refugee and Immigration Services (CRIS), 27 New American youth were provided bikes and COVID-19 PPE care boxes.

## Neighborhood Safety and Public Health

- **Comprehensive Neighborhood Safety Strategy (CNSS):** CNSS continued efforts in 2020 to engage residents and make investments to improve safety. Neighborhood Safety Committee meetings were held in five neighborhoods. In addition to the Hilltop, Linden, and South Side, two new communities, Driving Park and Milo-Grogan were added in 2020. Over 100 residents participated.

Neighborhood alley-clean-ups removed 2.88 tons of illegally dumped tires and over 45 tons of trash and debris from Linden, Driving Park and the Hilltop neighborhoods. After the alleys were cleaned, a team of 10 Department of Neighborhood's employees went door-to-door connecting with over 1,800 residents and provided information on how to report illegal dumping and how to keep their properties clean from trash and debris.

The second annual Landlord Fair was held. The virtual event included information about the Hope Fund from Impact Community Action, crime prevention through environmental design, eviction prevention, the New American community and the services provide by the City Attorney's Office, the Division of Refuse, and Code Enforcement. Over 50 individuals attended.

The Department of Neighborhoods released \$800,000 in CARES grant dollars to four community partners as part of the Youth and Family Empowerment Grants. The work that was funded with small grassroots non-profits focused on empowering families overtly affected by COVID and its secondary effects. Projects included neighborhood beautification, a pilot chess academy, mentoring, transportation and providing access to the internet for job and school readiness.

CNSS spent \$40,000 on new street lighting to improve walkability in South Linden. \$300,000 was invested in new sidewalks through the Linden Sidewalk Investment Pilot Project. This program is expected to wrap-up in the spring of 2021.

## Diversity and Inclusion

- **Community Relations Commission (CRC):** The annual Lunch and Learn series was held in partnership with the Columbus Women's Commission and the Women's Fund of Central Ohio. The theme was "A Women's Journey to Equity." Through one in person session and five virtual gatherings that averaged over 3,000 views each, the events built awareness of the protected classes and areas of discrimination that the CRC focuses on.

Complaints accepted by the CRC included six filed on the basis of race, three for sexual orientation and one for sex discrimination. Four of the complaints were related to employment, three to housing and one to public accommodation.

The Commission worked closely with the City Attorney's office to complete draft legislation that will amend Chapters 139 and 2331 of the Columbus City Code. The proposed amendments will help Columbus maintain its leadership position in the area of civil rights and offer more effective remedies that could encourage additional residents to seek assistance from the Commission. The legislation will be introduced in early 2021. One recommendation in the draft legislation to protect those who choose to wear natural hair styles, known as the CROWN Act, was introduced by Councilmembers Tyson and Favor and passed by City Council in December.

- **My Brother's Keeper (MBK):** In 2020, MBK focused on the pillars of education, health, safety and economics in order to help close the disparity gap facing young men of color today. MBK's work to support young people during the COVID-19 pandemic provided the opportunity to build a community of caring that lifted-up boys and young men of color. Working with the African American Male Wellness Initiative, Columbus Urban League, Community for New Direction, Community Refugee Immigration Service Inc., Legacy U and Urban Scouts, MBK helped to provide interventions focused on closing the academic achievement gap. This work occurred as part of a \$912,835 investment made through the MBK Round 2 grants, Summer Youth and BOOST programs. Of the 645 young men who engaged in MBK programming, only three were involved in acts of violence.

In addition, MBK hosted the following events:

- Black History Month – In partnership with Columbus City Schools (CCS), L-Brands and the Department of Neighborhoods, Black History Month included the Read Out-Loud series at five CCS elementary schools. Students created a mini 2020 Vision Board to set future goals, read the book “White Water” and had a group discussion. MBK hosted a preview of the movie “Just Mercy” followed by a panel discussion that included judges, police officers, lawyers and community activists.
- MBK Annual Job Fair – MBK hosted the 3rd Annual Job Fair in March with the support of six other City Departments. Over 55 central Ohio employers participated and 243 job seekers signed in at registration.
- Stay Connected Campaign - The campaign was launched in March to help students during quarantine remain engaged. The goal was to provide students and families with educational and safety information.
- **New American Leadership Academy (NALA):** The 2020 class of the New American Leadership Academy completed a virtual program due to COVID-19. They conducted a group service project in partnership with INPREM Holistic Community Resource Center where they provided 450 families with food, PPE, health and wellness information, civic engagement and voter information, hygiene products and other miscellaneous supplies. There are now nearly 80 graduates. In 2020, NALA celebrated the appointment of Kawther Musa, a 2019 alumni, to the Northeast Area Commission.
- **Rev. Dr. Martin Luther King Jr. Celebration:** The 2020 celebration was held at East High School and featured a keynote address from Dr. R.A. Vernon, founder and senior pastor of The Word Church in Cleveland, remarks from Playon Patrick, a five time winner of the Rev. Dr. Martin Luther King Jr. Youth Oratorical Contest and Jasmine Davis, a first grader who won the Contest’s primary division. In addition, gospel recording artist Zacardi Cortez performed.

**Innovation**

**311:** To ensure continued access to City services and to keep the 311 team safe during the COVID-19 health emergency, 311 implemented new computer technology that allowed successful adoption of a remote work model. While it was not possible to take live calls for a period of time during the transition, the overall number of resident contacts, as illustrated in the table below, remained steady when compared to 2019’s record setting numbers. Reflected in the 2020 numbers were 10,654 service requests that 311 received related to COVID-19. These included requests for masks as part of the Masks Equals Kindness campaign and complaints referred to Columbus Public Health regarding businesses not following safety guidelines.

<b>Number of 311 Customer Service Center Contacts</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Phone Calls	292,413	319,735	194,484
Voice Mails	6,437	8,861	62,565
Digital Contacts (Online-website, MyColumbus app, e-mail)	134,961	156,289	212,490
Callbacks	832	44,879	46,861
<b>Total</b>	434,634	529,764	516,400

To better serve all residents, 311 continued to innovate in 2020 with the adoption of the Language Line interpretation service. This allowed 311 representatives to speak with residents in over 240 languages. In addition, City Council approved the contract for a new 311 system. Working with the Department of Technology and Rock Solid Technology, implementation of the OneView system is on track for a 3<sup>rd</sup> quarter 2021 launch.

**Department Relocation:** The operations of the Department of Neighborhoods were consolidated with the move of most functions to the Clarence D. Lumpkin Point of Pride Building, 1410 Cleveland Avenue, in the Linden neighborhood.

# **Building and Zoning Services 2020 Annual Report**

2020 was an extraordinary year. Most of the year was beset by a global pandemic, the likes of which had not been seen in generations. Mayor Ginther acted swiftly and decisively, as he issued several executive orders to protect the staff and citizens of the City of Columbus.

Consistent with guidance issued from the Mayor, the Department of Building and Zoning Services acted to minimize in person contact, and implement social distancing protocols to promote employee customer health and safety. The Department partnered with the Department of Technology to get every staff member access to virtual desktop services, which enabled a massive movement to remote work. The Department also suspended all in-person meetings, implemented virtual meetings for boards and commissions, closed the customer service center to the public, and developed a process for the distribution of work while mitigating personal interactions. As the pandemic raged, the Department of Building and Zoning Services adroitly altered procedures so that the construction industry could continue to function.

Although changes were made, the Department never closed nor ceased to provide the core services that ensure a properly functioning construction industry. Even in the throes of a pandemic, plans review, zoning review, building permits, and inspections continued to provide the necessary safeguards that promote safety and reliability throughout the design and construction life cycle. In service of that, with the pandemic as a backdrop and the monumental efforts taken to protect customers and staff, the Department of Building and Zoning Services never wavered from its mission: To build a safe and sustainable City where neighborhoods thrive.

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

### **Building Permits and Inspections**

The Building Section which includes plan review, permits, and inspections is the largest section of the Department. The Building Section consists of administrative staff, plans examiners, and inspectors, all of which totaled over 90 full time positions for 2020. Within this section, applications for building permits are reviewed to ensure compliance with both the Ohio Building Code and the Columbus Building Code. Once a permit application has been issued, construction can begin in accordance with the scope of work outlined in the approved permit. Inspections are conducted at various points throughout construction to confirm that the work performed conforms to the approved permit.

#### Permits

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

- Nearly 43,000 permits were issued in 2020, representing an decrease of nearly 5% over permitting volume for 2019
  - Commercial permitting for 2020 declined dramatically from the previous year totaling slightly over 8,000 issuances, marking a 25% decrease from the previous year
  - Multi-Family permits fell mightily, marking a 15% decrease from 2019 totals, amounting to about 4,000 issuances
  - Residential permitting was the lone bright spot for 2020, rising nearly 5% from 2019 levels, totaling more than 30,000 permits issued

#### Expedited Plans Review

Expedited Plans Review allows applicants with qualifying projects to accelerate the approval of building plans. A faster plan approval affords the applicant the opportunity to begin construction on a hastened time table. This program has been regarded as a successful, customer-focused innovation since its implementation in 2015. Due to the pandemic, 2020 was the first year that the program failed to grow from the previous year. Once the pandemic subsides, we expect interest in the program to return to previous levels.

- 385 expedited reviews were conducted in 2020
- Expedited review activity decreased 30% when compared to 2019 levels

#### Online Permitting and Other Services

Online permitting has been a focus for the Department of Building and Zoning Services for several years. First undertaken in 2011, the Department has strived to continually add permits and services to the suite of options available online. During the pandemic, online permitting became an ever-more important service provided to the industry. Significant growth was experienced across all offerings, particularly for final site compliance applications and other applications offering electronic plan review.

- Over 30,000 permits were issued online in 2020
  - Online permits accounted for nearly 70% of all permits issued in 2020.
  - Online permitting continued to show a robust upward trend with permit volume increasing over 16% from 2019
- Over 15,300 inspection trips were purchased online in 2020, a more than 7% increase over 2019 totals
  - Over 95% of all inspection trip purchases were made online in 2020
- In 2020, over 71% of Final Site Compliance applications were applied for online and electronically reviewed, representing over a 500% increase from the previous year
- Additionally, electronic review and online applications for building plans and plan revisions were successfully implemented for projects that requested an after-hours review

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

- Over 45,000 inspections, or 51%, were scheduled online in 2020

### Inspections

Approximately 60 employees comprise the inspections team at the Department of Building and Zoning Services. Regardless of weather and conditions, building inspectors set out each day to review construction projects in the field. The inspection process is integral to the safety of the built environment, as inspectors validate that completed work is building code compliant and consistent with the approved scope of work. The department successfully implemented the capacity for virtual inspections as a response to the pandemic. Throughout the pandemic, the inspections section innovated to ensure that inspections could be safely performed.

- Over 85,000 inspections were completed in 2020, which marks a slight decrease from 2019
  - Inspection requests were completed within 1 business day 99.95% of the time in 2020, resulting only 39 carry overs

### Building Compliance

The Building Compliance team investigates reports of unsafe buildings, buildings damaged by fire or vehicle impact, unlicensed contractors and work performed without permits that may threaten the general safety of the public. The Building Compliance Section inspects both residential and commercial properties while working closely with local authorities, contractors, property owners and other city departments to bring these properties into compliance. Throughout the pandemic, the Building Compliance Section placed a heavy emphasis on working cases that were created as a response to an unsafe or emergency condition.

- In 2020, nearly 1,200 service requests were opened and investigated
  - This total is down about 23% from the previous year
- Nearly 50 Notice of Violation orders were written throughout last year
  - This represents a 75% decrease from the previous year
- Unsafe Building orders written totaled 230 for the entirety of 2020
  - 2020 numbers for Unsafe Orders were down about 23% from 2019
- The Department wrote 6 Emergency Hazard orders in 2020
- Overall, the Building Compliance team closed or complied about 350 orders in 2020

### **Zoning**

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

The Zoning Section oversaw two significant innovations as a response to the pandemic. First, the Zoning Public Hearings staff transitioned all of the boards and commissions they support to virtual meetings. This has been a widely successful endeavor that allowed the work to continue safely. Second, the Zoning Public Hearings began taking applications electronically, accepting online payments, and processing applications remotely. These innovations have maintained a similar level of productivity while promoting the well-being of staff and customers.

### Zoning Public Hearings

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

- Applications for rezonings and variances totaled over 400 for calendar year 2020
  - Overall, total applications were roughly flat from the previous year
  - Rezonings accounted for nearly 28% of the public hearings volume in 2020 with a total nearly of 120 applications
    - Rezoning applications increased 16% from the previous year
  - Council Variance applications for 2020 totaled 131, representing about 30% of the public hearing applications submitted
    - Council Variance applicants levels remained unchanged from the previous year
  - Applications for Board of Zoning Adjustment (BZA) variances fell by nearly 5% from the previous year
    - Roughly 130 BZA variance applications were filed in 2020, representing about 30% of the public hearings case volume
  - Applications to the Graphics Commission, which provides commercial sign variances throughout the city, comprised roughly 12% of all public hearing applications in 2020
    - With 50 applications for variances sought, 2020 volume decreased nearly 16% from the previous year

### Zoning Clearance



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

- Zoning Clearance staff conducted reviews for nearly 550 Final Site Compliance applications
- Over 100 preliminary site compliance plan reviews were conducted and meetings held
- Roughly 75 zoning-clearance-only reviews and preliminary reviews were completed in 2020

### **Site Engineering**

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

The Site Engineering section successfully transitioned into remote work during the pandemic. About three quarters of all plans routed, were submitted and reviewed electronically. Furthermore, beginning in September, applications for preliminary site compliance plans were enabled for online submission and electronic review, and all subsequent preliminary site compliance meetings were conducted virtually.

- Reviews for Final Site Compliance Plans totaled more than 1,500 for 2020, which represented a 30% increase from the previous year
- Over 100 Preliminary Site Compliance applications were routed and reviewed in 2020
- Over 20 applications for preliminary and final plat applications were received in 2020
- New applications for street construction plans totaled 45 for 2020
- Nearly 300 applications were received and routed for storm water and sanitary sewers plans in 2020
- Roughly 85 applications for lots splits were reviewed and processed in 2020

### **Customer Service**

The Customer Service Center at the Department of Building Zoning Service is usually the first point of contact by the public in the permitting process. Staffed by approximately eighteen full time employees, the Customer Service Center is an integral component of increasing the efficiency of the permitting process. Customer Service Center staff will enter applications, process contractor licenses and registrations, accept payments, and answer questions about permitting requirements. Ordinarily the Customer Service Center is also staffed by a member of the Zoning Clearance team, a residential plans examiner, and a commercial plans examiner, who are all available to answer any questions an applicant may have. However, with the onset of the pandemic, the Customer Service Center closed to the public, and the intake process was radically altered to keep plans and applications moving through the system, while prioritizing the safety of staff and customers alike. Over 11,000 applications for permits and other services were handled while working remotely. This effort required the deft coordination of managers, supervisors, and staff to accommodate that volume of activity while maintaining physical separation. The success of that endeavor was proven insofar as all of the industry accepted timelines for service were routinely met throughout the year.

The Department of Building and Zoning Services undertook a significant endeavor in support of Mayor Ginther's Sustainable Columbus strategic priority. Partnering with the Department of Public Utilities, the Mayor's Office, and Council Members Tyson and Remy, the Department pursued legislation to codify an energy utilization benchmarking ordinance, which will require property owners of a certain size building and use to report energy and water consumption data annually. This was a painstaking process that was punctuated by a robust stakeholder engagement strategy and policy development. The benchmarking ordinance was adopted by Columbus City Council in March of 2020, mere days before the forced closures necessitated by the pandemic. Throughout the ensuing months, the work continued as a software platform was selected that will assist in the management of the program. It is expected that the software will be fully implemented in the first half of 2021, and ready for use when the first energy utilization reports are due toward the middle of the third quarter.

A significant component of Mayor Ginther's Equity Agenda is the strategic priority of Economic Development and Affordable Housing. The Department of Building and Zoning Services, in partnership with the Department of Development, formally launched an initiative to modernize and comprehensively update the Zoning Code for the first time since the middle of the 20<sup>th</sup> century. The endeavor will likely be a multiyear set of projects that will culminate in the adoption of a new Zoning Code. The project has been broken in two distinct phases. Phase I, which began in November of 2020, will analyze and diagnose technical and procedural challenges, as well as proffer an update strategy upon which the next phase will rest. Phase II, expected to begin in late 2021 and continue through 2022, will build upon the foundation of phase I, and further develop the standards and regulations that will comprise the new code. Both phases will include a robust and inclusive public engagement process, so that all of the people of Columbus have the opportunity to be heard. This is a once in a generation opportunity that will impact how the City will grow, and will shape the impacts of that growth toward a more equitable future for all who call the City of Columbus home.

# **Department of Education 2020 Annual Report**

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

## **2021 PLANNED ACTIVITIES**

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

### **1. Neighborhoods**

**Birth To Five:** In 2020, the Department of Education worked with Future Ready Columbus, the Franklin County Early Childhood Advisory Council, and other community partners on the development of a birth to five strategic plan that will benefit every neighborhood in Franklin County. This year, the Department will continue this work as Future Ready Columbus delivers their plan, Future Ready by Five (FR5), to the community; making sure that every child, in every neighborhood is ready for kindergarten.

In 2021, as in previous years, the Department will use data collected from various sources to strategically expand pre-kindergarten throughout Columbus, focusing first on communities with the highest needs and the lowest capacity. Using this data, the Department will work to assure that every neighborhood in Columbus has access to early learning opportunities and that the opportunities available are of the highest quality.

**Linden Park Neighborhood Early Childhood Education Center:** The Linden Park Neighborhood Early Childhood Education Center is a unique collaboration between Columbus City Schools and the Department of Education. In 2016, The Department helped develop and open the Linden Park Neighborhood Early Childhood Education Center in Linden. In 2020, Linden Park was delayed in opening due to the COVID-19 pandemic but in 2021, the Department will again provide funding for approximately 200 Linden Pre-K students at the center in both Columbus City Schools' classrooms and classrooms operated by community-based providers.

**Hilltop Early Learning Center:** Since 2018, the Department of Education has been working with City partners on the development of a new, state-of-the-art early learning center in the Hilltop. Excitingly, in December 2020, Mayor Ginther celebrated the commencement of the construction of the new center with a virtual groundbreaking event. This year, the Department will monitor the construction of the facility as well as continue to focus on deciding what programs and services to include in the new facility.

**The Summer Success Program:** In previous years, the Department partnered with Ohio State University on a robust summer program, preparing children for kindergarten who had never been engaged in a formalized early education setting. This full-day, five-week, summer learning "boot camp" provided 4 and 5-year-olds critical core academic competencies in math and literacy, with supporting physical and motor development. In 2020, instead of canceling or postponing the program due to the pandemic, Ohio State and the Department seamlessly shifted to a completely virtual kindergarten-readiness program. 100 children from lower-income homes participated in a blended-learning program that featured video chats with explicit teacher-led instruction, parent-mediated media experiences, and home-learning resources. These learning opportunities targeted the development of literacy, math, and social-emotional skills. Conducted over a 4-week period, each family was provided a programmed tablet configured to allow for video chats via zoom and educational media. In addition, parents also received home-learning resources (e.g., storybooks) as well as hot spots if needed. Post-program student assessments showed that children showed significant gains in literacy, math, and social-emotional skills. In 2021, our hope is that we can move again to an in-person Summer Success program.

**After School Programs:** Because many Columbus City Schools students did not participate in in-person classes for almost 12 months, the programs and services provided by after school providers will be even more crucial in 2021. After school providers will focus intensely on the specific needs of children, including mental health, academic success, and social-emotional development. As in previous years, services funded by the Department's After School Grant Program in 2021 will focus on assisting specific ethnic and minority youth, such as Asians, Somalis, Ethiopians and the LGBTQ population. In addition, many programs serve children specifically from disadvantaged communities such as Linden, Milo Grogan, Near East, Franklinton and the Hilltop.

### **2. Safety**

**Social-Emotional Learning in Prekindergarten:** Entering kindergarten ready to learn means more than being able to identify shapes, letters and count from 1 to 20. Though academics are important, children must be ready socially and emotionally for kindergarten, as well. A high-quality pre-kindergarten education allows young learners to develop executive functions and self-regulation. When children have opportunities to build these skills, individuals and society experience life-long benefits.

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

Unfortunately, in Franklin County, participation in important early learning programs decreased significantly in 2020 because of the pandemic. Because of this, the Department of Education's 2021 pre-kindergarten strategy includes requirements for programs to make sure that children are learning these important social and emotional skills.

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

In 2021, many children who have been out of school for nearly a year, will be returning to the classroom. Their participation again in after school programming will be crucial for not only their academic needs, but for their social-emotion and mental health and development as well. One of the requirements of the After School Grant Program is that providers participate in the Partnership4Success (P4S) initiative with the Franklin County Family and Children First Council. Through P4S, child-specific data is collected on each participant and is used to set baseline measures and track progress over time. This data will be used to measure critical outcomes and to set goals for continuous improvements for both the participants and the programs. This data provides insight to early warning indicators of attendance, academics and behavior so that targeted interventions can be identified and implemented. After-school programs that provide safe places for youth will also provide critical educational interventions. The social behavioral impact of having a positive, caring and competent adult during non-school hours who teaches and reinforces a positive growth mindset is of the utmost importance in crime prevention.

**Learning Extension Centers:** One of the greatest inequities highlighted by the pandemic was the ability of our students to learn remotely. Though the City, school district, and many community partners collaborated to make sure every student had the tools and materials that they needed, these inequities persisted. Early in the 2020-2021 school year, learning extension centers (LECs) popped up organically across the City and County. LECs, operating in library meeting rooms, church basements, and recreation centers started simply as a safe space for students to log in to attend their virtual lessons. Before long however, and with important funding provided by the City, LECs grew to meet the comprehensive academic and developmental needs of the children they served.

Though all Columbus City Schools children will return to the classroom in 2021, they will still be engaged in virtual education three days per week. Because of this, the Department will continue to work with I Know I Can and Columbus City Schools to make sure that all students who need a safe space to learn can access an LEC.

### **3. Education**

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

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

This year, the Department of Education will continue to work with Future Ready Columbus on the rollout and implementation of the Future Ready by Five, birth to five strategic plan for Franklin County. Only by developing collaborative partnerships and community buy-in and ownership will we succeed.

**Pre-kindergarten:** 2020 was a challenging year for the early learning community. Children, as well as providers, teachers, and families were impacted by mandatory closures, disruptions of service, virtual learning, and lack of important programs and services. Now, more than ever, children need to be enrolled in robust, high-quality early learning programs and the Department of Education will continue to serve Columbus children through Early Start Columbus (ESC), the City's pre-kindergarten expansion program.

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

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

In 2021, the Department will also continue the city-state preschool expansion program which supplements state half-day early childhood education funds with city funds to create full-day slots. The Department will again require providers to “braid” other funding sources, such as Publicly Funded Child Care (PFCC), with city funds, using them as “last dollar” funding. This strategy allows the Department to better leverage city funds while providing a more appropriate level of funding to providers. This strategy allowed the Department to serve over 1,000 children per year in Columbus City Schools and community-based provider prekindergarten classrooms.

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

The City Education Director helps develop and guide education policy district-wide as a non-voting member of the Columbus Board of Education. In this role, the Director participates in school board meetings and is advised on all district initiatives.

**Pre-Kindergarten in the Hilltop:** As previously noted, in 2021, the Department will continue to work on the development of the Hilltop early learning center. When complete, the new facility will provide a high quality prekindergarten education to up to 240 Hilltop children and the important wraparound services crucial for success.

**Child Care:** A late 2020 survey conducted by Action For Children showed significant fragilities in the child care industry due to the forced closures, reduced teacher-to-student ratios, and declined enrollment created by the pandemic. The Department and partners moved quickly on a plan to assist and stabilize these critical providers. This year, the Department will continue to work with the Columbus Women’s Commission, Action For Children, Future Ready Columbus, Franklin County, and other partners to monitor the health and viability of child care and early education programs in the City and the County.

#### **4. Economic Development**

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

Economic policymakers are now looking at pre-kindergarten as an important economic development tool. According to the National Conference of State Legislatures, “mounting evidence shows that investments in early education may be considered as an economic development strategy” and that “early education investments yield a return that far exceeds the return on most public projects that are considered economic development.” This return on investment in the form of lower societal costs, such as incarceration, rehabilitation, and welfare can be as high as \$8 for every \$1 invested in early childhood education. This potentially means that the return on our investment is nearly \$37,600,000.

**Local Support:** Through the 2021 Early Start Columbus program, the Department plans to provide another \$4,700,000 in financial support to approximately 30 Columbus non-profits and businesses, almost all of which are minority or female-owned enterprises.

### **2020 ACCOMPLISHMENTS**

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

#### **1. Neighborhoods**

**Pre-Kindergarten in the Hilltop:** Excitingly, in December 2020, Mayor Ginther celebrated the commencement of the construction of the new center with a virtual groundbreaking event. Also, in 2020, the Department worked to operationalize the plans for the building, including determining what programs and services will be offered in the new building and what entities may potentially provide those services.

**Linden Park Neighborhood Early Childhood Education Center:** As noted previously, through a collaboration with Columbus City Schools, the Department of Education helped to develop and open the Linden Park Neighborhood Early Childhood Education Center in Linden in 2016. In 2020, the Department provided funding for 180 Linden pre-kindergarten students at the center in both Columbus City Schools’ classrooms and classrooms operated by community-based providers. In March 2020 however, Linden Park children were sent home due to the pandemic school closures. But, the pre-kindergarten providers at Linden Park moved quickly to engage their students virtually.

**Prekindergarten in Columbus:** As in previous years, in 2020 the Department provided funding to neighborhood-based prekindergarten providers to strategically expand prekindergarten throughout Columbus.

**After-School Programs:** Services funded by the Department of Education’s 2019 After School Grant Program focused on assisting specific ethnicities and minorities such as Asian, Somali, Ethiopian and LGBTQ youth. In addition, many programs served children specifically from disadvantaged communities such as Linden, Milo Grogan, Near East, Franklinton and the Hilltop.

**Weinland Park Summer Success:** The Department of Education partnered with Ohio State University in 2019 to increase kindergarten readiness in the Weinland Park community. Funding provided by the Department allowed 96 4- and 5-year-olds to receive critical core academic competencies in math and literacy, with supporting physical and motor development.

## 2. Safety

**Pre-kindergarten/Social-Emotional Learning:** As previously noted, long-term benefits of a high-quality pre-kindergarten education include lower rates of poverty, unemployment, drug use and teenage pregnancy. In 2019, The Department of Education’s strategy to expand pre-kindergarten included requirements for programs to make sure that the children learned important social and emotional skills. Of great importance is that children who attend a high-quality pre-kindergarten education program are more likely to enter kindergarten ready to learn, read on grade level and graduate from high school and less likely to commit crimes, be arrested or incarcerated.

**After-School Programs:** As noted above, an important strategy in keeping Columbus students safe is by providing a safe environment for children to learn after the school day ends. Services funded by the Department of Education’s 2019 After School Grant Program included: youth development, academic success, healthy lifestyles, tutoring, empowerment, civic success, leadership, nutrition, interpersonal skills, and many others. Many programs focused on assisting specific ethnicities and minorities such as Asian, Somali, Ethiopian and LGBTQ youth. In addition, many programs served children specifically from disadvantaged communities such as Linden, Milo Grogan, Near East, Franklinton and the Hilltop.

## 3. Education

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

**Pre-kindergarten Expansion:** In 2019, the Department of Education greatly expanded the number of pre-kindergarten slots available through Early Start Columbus, serving more than 1000 Columbus children and partnering with more than 30 high-quality early leaning programs. The Department continued the city-state preschool expansion program, that began in 2014, which supplements state half-day pre-kindergarten funds with city funds to create full-day slots. In 2019, the Department also continued the requirement that providers “braid” other funding sources with city funds, using city funds as “last dollar” funding. This strategy allowed the Department to better manage city funds while providing a more appropriate level of funding to providers.

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

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

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

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

## 4. Economic Development

**ROI of Pre-K:** As previously noted, the return on investment of a high-quality pre-kindergarten education can be as high as \$8 for every \$1 invested. Using this math, Early Start Columbus may have provided up to \$37,600,000 in returns to our community, our city and our state.

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

# **Recreation and Parks Department 2020 Annual Report**



## **COLUMBUS RECREATION AND PARKS DEPARTMENT: OVERVIEW**

The mission of the Columbus Recreation and Parks Department is to connect the people of our community through the power of nature, wellness and creativity. The Columbus Recreation and Parks Department was first created 109 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, Columbus Recreation and Parks Department's (CRPD) mission is to connect the people of our community through the power of nature, wellness and creativity. With nearly 400 parks, 29 community centers, five athletic complexes, six golf courses, 30 pollinator gardens, 13,600 acres of parkland and 230 miles of regional trails, our vision is to ensure every resident has access to all of our department's many services. When visiting one of our parks, we expect our spaces to be places of joy. We expect our facilities and parks to be open to all. Last, we expect our spaces to be embedded in neighborhoods and serve as gathering places for every member of our community. As a department, we align our strategic goals with the 2014 Master Plan because we believe our spaces are important assets entrusted for generations.

In 2019, 1.7 million residents participated in the department's programs and events. The department provided 2,000 swim lessons, served nearly 460,000 meals through the summer food program, and planted nearly 4,300 street and park trees throughout the system. In 2019, the department broke ground on the Linden Community Center & Park and launched the Community Center without Walls model at Eakin Elementary on the city's west side.

With 345 full-time and 1,304 part-time staff and an annual budget of approximately \$78M, the department plays a vital role in many of Columbus' neighborhoods. The department is a direct connection to the spirit of our community and continues to hold a prominent presence in every neighborhood. With the support of numerous partners, the newly established Columbus Recreation and Parks Foundation, and a volunteer core of 14,000 individuals, collaboration is key to the department's success.

## **2020 ANNUAL REPORT INTRODUCTION**

At the start of 2020, no one could have anticipated the incredible and necessary pivot our community would take to battle the economic and societal challenges of COVID-19. However, after an unprecedented year, with many twists and turns for Columbus' working families and youth, one thing rang true – the Columbus Recreation and Parks Department stood tall with Columbus residents every step of the way.

With the support of strong leadership from Mayor Andrew J. Ginther and the Columbus Recreation and Parks Department Commission, our employees re-imagined, pivoted and expanded services to ensure the department could continue to fulfill its mission.

Our open spaces continued to serve as a vital resource for Columbus neighborhoods. With a dedicated team, the department's over 400 parks and 230 miles of regional trails remained open during the pandemic.

We re-imagined summer camps and programming by providing virtual programming and modified summer camps for kids. Additionally, with many camps and daycares closed, we knew our camps weren't enough to meet the community's needs. To help fill the gap, we distributed \$2 million in grants, supported by the CARES Act, to support 40 nonprofits offering summer camps.

We made investments in capital projects by building the Linden Community Center, remodeling the Scioto Southland Community Center and purchasing the Douglas Arts Complex. In the future, we hope the new arts complex will foster community engagement with the arts.

We expanded access to trails by completing the Bethel Road trail connector. The Olentangy is one of the most populous trails in central Ohio. Residents near the Bethel Road and Olentangy River Road intersection can now easily access the 13.2-mile Olentangy Trail. In addition to trails, we continued to work on the Urban Forestry Master Plan, which will provide Columbus residents with a plan for cleaner and more prosperous neighborhoods by supporting plenty of green space, air that's easier to breathe and safe drinking water. This is a monumental step forward for the department and aligns with the city's equity agenda.

Last, and most importantly, we focused on building a department that truly cares for the wellbeing of every resident we serve. A few years ago, we took on the task of defining our department's vision of a socially equitable city. Last year, we established a committee to hold our commitment to this promise. This year, thanks to the hard work and dedication of the Diversity Equity and Inclusion Committee, we finalized the department's first-ever Diversity, Equity, and Inclusion Policy with actionable goals and steps to meet the diverse needs of our community.

We rose to meet the community's needs in 2020, and I'm proud of every employee, volunteer, and community member who made it a year to remember.

## **DEPARTMENT ASSETS: WHAT WE ARE**

- 28 community centers
- 5 athletic complexes
- 6 golf courses
- 8 outdoor pools + an indoor aquatic center

- 6 splash pads and interactive fountains
- 400 parks
- 13,749 acres of parkland
- 230 miles of regional trails
- 3 reservoirs totaling 4,240 acres
- 19 nature preserves
- 2 skate parks for BMX, skateboards and rollerblades
- 5 dog parks
- 13 enclosed rental spaces
- 20 open air shelters

#### **DEPARTMENT COMMUNITY ENGAGEMENT: WHO WE SERVE**

- 16,060,993 people reached via in-person and virtual events / programs and online content, email campaigns and social media
- 98,584 program participants at 5 athletic complexes
- 64,473 tournament/league participants at games at Berliner Sports Park
- 7,969 participants in aquatics programs
- 172,255 golf participants
- 2,804 fitness room visits
- 28,751 community recreation program registrations
- 453,855 free meals served
- 1,652 individual youth grant recipients through the PLAY program
- 3,918 volunteers
- 12,981 celebrated a special occasion at department rental facilities
- 12,351 residents with urgent needs assisted via direct outreach
- 3,138 cultural arts center visitors and class participants

#### **DEPARTMENT CONSERVATION EFFORTS: HOW WE CONSERVE**

- 21,638 park trees managed
- 2 green infrastructure projects in 2020
- 500 native plants planted
- 79 total COGO stations
- 94,500 bags of trash removed from parks
- 35 lbs. prairie seed spread at whetstone park
- 30.88 total acres of pollinator habitat
- 33 pollinator gardens
- 22,997 kwh from solar panels on our net-zero building
- 936 street and park trees planted in 2020
- 8.94 miles of state-designated water trail on Olentangy river

#### **DEPARTMENT COMMITMENT TO DIVERSITY EQUITY AND INCLUSION**

Building a socially equitable city is the driving vision for the Columbus Recreation and Parks Department. As the department developed the 2019 -2024 Mission Forward Strategic Plan, this vision needed to become a tangible reality. Thus, in 2020 the department formed the Diversity Equity and Inclusion (D.E.I.) Committee and adopted an official D.E.I. policy to guide the department's work in tandem with the organization's strategic plan.

Over the years, the department has worked to hire a diverse workforce, leverage minority- and female-owned businesses' expertise, and communicate via multicultural channels to support its mission. However, as Columbus continues to flourish, the department must take a proactive and thoughtful approach to exceed community expectations for equity.

Through the D.E.I. policy and committee, the department aims to ensure everyone has access to exceptional parks and recreational opportunities. More specifically, the department seeks to unite and utilize the city's diversity by connecting all people to the highest quality of service, access, and inclusion. The department values a culture that holds employees accountable for maintaining a safe and discrimination-free environment for people of any race, color, religion, sex (including sexual harassment), national origin, disability, ancestry, age, genetic information, sexual orientation, gender identity or expression, or military status.

Over the next several years, the department will prioritize four goals to achieve its vision.

- **Goal 1:** Have a **workforce broadly reflective of the community.**
- **Goal 2:** Attract, train, and retain a workforce **skilled at working in a diverse and inclusive environment.**

- **Goal 3:** Create equitable processes, policies, plans, practices, programs and services that **meet the diverse need of those we serve.**
- **Goal 4:** Leverage established City of Columbus procurement systems to enhance equitable processes, policies, plans, practices, programs and services that **meet the diverse need of contractors, vendors, consultants, and those with whom we conduct business.**

### **DEPARTMENT MISSION ALIGNMENT: CREATIVITY HELPS BATTLE PANDEMIC STRESS**

The arts can reduce stress and increase one’s sense of well-being. In 2020, the department knew that helping residents tap into their creativity was more important than ever to reduce the anxiety and feelings of isolation brought on by the pandemic.

With facilities closed, the department introduced several at-home arts programs to help engage residents in artistic endeavors. Programming focused on a variety of age groups and experience levels, including Create @ Home for adults and Art with Kids @ Home. Videos were streamed on social media and were available online after the live event. The team also launched a series of art challenges to offer art education and create a sense of community. Some challenges focused on a specific technique to enhance a skill, while others asked residents to share work focused on a common theme that residents could share with each other.

Virtual programming helped residents engage in the creative arts from the safety of their homes. The Cultural Arts Center (CAC) reimagined Conversations and Coffee, the City’s longest-running artist talk series, into a virtual format. Carriage Place Players, a theater group out of the Carriage Place Community Center, recorded then broadcast “Humbug on a String.” This new take on the classic *A Christmas Carol* featuring puppets added a little spirit to the holiday season.

The CAC’s classes as well as some exhibits are made possible thanks to its faculty. With the arts community hit hard by the pandemic, the CAC wanted to show support for these talented and dedicated artists. A new online store, CREATED, moved the CAC’s gift shop online, offering a new way for faculty to sell their work. An online faculty exhibit enabled faculty to feature their work while the gallery was closed.

Finding new ways to engage residents in creative efforts helped the community navigate the stress brought on by the pandemic.

### **DEPARTMENT COMMUNITY ALIGNMENT: BRINGING SOCCER TO THE COMMUNITY**

In 2019, the Columbus Crew SC and the Columbus Crew SC Foundation donated two soccer mini-pitches at Sullivant Gardens Community Center and Blackburn Community Center. The mini-pitches offer residents a safe place for soccer practice and games. The lighted all-weather surface is safe and inviting, especially as the sun starts to go down.

“Increasing access to safe places to play soccer helps to improve lives and communities,” said Crew SC Executive Vice President and Chief Business Office Steve Lyons. “Beyond the health benefits of exercise, physical activity and the positive influence on the mental well-being of children, our mini-pitches provide a place that brings youth and families together through soccer.” This brings to eight the number of Field Development Projects, all of which are located around the Central Ohio area and are fully-funded by the Crew SC Foundation.

“There is a huge love for soccer within our community and the mini pitch will offer our youth endless hours of opportunity to practice, play and master their craft,” said Mike Terlecky, center manager for Sullivant Gardens. “I’m also hoping that, with the addition of the mini pitch, soccer continues to grow within our community, offering everyone a place to go, be active and have fun learning this great game.”

The partnership also brings *Soccer for Success* programming, an after-school program that helps children establish healthy habits and develop critical life skills through trained coach-mentors and community engagement.

This partnership, along with access to state-of-the-art facilities, is making a difference for area youth. Recently, Sullivant Garden’s top 13-year-old player was signed to the Columbus Crew Academy, further emphasizing the benefit – and need – for courts like this in inner city communities.

#### Department: Budget & Revenue

The 2020 operating budget totaled \$56,353,000. Charged with a commitment to conservation, health and wellness, and social equity, the department is dedicated to ensuring Columbus continues to be America’s Opportunity City. This is accomplished through sustainable programming, connecting neighborhoods and being open for all. The 2020 budget included funding that supports the City of Columbus priorities, the department’s daily operations, diversity and inclusion training and building strategic partnerships and programs to support cost-recovery initiatives.

The department employed 353 full time and 1,414 part time staff in 2020. The department’s capital improvement plan budget totaled \$26,900,000.

The department's top sources of revenue include golf, adult sports, CIP reimbursement, rental services, and recreation centers. The department's total earned revenue totaled \$8,725,395. The department secured \$7,798,945 in cash and \$573,294 in-kind donations in 2020. This revenue was provided through grants, sponsorships, donations, and partnerships.

### **DEPARTMENT MISSION, VISION, VALUES**

Mission: We connect the people of our community through the power of nature, wellness, and creativity.

Vision: A socially equitable city.

#### Values

- Joy: Our programs and activities are fun, celebrate culture, and add to our quality of life.
- Open: We communicate in multiple languages, design for accessibility, program for inclusion, and hire to represent the people we serve.
- Community: We embed in our neighborhoods, know our participants, and serve as a gathering place for all.
- Nature: As stewards of the land, we invest heavily in conserving our natural environment.
- Legacy: Our assets are entrusted for generations to come, which is why we plan for tomorrow, not just today

### **MISSION FORWARD STRATEGIC PLAN:**

In 2018, CRPD adopted a mission statement: "We connect the people of our community through the power of nature, wellness, and creativity." This strategic plan is a "mission forward" promise, dedicated to advancing the department's goal to work toward an equitable city. Below are key priority areas and goals for this plan.

- Smart Growth
  - Through targeted acquisition and trail construction, connect unserved residents to a future park or trail within a 10-minute walk of their home.
  - Develop new parks and trail connections that enhance service for 50,000 residents within a ten-minute walk.
  - Achieve a staffing model that reflects proportionate growth.
  - Position and align CRPD assets for the future.
  - Achieve growth in service level through strategic partnerships.
  - Implement key changes to Policy and Code affecting Recreation and Parks.
- Sustainability
  - Achieve CRPD's Natural Resource Sustainability Goals.
  - Develop and implement the Urban Forestry Master Plan.
  - Increase efficiency through operational planning, reducing costs and achieving tiered cost recovery goals for all activities. Exceed cost-recovery goals in Golf, Sports, and Rental Services.
  - Achieve annual increases in leveraged operational & capital dollars: grants, sponsorships and donations.
- Excellence in Programming and Service Delivery
  - Drive annual growth in program participation through data-informed and inclusive programming.
  - Implement Center for Opportunities model at the Linden Community Center.
  - Maximize internal, cross-sectional partnership in programming.
  - Improve customer experience feedback loops, and benchmarking.
  - Adopt national best-practices and operating processes that result in CAPRA accreditation.
- Organizational Development
  - Develop a system and process for data collection, management and analysis to support decision making and evaluate performance.
  - Define organizational culture that's informed by our operating values, value-proposition, and the Diversity, Equity, and Inclusion Plan.
  - Implement staffing and programmatic succession planning.
  - Build staff capacities and create leadership opportunities.
  - Develop and implement a new volunteer program model.
- Communications
  - Align external communication to the Department's strategic priorities.
  - Improve external relationships through responsive and deliberate communication with the public.
  - Improve internal communication that results in staff engagement and improved performance.
  - Define and promote our value-proposition to the community.

# **Office of Diversity and Inclusion 2020 Annual Report**

## **Mayor's Office of Diversity and Inclusion Annual Report**

In 2020, the Office of Diversity and Inclusion continued its work of elevating the importance and value of diversity and inclusion in the city of Columbus. On our journey to making Columbus "America's Equal Opportunity City," the Office of Diversity and Inclusion prioritizes key strategies in supplier and workforce diversity, to ensure that the diversity of our supply chain and workforce is reflective of the residents we serve.

### **2020 Major Accomplishments:**

- The Office of Diversity and Inclusion led implementation of 2019 Disparity Study recommendations, subsequently approved by Council
- Instrumental in executing the Mayor's Equity Agenda and Small, Minority and Women Owned Business Assistance Executive Order
- Successful acquisition of B2GNOW Diversity Management Software system that provides a citywide Diversity Management, Contract Compliance and Monitoring system
- Introduced 30x30 Strategy to address systemic racism and help change the direction of the racial divide in our nation
- Instrumental in goal to reach 30% minority participation on Columbus Crew SC projects, as well as putting forth workforce development plan which encourages local hiring
- Awarded Ohio MBE's Economic Development Award for PPP fund collaboration with Ohio Bankers League and Park National Bank
- Expanded the Grow With Google Partnership to provide access to valuable training and support to Minority and Women Owned Businesses faced with re-engineering their businesses and processes
- Launch 30x30 Challenge to address systemic racism.
- Our first ever virtual regional GOVERN Diversity and Inclusion Symposium. We had over 175+ participants from all over Ohio.
- First Citywide Employee Engagement Survey.
- Approved gender pronouns signature (SHE | HER| HERS / HE | HIM| HIS) to city personnel emails.
- Creation of Office of Diversity and Inclusion Portfolio: ODI's Workforce and Supplier Diversity Team and Team Resources.
- Worked with the Women's Council on equal pay analysis for the City of Columbus.
- Inclusion -New Americans, Somali & Native Americans, LGBT & Veteran outreach.
- Partner in the 2020 Workforce Diversity Recidivism Program relaunch.
- Partnership with OSU Fisher College of Business Consulting Immersion Lab.
- Created new supplier diversity and workforce diversity dashboards

### **Supplier Diversity Success in 2020**

- Despite challenges of the global pandemic and economic downturn, Minority and Women-owned business utilization on city contract opportunities totaled \$61.7 million / 12.4% of the city's total spend
- Minority and Women-Owned Business (MBE/WBE) certifications and registrations total 718 in 2020 compared to 657 in 2019
- In 2020, a total of 1273 vendor Contract Compliant Registrations were processed, up from 2019 total of 1017. There were 492 new registrations and 781 renewals. The office is responsible for ensuring all vendors who do business with the city has a valid Contract Compliance number, verifying compliance as an Equal Opportunity Employer
- Increased partnerships and collaborations with the Columbus Downtown Development Corporation
- Assisted city, state and federal agency partners facilitate CARES ACT information and resources to hardest hit business communities
- Expanded supplier diversity outreach to include New American and Native American communities
- Enhanced Minority Business (MBE/WBE) Certification program
- Participated in joint outreach efforts with agency partners to create networking and information sharing opportunities to support small, minority and women-owned businesses and make them aware of city bid opportunities

### **Workforce Diversity Success in 2020**

- The Office of Diversity and Inclusion and the Mayor announced the 30x30 Challenge on August 13, 2020. The Challenge was created to ensure the City of Columbus is a diverse and inclusive workplace, and to help the City and all Central Ohio employers eliminate systemic racism embedded in the workplace. The 30x30 Challenge will provide another tool for the City to measure and eliminate racial disparities in the workplace and set bold new goals for the City of Columbus to strive toward, including:
  - 30% workforce diversity representation
  - 30% growth in supplier diversity spend
  - 30% executive leadership
  - 30% board and commission representation

- The office of Diversity and Inclusion hosted the first Virtual GOVERN D&I symposium geared towards public-sector/non-profit audiences. The symposium was held October 6-8, 2020 for 3.5 hours each day. The symposium attracted thought leaders from all levels and areas of the government and private sectors to explore three key areas towards building communities that 1) Exercises Inclusion, 2) Drives Innovation and 3) Creates Impact. Mayor Andrew J. Ginther kicked off the symposium with a panel discussion with guests: Mayor Nan Whaley from Dayton and Catherine Crosby, Chief of Staff for the City of Toledo. We had over 175+ in attendance all three days. We received positive feedback from all who attended or participated.
- The Office of Diversity and Inclusion and Human Resources partnered to roll-out the first –ever City of Columbus Employee Engagement Survey on Monday, July 27, 2020. We received over 30% response rate. The engagement survey was intended to gather insight into what is important to our employees and measure their level of engagement. It allowed employees to have a voice and provide honest feedback around key drivers of engagement, such as:
  - Work/Job Role
  - Leadership
  - Career Growth/Opportunities
  - Diversity, Equity and Inclusion
  - Work Environment/Organizational Culture
- The Office of Diversity and Inclusion and Human Resources partnered to provide employees with an ability to include their gender pronouns in their email signatures. This small gesture provides an inclusive environment for employees to feel safe, respected and be their true authentic selves while at work.
- The Office of Diversity and Inclusion created the ODI Diversity and Inclusion Portfolio. The portfolio highlights how Supplier Diversity and the Workforce team serve the City of Columbus’ vast internal and external communities by consulting on, providing supportive resources for and advocating on the vital role and societal impact diversity, equity and inclusion plays in all of our lives.
- The Office of Diversity and Inclusion partnership with OSU Fisher College of Business Consulting Immersion Lab. The class pairs groups of students with organizations to work on projects. The ODI office had two groups of students. Both groups presented on what they envisioned Columbus should look like in 2050 and how the city will need to adapt in order to provide equitable access and inclusive resources to all residents.
- The Office of Diversity and Inclusion developed new Workforce Diversity Dashboards with industry workforce best practices criteria. The new workforce dashboards are user friendly, easy to read and will allow the City to see, understand, share, measure and act on the workforce data.

### **Diverse Outreach Success in 2020**

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

- In 2020, supported and participated in city and other partner agency engagements with external partners seeking to enhance their diversity and inclusion efforts in supplier and workforce diversity. Includes federal agency partners, Small Business Ecosystem, The Columbus Urban League – MBAC Program, Franklin County, Ohio/National Minority Supplier Development Council, Ohio River Valley Women’s Business Council, Ohio Diversity Council, ODOT, COMTO, Women for Economic and Leadership Development (WELD), Women’s Small Business Accelerator, Columbus Hispanic Chamber of Commerce and Ohio Latino Affairs Commission, Columbus NAACP, Economic Community Development Institute, Grow With Google, Central Ohio Diversity Consortium, Ohio MBE advertising, procurement fairs and annual awards, Columbus/Central Ohio Building & Construction Trades Council, Diversity Compliance Coalition of Ohio (DCCO), State of Ohio Business Expo.
- Participated in Catch the Wave WBEC ORV Virtual Conference bringing female entrepreneurs together to network, provide training and access to both women business owners and corporate members from across region of Ohio, Kentucky and West Virginia.
- Held virtual SMWBE business community forum (led by Columbus City Schools’ Terri Wise) with other local, state and federal agency partners: "COVID-19's Impact on Your Business".

# **Human Resources Department 2020 Annual Report**



## **2020 Department of Human Resources Annual Report**

The success of an organization relies on its workforce. The City provides a professional environment that promotes workforce development, recognizes excellence, and ensures fair and equitable treatment of employees, applicants and customers. The Human Resources Department's mission is to promote and support organizational excellence. We achieve our mission through effective human resources programming administered in an environment that embraces diversity, quality customer service, employee engagement and professional development.

In 2020, 47 employees (44 FT, 3 PT) were budgeted in Human Resources (HR) supporting the following programs: Administration, Citywide Training & Development, Employee Resources, the Equal Employment Resources Office, Compensation Management, Veteran's & ADA Affairs, Labor Relations Section, Employee Benefits & Wellness, and Occupational Safety & Health/Risk Management.

### **ADMINISTRATION**

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

### **CITYWIDE TRAINING AND DEVELOPMENT**

Citywide Training & Development, in partnership with Healthy Columbus, was awarded a \$95,000 Financial Wellness Grant. The grant will be used to develop and implement financial planning, retirement planning and debt reduction programs available to City of Columbus employees and family members.

In 2020, CTD converted instructor led (ILT) courses to live virtual courses to provide employees with relevant, interactive and engaging training opportunities in a remote work environment. CTD converted the 2-day New Hire Orientation to a 1-day virtual Orientation. CTD worked alongside various departments and vendors to customize and/or load external training content to the Training Gateway so employees had on-demand access to D365, Dayforce, cyber security and COVID-19 Safe Work Practices and Field Procedures training. Additionally, CTD gained the ability to accept online credit card payments from enterprise customers.

CTD offered 55 separate course titles, 130 virtual led training sessions and 29 self-guided eLearning courses. The Training Gateway reflects a total of 11,503 training contacts were made in 2020. Of which, 3,723 individuals engaged in a Diversity, Equity and Inclusion training; 2,172 employees completed Ethics training; 331 employees attended Orientation; 379 employees completed self-guided eLearning courses. In 2020, a total of 1,497 enterprise customers attended 37 courses. A total of 61 small business customers attended 23 courses. The total revenue collected in 2020 was \$33,546. CTD expanded its social media presence by offering weekly Facebook Live training sessions with a total of 1,996 views. CTD experienced a 15% increase in Facebook followers, received 680 likes and 128 Facebook page views.

### **EMPLOYEE RESOURCES**

Employee Resources coordinates citywide philanthropic efforts that benefit vulnerable residents through the Mid-Ohio Food Collective and the Combined Charitable Campaign. In 2020, employees donated over \$221,000.00 to help address the food, health and human service disparities through their donations.

2020 was the inaugural year for a partnership with the Columbus Music Commission's Gift of Music, founded in 2019 to place musical instruments in the hands of Columbus City School children. The program assists budget diminished schools to foster love of music and makes a positive impact in the lives of so many deserving young people. City of Columbus employees donated instruments, and helped the Gift of Music in achieving a 150% increase over their previous year's instrument drive.

### **EQUAL EMPLOYMENT RESOURCES OFFICE**

The Equal Employment Resources office is responsible for investigating complaints of discrimination and/or harassment. The office is also responsible for the adherence to City policies as well as local and federal laws that relate to equal employment. 13 EEO complaints were investigated Citywide by this office.

The City's Policy on Equal Employment Opportunity was updated to align with applicable local and federal laws and regulations. The updated policy was effective February 2020.

The section facilitated Anti and Sexual Harassment training for new and seasoned supervisors through Citywide Training. Also, partnered with the Department of Public Safety to conduct interviews for the EEO Compliance Assistant Director position, and served on the initial Report CPD committee that helped to source emails and videos of incidents following summer 2020 civil unrest.

## 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 2020, the Compensation Management program area finalized and implemented a comprehensive salary study for use in the collective bargaining process, ensuring employees are being paid fairly and equitably and that taxpayer dollars are being used in the wisest manner possible throughout the fiscal emergency.

Compensation Management transitioned to a virtual work practice, sustaining a range of services including compensation guidance, analysis, pay-rate approval for hiring critical positions during a state of emergency, and maintaining the highest professional standards for employee performance and accountability. Compensation Management transitioned to a new payroll and personnel system during a state of emergency and ensured critical analysis of employee pay trends was maintained.

## VETERANS AFFAIRS & AMERICANS W/DISABILITIES

The City Veterans Services Coordinator is responsible for ensuring compliance with the Uniformed Services Employment and Reemployment Rights Act (USERRA) and serving as a resource for managers within the City of Columbus and its residents. In 2020, the office focused on COVID's impact on the Veteran community and ensuring partners and area Veteran Service Organizations had up to date information regarding the pandemic. The Veteran Affairs office maintains and attends a variety of public meetings and discussions with area Veteran Service Organizations (VSOs) at all levels of government.

The Americans with Disabilities Coordinator is responsible for ensuring compliance with Title II of the Americans with Disabilities Act (ADA) and serving as an internal and external resource for individuals seeking information and guidance on the landmark anti-discrimination law. The ADA is a broad law that demands input and experience from across the City of Columbus. 2020 garnered public feedback through the Mayor's Columbus Advisory Committee on Disability Issues (CACDI) delivering updates on City policy and connecting specific concerns of the public with key contacts within City departments. The ADA Coordinator responded to inquiries on matters pertaining to the ADA or issues faced by persons with disabilities and connects them with community resources and information.

## LABOR RELATIONS

The Labor Relations program area is responsible for the negotiation, and year round interpretation of six (6) collective bargaining agreements and one compensation plan. In 2020, the Section accomplished the following:

- Completed negotiations
  - IAFF Local 67 (new agreement expires October 31, 2023),
  - AFSCME 2191 (new agreement expires March 31, 2023),
  - CWA 4502 \*conducted virtually over Zoom\* (new agreement expires April 23, 2023), and
  - FOP-OLC, Inc. secured a fourteen-month extension (extension expires August 31, 2021).
- Engaged in lengthy negotiations with AFSCME 1632 and are scheduled for Fact-finding in 2021.
- Began negotiations with the FOP, Lodge 9, and negotiations are on-going.

The Section is also responsible for conducting grievance, disciplinary and fitness for duty hearings for AFSCME Local 1632, AFSCME Local 2191, CWA Local 4502, FOP/OLC bargaining unit members, as well as Management Compensation Plan employees within the City. In 2020 the Section oversaw the following:

Grievances (disciplinary and contractual cases)

- Sixty five (65) new Step 2 grievances were filed;
- Thirty three (33) grievances were heard at Step 2;
- Twenty three (23) grievances were appealed to Step 3 (arbitration);
- One (1) case went to arbitration;
- Eleven (11) active cases were withdrawn;
- Nine (9) active cases were settled.

Discipline (suspension/termination cases)

- Seventy two (72) cases filed against fifty six (56) employees;
- Thirty nine (39) settlements;
- Four (4) employees resigned;
- Two (2) withdrawals;
- One (1) last chance agreement.

Fitness for Duty Hearings

- Twenty (20) cases scheduled for hearing;
- Eleven (11) hearings held;
- Four (4) employees were separated.

The Section administers the Tuition Reimbursement Program, processing \$786,447.76 worth of tuition reimbursement for city employees in 2020. This figure represents a \$98K decrease from the 2019 totals.

The Drug and Alcohol Coordinator (DAC) is responsible for the Drug Free Safety Program (DFSP) and oversees drug and alcohol tests of City employees in six categories: reasonable suspicion, random, post-accident, return to duty, follow-up and pre-employment testing. 2,073 drug and alcohol tests were conducted in 2020. The DAC also designs and coordinates the training of all employees regarding BWC's DFSP.

Finally, in response to the COVID-19 pandemic, the Section was enlisted to work on rolling out, revising, and interpreting new COVID-19 leave policies and procedures, which include:

- Coronavirus Disease 2019 (COVID-19) Workplace Policy (March)
- Return to Work Procedure (May)
- Travel Policy (August)
- First Responder COVID-19 Leave Policy (November)
- Supplemental COVID-19 Leave Policy (November)

The Section provided guidance and interpretation on the Families First Coronavirus Relief Act (FFRCA), a temporary federal law (April 1 – December 31, 2020) requiring employers to provide paid leave for COVID-19 related reasons.

## **EMPLOYEE BENEFITS AND WELLNESS**

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

During this unprecedented time the Benefits and Wellness team revamped the Front Street Fitness Center with the purchase of new machines, repurposed the older model machines, refreshed and repainted the center, updated shower stalls, new motivational wall art, additional sanitizing stations and machine setup throughout. Due to the pandemic, 7 fitness videos can be accessed via Healthy Columbus' YouTube page.

The "Wellness Wednesday" newsletter is delivered to provide weekly health and benefit information. In 2020 we introduced "Beyond the Table" with our Nutritionist- Ashley on Mondays at noon. These short presentations about nutrition are produced every Monday on our Facebook platform. We also introduced "Five on Fridays" with our nurse liaison, Cathy! Nurse Cathy spends 4-7 minutes with our employees and families on Fridays on all 3 social media platforms and discusses relevant health and wellness topics. Nurse Cathy and the City of Columbus were both highlighted for taking on a challenging situation, and turning it into such well-received health and wellness touch point with our members to interact with our nurse liaison and to provide members with the additional support and education that they need during an emotionally taxing time.

The Benefits Healthcare Fund remains stable. Many transaction under the healthcare plan have been suppressed due to the cautions of COVID-19. The Plan maintains high in-network provider utilization at 98%. The Healthcare plan completed 4 RFP's over the summer for Dental, Vision, Life Insurance and Short-term Disability.

The Benefits and Wellness team completed phase one of the Dayforce implementation in the fall of 2020. The team now manages all eligibility and enrollment transactions through the Dayforce system. Administered open enrollment for the IAFF's High Deductible Health Plan and implemented the Fitness Incentive to accompany the Sick Leave Reciprocity deposit perks of the Health Savings Account.

Revamped our role in New Employee Orientation by delivering valuable benefits and wellness information electronically to new employee's inboxes and conducting WebEx presentations to explain the materials to new employees. Due to COVID-19 we were unable to conduct annual flu shots, health fairs or Biometric screenings as customary. We did complete a series of mini flu shots clinics at Public Health, distribution of the annual Walgreens Flu Shot vouchers and communications on the importance of vaccinations.

## Risk Management

The Risk Management program manages the workers' compensation, and injury leave programs in accordance with City and Ohio BWC policies, procedures, and union contracts. The Risk Management team facilitates the claims process by initiating and maintaining communications with all involved parties, developing action plans for injury claims, and managing to resolution. Responsible for the review and processing of handicap reimbursement applications, and represents the City's interest before the Ohio Industrial Commission. Highlights of the Risk Management section include:

- The City of Columbus received dividend checks from the Ohio Bureau of Workers' Compensation (BWC) **totaling \$99,111,346** as part of 3 separate "More than a Billion Back" employer rebates.
- Continued and ongoing emphasis and attention on activities such as the pursuit of handicap reimbursement, claim settlement and subrogation, and proactive claims management have resulted in cost savings of \$7.9M
- Successful management, tracking, and on-time reporting of performance in BWC rebate programs, including the Industry Specific Safety Program (ISSP), the Transitional Work Performance Bonus, The Safety Council Participation and Performance rebates, and the Lapse-Free rebate has resulted in premium rebates of more than \$1.8M during the 2020 policy year.
- Participated in more than 20 claims review meetings with BWC, Sedgwick MCO, and Department/Division personnel to devise action plans and strategies for moving more than 150 claims towards resolution.
- Represented the City's interests before the Ohio Industrial Commission at more than 2,200 hearings

## Citywide Occupational Safety and Health

The mission of the Citywide Occupational Safety and Health Program (COSHP) is to create a workplace with zero on the job injuries, and to empower and educate City of Columbus employees to be safety conscious, reducing occupational hazards. We strive to achieve this by designing a comprehensive, integrated Occupational Safety and Health Program that promotes a safe and healthy working environment for all City employees and visitors.

COSHP works under the authority of the Mayors Executive Order 01-02 and provides OSHA/PERRP compliance assistance, industrial hygiene monitoring, safety training, written program development, and complete OSHA/PERRP audit services. 2020 highlights of the Citywide Occupational Safety and Health Program include:

- Took the lead role in development and implementation of numerous aspects of the City's COVID-19 pandemic response and safety plans, including:
  - a. City of Columbus COVID-19 Safe Work Practice Guidance
  - b. COVID-19 Frequently Asked Questions (FAQs) for City of Columbus Employees (To accompany the City of Columbus COVID-19 Employee Safe Work Practices Guidance)
  - c. The COVID-19 Hazard Mitigation Assessment Form. We also review, correct and approve submitted forms.
  - d. Multiple COVID-19 training materials including videos, PowerPoints and posters
- Reviewed Face Covering Exception forms to ensure compliance with the City of Columbus COVID-19 Safe Work Practice Guidance.
- Continued critical OS&H clinical services, virtually when possible, including an increased number of medical clearances for city employees to wear respiratory protection
- Assisted in the development of critical infrastructure employee guidelines that would allow critical City processes to continue during the pandemic.
- Assisted Mount Carmel Occupational Health with pre-shift health screenings for police officers and firefighters.
- Completed or assisted in the completion of citywide Hazard Mitigation Assessments for multiple Departments/Divisions as they transitioned employees back into the office. Onsite visits when necessary.
- Developed/assisted in the development of safe work practices for employees who continued to work during the pandemic. This included onsite visits when necessary.
- Answered and assisted departments with questions regarding COVID-19 processes (i.e. close contacts, sick employees, CIE, union safety issues)
- Obtained and distributed personal protective equipment (PPE) and other COVID-19 related products such as N-95 respirators, surgical masks, cloth face masks, and hand sanitizer to departments to ensure they had adequate supplies for employees. This included distributing over 60,000 masks provided by the BWC.

# **Smart Columbus 2020 Annual Report**

## Smart Columbus

### USDOT Smart City Challenge Grant Portfolio:

- Smart Columbus launched the remaining five USDOT-funded projects in 2020; Connected Electric Autonomous Vehicle, Smart Mobility Hubs, Connected Vehicle Environment, Event Parking Management and Multimodal Trip Planner.
- Smart Columbus launched the Linden LEAP – Linden Empowers All People – in February 2020. Following a stoppage in service and travel restrictions due to COVID-19, Smart Columbus worked with project partners St. Stephen's Community House Food & Nutrition Center and Rosewind Community Center to recommission the Linden LEAP to distribute food pantry boxes to the Rosewind community five days a week. In 2020, 2179 food pantry boxes were distributed to the Linden community.
- Smart Mobility Hubs launched in July 2020 to connect people to transportation options near Columbus State Community College, Linden, and Easton areas. CoGo e-bikes were added to the offerings at the hubs as well as scooter charging stations provided by IKE Smart Cities.
- Connected Vehicle Environment launched in October 2020. Over 1,000 vehicles including 313 private vehicles were equipped with connected vehicle technology to transmit basic safety messages to other vehicles and infrastructure. 84 road side units were installed along High St, Cleveland, Ave, and Morse Rd to collect and transit data to assist in the evaluation of the project.
- Event Parking Management project launched in December 2020 with new features released in the ParkColumbus app including predictive on-street parking availability and the ability to find, reserve, and pay for parking at participating parking garages and surface lots in the Short North and Downtown area.
- The Multimodal Trip Planner app, Pivot, launched in December 2020 with new payment integrations for participating mobility providers: COTA, OSU Campus Area Bus Service, Yellow Cab, CoGo, Lime, Bird, Lyft, and Uber.
- Mobility Assistance for People with Cognitive Disabilities project ended in May 2020. Smart Columbus worked with 37 participants to use the Wayfinder app and provide feedback to see if it increased transportation independence via public transportation.
- Recruitment for Prenatal Trip Assistance project ended in June 2020. 143 expectant women were provided rides. Feedback was collected from participants through January 2021 to determine customer satisfaction with rides provided.

### Paul G. Allen Family Philanthropies Electrification Grant Portfolio:

The Smart Columbus Electrification Program was finalized on July 31, 2020, and Public Service staff continues to strategize toward enhancing electrification in the region. Activities include:

- The City of Columbus is wrapping up projects to provide 167 Level 2 fleet charging ports at 18 sites. \$113,159 has been legislated for Proline Electric for installation of charging stations for additional City of Columbus fleet EVs including new electric box trucks and an electric city refuse truck to be procured in 2021 by the Department of Public Service.
- Engaged with other cities in webinars related to Smart Columbus electrification work and the lessons learned in the program.
- Engaged through the Bloomberg grant and with The Ohio State University capstone students to continue efforts to make EVs an affordable option to those with lower and middle incomes.
- Working through City of Columbus Building and Zoning Services to legislate an EV Ready Ordinance.
- Developing City of Columbus Supplemental Specifications for charging stations in the public right of way.
- Coordination with the Columbus Partnership to continue public/private work toward EV adoption goals.
- Developed a vehicle registration dashboard to provide registration data for alternative fuel vehicles filtered by time, region and county and includes data and mapping visuals.

Some high level project success indicators with key partners include:

- 552,000+ AEP OHIO AMI Meters installed, exceeding the goal of 528,000
- 187 LED street lights installed through AEP OHIO'S Smart Street Light Project
- Completed goal of 200 City of Columbus Fleet EV purchases
- 440,282 EV miles driven by transportation service providers
- 30 station based electric bikes
- 12,409 EV test drives completed
- Certified 32 "electrified" local dealers
- Finalized 88 multi-unit dwelling charging ports installed at 21 sites

# **Celebrate One 2020 Annual Report**

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

To make the most significant impact, CelebrateOne continues to focus its work in eight Columbus neighborhoods where the infant mortality rate is three times higher than county, state and national averages. The high priority areas include the Hilltop, Linden, Franklinton, South Side, Near East, Southeast, Northeast and Northland neighborhoods. Outside of the eight CelebrateOne original neighborhoods, through the Ohio Equity Initiative (OEI), the work has been extended to additional zip codes, 43068, 43228 and 43213. By expanding the reach in Franklin county, additional pregnant and partnering moms are offered resources for a healthy pregnancy and baby first year.

Most of 2020 required working from home and more virtual communication due to COVID-19 restrictions, but CelebrateOne was able to reach several thousand pregnant and parenting moms and babies. This was a great accomplishment due to the consideration of figuring out new methods of reach/non-contact to those in need of assistance and resources.

### **2020 Preliminary Infant Mortality Data\***

In 2020 more Franklin County babies lived to celebrate their first birthdays than the previous year. The IMR dropped to 6.6 deaths per 1,000 live births. The IMR for CelebrateOne zip codes is trending in the right direction with a new low of 9.8 deaths per 1,000 live births. Preliminary infant mortality data released by CelebrateOne and Columbus Public Health show 17,483 babies were born in Franklin County in 2020 and 116 died before reaching the age of one, 11 fewer deaths than in 2019.

The 2020 infant mortality rate for non-Hispanic white babies in Columbus was 4.1, below the national Healthy People 2020 goal of 6.0 and even the Healthy People 2030 goal of 5.0. For non-Hispanic black babies the 2020 remained the same as 2019 at 11.4, which increased the gap in the racial disparity to 2.8 times higher than the non-Hispanic white babies. This data shows progress with non-Hispanic white babies, but there is more work to do to improve the outcomes for black families.

The Fetal-Infant Mortality Review (FIMR) program reviews the cases of fetal and infant mortality and reports on the leading factors of loss. The data helps determine the cause for the death and the best method to eliminate it all together. A major factor in reducing infant mortality is addressing issues impacting a community's overall health. Often referred to as the social determinants of health, such as education level, food insecurity, eviction rate, lack of health insurance, employment and high crime rates, can result in poor maternal health outcomes, premature births and infant deaths. In 2020, the racial disparity ratio in infant mortality in CelebrateOne neighborhoods increased slightly to 2.1, from 1.9 in 2019. (Note: This is not a percentage; it is a ratio.)

The 2020 data shows a consistent percentage of pregnant women accessing prenatal care during the first trimester, an important step in ensuring a healthy pregnancy and reducing preterm births. The number of very preterm births (before 32 weeks of gestation) dropped slightly, but the focus is to get more women enrolled into StepOne and Moms2Be in 2021 as the numbers were 2020.

In 2020, CelebrateOne and its partners continued expanding education and resources about the ABCs of safe sleep to ensure babies sleep *alone*, on their *backs*, in a *crib*. With expansion outside of the CelebrateOne zip codes, the number of safe sleep trainings increased and more safe sleep ambassadors were trained than in 2019. With COVID-19 restrictions, since March 2020, Safe sleep training was conducted in a virtual environment. While there were less deaths in 2020 from 2019, unfortunately we increased slightly in the number of deaths due to unsafe sleep practices. There were 18 sleep-related deaths, 11 within CelebrateOne neighborhoods, three more than 2019.

Co-sleeping and unsafe sleep environments continue to contribute to infant mortality in our community. Our goal is no sleep-related deaths are caused by unsafe sleep practices.

*\*The 2020 infant mortality data for Franklin County are released by Columbus Public Health. All data are considered preliminary until reviewed and finalized by the Ohio Department of Health late in 2021.*

### **2020 Interventions**

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

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



- In spite of the pandemic and having to pivot to deliver the typically in person training to a virtual platform, CelebrateOne in partnership with Columbus Public Health conducted 47 Virtual ABC's of Safe Sleep training for 977 individual. Understanding the value and caliber of our virtual training, we had virtual visitors as far away as Spain.
- CelebrateOne and Columbus Public Health took key steps to make sure free cribs were accessible to families without safe sleep environments, even as the pandemic shut down a number of crib distribution outlets. As a result, 1600 cribs were distributed through the Cribs 4 Kids network, keeping pace with 2018 crib distribution, but falling below 2019 distributions. 924 of those cribs were given out in the CelebrateOne neighborhoods. This resource ensures more babies can sleep safely.
- Central Ohio birthing hospitals partnered with CelebrateOne for a third year to ensure every infant born from November to March left the hospital with a Halo sleep sack to help them sleep safely without blankets during cold weather. Each hospital shows a Safe Sleep video to each new parent to reinforce the ABC's of Safe Sleep.
- A new safe sleep media campaign was launched in summer of 2020, focused on not just knowing the ABC's of Safe Sleep, but practicing them every single time a baby goes down to sleep. The messages addressed common safety issues like co-sleeping and reminded families to ensure the baby sleeps in a crib every night, every nap, every time. Three 60 second videos were created and used on the website and an app was created for launch in 2021.

### ***Reducing Preterm Births***

- StepOne for a Healthy Pregnancy scheduled 3,689 women for prenatal care in 2020, 52% were non-Hispanic black women. Of the women served, 54 percent lived in CelebrateOne zip codes.
- The Ohio Better Birth Outcomes (OBBO) collaboration is dedicated to reducing the infant mortality rate by improving delivery care services for women. 139 eligible women accepted progesterone and 1026 women received LARC at their maternity stay.
- CelebrateOne partner Moms2B served 625 pregnant and parenting women in Columbus; and of those served, 266 were newly enrolled women. The number decreased since 2019, mainly due to the impact of COVID-19 and moving to an all virtual environment in 2020. The strategy developed going forward will be to increase the number of people reached as more resources open up and move back to in-person meetings.
- Healthy Beginnings at Home (HBAH), a pilot project launched in 2018, is focused on providing affordable housing to pregnant women and young mothers, with the aim of decreasing infant mortality. In 2020, HBAH published a policy brief including the early research findings and core policy recommendations. Results showed 42 out of 51 babies in the intervention group were born full-term and at a healthy birth weight in comparison to 23 out of 49 babies in the usual care group. Additional funding and work is planned into 2021 to expand the role housing stability plays with reducing prematurity and improving the health of the baby and family.
- Teen Reproductive Health Education (TRHE) made great traction in partnership with Nationwide Children's Hospital (NCH). Funds were awarded to NCH through a \$2.5 million federal grant from the U.S. Dept. of Health and Human Services to help expand the work of the TRHE to support and expand its school-based adolescent healthcare services in Columbus City Schools (CCS.)
- The TRHE team developed a digital strategy to reach teens with reproductive health education messaging and information. The focus in CelebrateOne neighborhoods-called AwkTalk- is a mobile enabled website which includes a series of lessons for parents and engaging videos for teens. CelebrateOne partnered with Planned Parenthood to deliver a peer education program to high school aged teens who serve as sexual health ambassadors among their peers and their communities.

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

- As outreach outlets shut down, the CelebrateOne Connector Corps stepped up. Creative partnerships with local businesses like daycares, corner stores, and restaurants coupled with creative outreach strategies like pop-up resource tables, canvassing, and social media outreach helped the team to connect with 3,000+ pregnant women and families. The Corps addressed a variety of health needs, making connections for prenatal care, health insurance, home visiting, and mental health counseling alongside assistance for social and economic challenges like housing, food insecurity, and baby supplies among others.

- In response to heightened needs of pregnant and parenting moms during the pandemic, a different approach was required to in-person events. With safety in mind, CelebrateOne pivoted from the way traditional community events were hosted indoors to outdoor “drive-thru” showers and first birthday celebrations. Through partnership with NBC4’s first virtual phone bank fundraiser, central Ohioans were engaged in real time and donations totaling over \$35,000 within several hours. Those dollars afforded CelebrateOne the opportunity to increase the amount of essential baby items provided to families who reside in CelebrateOne priority neighborhoods. Additionally, corporate and non-traditional partners sought to support our efforts by providing PPE items and hosting the 2020 events.
- The Baby and Me Tobacco Free program continued to see growth and of the women reached after completing the Tobacco Free program, 100% of the 170 participants remain smoke free for one year after baby’s birth. 66% of those participating in Baby and Me Tobacco Free were in a CelebrateOne zip code.
- We expanded our community’s capacity to serve families with home visiting services. Support provided to home visiting providers is expected to result in more than 1,000 new slots by the end of 2021. In addition, to enhance the community’s understand and engagement with these vital services, a series of listening sessions with families and providers led us to develop an umbrella brand for all home visiting in Franklin County: the Baby Bump & Beyond brand. The new brand features fresh images and language that emphasize that these programs provide families with support through the critical moments of their pregnancies and the early years of their child’s life.
- CelebrateOne was given access to CARES Act Funding. The funding, directly distributed \$850,190 (88%), to community partners was to support program adjustments needed to meet the needs of pregnant women and parenting families during the COVID-19 pandemic.